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**EFFECTIVE SOCIAL ASSISTANCE PROVISION AND  
SOCIOECONOMIC EMPOWERMENT IN THE LIGHT OF COVID-19  
PANDEMIC**

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# **Role of Integrated Monitoring and Information Systems in Effective Delivery of Social Assistance: Selected Case Studies**

# Selection of Case Countries

- Indonesia, Sudan, Tunisia, Turkiye
- Selection criteria:
  - Two successful member countries as examples
  - Geographical coverage: Asia, Africa, Middle East
  - COVID-19 pandemic response and potential future risks
- Face to face interviews: Tunisia and Turkiye
- Desk research: Indonesia and Sudan

# **Case Studies: Tunisia**

# Tunisia: Social Assistance at a Glance

- Tunisia is a lower middle-income country with an income per capita of 3,924 USD, and its population is approximately 12 million (as of 2021)
- Poverty headcount ratio at \$1.90 a day (2011 PPP) is 0.2 percent of the population
- Poverty level is significantly below the average (10.9 percent) in other countries under the World Bank's lower middle-income category
- Advanced and protective system in the MENA
- 50.2 percent of the population is covered by at least one social protection benefit
- Total expenditure on social protection (excluding health) as a percent of the GDP is 7.5

# Tunisia: Social Assistance at a Glance

- Tunisia launched its most extensive poverty reduction program, the “Amen Social,” on January 30, 2019
- Amen Social constitutes the basis of a national strategy to reduce poverty and targets individuals or families suffering from multidimensional poverty, including the deprivations related to health, education, housing, access to public services, and living conditions
- The responsible public body for Amen Social is the Ministry of Social Affairs
- The Law mandates that the Amen Social program introduces the necessary policies and means to:
  - guarantee the right to a minimum income
  - provide decent living conditions for the poor
  - improve access to education and health for all
  - promote equality of opportunity, fight exclusion, and establish social justice

## Tunisia: Social Assistance at a Glance

- Amen Social covered 265,000 *poor* households (8 percent of the total population) and 620,000 vulnerable and low-income households (20 percent of the total population) in 2021
  - Free health card (AMG1) to access medical care
  - Monthly Permanent Cash Transfer of TND 180 (US\$64)
  - Supplemental Family Allowance of TND 10 (US\$3.5) for each child
  - Monthly Family Allowance of TND 20 (US\$7) for each child living with disabilities;
  - Back-to-school allowances of TND 50 (US\$18) for each child in primary and secondary school and TND 120 (US\$43) for each university student
  - Religious celebration aid of TND 60 (US\$21) for Ramadan
  - Financial and material resources to support income-generating activities
  - Temporary cash transfers depending on the need
- In 2021, the annual cost of the AMEN Permanent Cash Transfer program was US\$229 million (0.6 percent of GDP), representing 88 percent of the program's total budget

# Tunisia: Social Assistance at a Glance

<b>Non-Contributory Social Assistance</b>	<b>Coverage</b>
National Aid Programme for Families in Need (PNAFN)	884,090 households
Free Medical Assistance program (AMG1 and AMG2)	620,000 households
Family Allowance for children (0-5 pages) of poor households	117,685 households
School Allocation Programme (PPAS)	-
Back-to-school education benefit	-
National School Meals Programme	-
<b>Contributory Social Assistance</b>	
National Employment Fund (FNE)	-
National Social Security Fund (CNSS)	81 percent of private sector workers
National Pension and Social Insurance Fund (CNRPS)	91 percent of public sector workers

*Sources: World Bank, 2022, UNESCWA, 2019, UNESCWA, 2016*

## Tunisia: Social Assistance at a Glance

- Amen Social has been instrumental in fighting the effects of the COVID-19 Pandemic.
- Since the outbreak of the Pandemic, approximately 900,000 households have received COVID-19-related assistance payments
- The Tunisian government has successfully issued vaccination identity cards for almost 80 percent of the population
- According to World Bank figures, in 2020, extreme (US\$1.90 per day)—remained below 1 percent in Tunisia; but poverty measured within the US\$3.20 per day bracket was estimated to have increased from 2.9 percent to 3.7 percent due to COVID-19
- The number of poor and vulnerable (US\$5.50 per day) is expected to have increased from 16.7 percent to 20.1 percent.

# Tunisia's Partly Integrated Social Assistance System

- Tunisia has a hybrid system of traditional and electronic applications
  - The system can be considered an “on-demand” system
- Once a household makes an application for social assistance, local Ministry of Social Affairs offices help control the application and validity of the information through household visits
- In total, approximately 1500 social workers are employed at 297 local offices of the Ministry
- The Ministry uses a scoring model and proxy means test based on the deprivation dimensions of income, health, education, housing, access to public services, and living conditions
- The Ministry decides whether to approve the application based on this scoring model
- Since 2018, the social workers in the field have been provided with tablets

# Tunisia's Partly Integrated Social Assistance System

- Tunisia is en route to moving to a fully integrated system over the coming years
  - Target year for transition: 2024
- Currently, the social assistance distribution system can be considered partly integrated
- The Ministry of Social Affairs of Tunisia developed a new Management Information System (MIS) and introduced a new targeting system under the Amen Social program
- The fundamental building blocks of the new MIS are the interoperability platform, digital government-to-person payment platforms, and electronic health cards, which have been essential tools during the COVID-19 Pandemic
- The interoperability of this platform enables automatic data to cross-check with social funds databases and the Health Insurance Fund (CNAM, CNRPS, and CNSS) and confirm the eligibility of households for social assistance

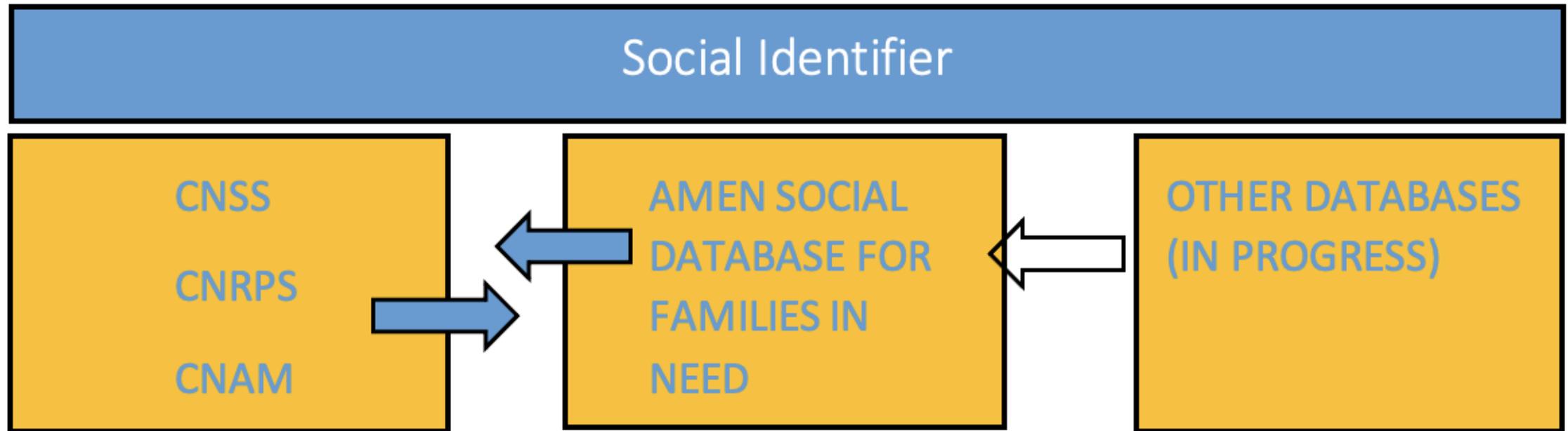
# Tunisia's Partly Integrated Social Assistance System

- The system covers about 7 million social security and social assistance registries
- At the same time, the database is supported by the information flowing from household labor force surveys and other nationwide surveys conducted by the National Institute of Statistics
  - Similar to Turkiye's and Indonesia's system
- Currently, the system is integrated with only the health insurance fund through a single social identifier, but there are efforts to connect the database with the information system of:
  - Ministry of Education,
  - Ministry of Finance,
  - Ministry of Transportation,
  - Real Estate registries
- Social assistance payments are generally made through the Postal Services of Tunisia, but authorities are also putting effort into making payments fully digital

# Tunisia's Partly Integrated Social Assistance System

- There are multiple beneficiary databases built by several institutions, each of which uses a different sectoral identifier for the end-users
- The integrated social assistance system made it possible in Tunisia to connect the social registry identifiers with health insurance identifiers
- However, the Tunisian system still does not rely on a single number that can be used for all transactions involving different ministries
  - Key ministries, such as the Ministry of Education and Ministry of Finance, use other identifiers in their database for the same individuals, which poses a challenge for moving into a fully integrated system
  - Currently, the social assistance system includes verification processes with the Ministry of Education and Real Estate Ministry; however, verification is not electronically integrated into the social assistance system

# Tunisia's Partly Integrated Social Assistance System



*Source: Ministry of Social Affairs Authorities and UNESCWA, (2019)*

# Main Challenges for Tunisia

- There is a disconnect between the sectoral and the national identifiers in Tunisia
  - partially stems from the fact that the state does not issue individuals under 18 national identity cards
- Lack of unique national IDs and insufficient social registries are pressing challenges
- Existence of a large informal sector in Tunisia
  - Informal employment is as high as 47 percent overall, while it is much more widespread in rural and agricultural areas
  - Collecting the data for workers of the books remains a significant challenge
- Inconsistent data entry in different databases poses a challenge for digitalization and matching
- Databases are in Arabic, but it is not uncommon that the names of the individuals are entered differently in payroll roll and social assistance databases

# Overview of the system and challenges

## Tunisia: Lessons Learned

- Strong institutional (CNI and MoSA) and political will facilitates the transition into a more efficient social assistance system
- Tunisia turned the crisis associated with the COVID-19 pandemic into an opportunity to improve social assistance
- Public institutions using different (sectoral) identity numbers for the same individuals can pose significant challenges for ensuring consistency and integrating the databases
- Digitalizing registries can be harder and may take longer than expected as the use of multiple alphabets as well as the different spelling of the same name and surnames might require multiple rounds of verification across different public databases.
- The prevalence of informal employment makes targeting through integrated systems harder.

# **Case Studies: Indonesia**

# Facts

<b>Population</b>	<b>272 million</b>
Population below 1.90\$	2.2 %
Population below national poverty line	10.1 %
Malnourished population	6.5 %
Gini Index	37.3
Stunning among children under 5	30.8 %
There are large regional rural-urban disparities	

# Indonesia: Social Assistance at a Glance

- One of the countries hit hard by the 1997 Asian Financial Crisis.
- GDP contracted by 13.1 percent in real terms in 1998 and recorded a weak growth of 0.8 percent in 1999, and unemployment increased steeply.
- The poverty headcount increased from 23 million in 1996 to about 50 million in 1998 before declining to 38 million in 1999.
- The government launched a series of reforms between 2000-2004 to alleviate poverty
  - Unconditional cash transfers
  - subsidies for public transformation
  - low-interest rates for small enterprises.
- As a result, poverty incidence declined to 16.7 percent in 2004 but did not return to pre-crisis levels.

# Indonesia: Social Assistance at a Glance

- Medium-term Development Plan for 2005-2009:
  - Goals: institutionalizing social assistance and improving program efficiency
  - Formulate a national social security system, improving consistency among social assistance policies, and improving monitoring of social assistance services.
- National Development Plan for 2010–2014:
  - Goals: reducing national poverty levels from 14.1 percent in 2009 to 8–10 percent by the end of 2014.
  - These programs consisted of three main components:
    - Cluster 1: rice subsidies for low-income households, cash transfers for poor families and students, public health insurance program
    - Cluster 2: community empowerment programs at urban and rural levels.
    - Cluster 3: credits for micro and small enterprises

## Indonesia: Social Assistance at a Glance

- The size of social protection is relatively low compared to countries with similar economic size.
- Social protection spending was only 0.73 percent of the GDP in 2017.
- Non-contributory social assistance and subsidized health insurance, with 0.55 percent of the GDP, and contributory employment insurance with 0.18 percent of the GDP.
- Non-contributory social assistance includes child grants, elderly grants, disability grants, food assistance, and education assistance, such as graduation incentives.
- Contributory protection includes health insurance and employment insurance.

# Indonesia's Uniform Database on Social Welfare (UDB)

- Indonesia's Unified Database (UDB-*DTKS*) was established in 2011
- *DTKS* is an integrated beneficiary registry and monitoring system
- Currently covers 25.7 million households nationwide (93 million individuals), approximately 40 percent of the population.
- The UDB was managed by the National Team for the Acceleration of Poverty Reduction (TNP2K), under the office of the Vice President between 2012–2015.
- In 2016, the UDB was transitioned to PUSDATIN, a Data Centre within the Ministry of Social Affairs.

# How the Uniform Database on Social Welfare was developed?

- UDB was based on the updated Data Collection for Social Protection Programmes of the National Statistics Agency in 2011 (PPLS 2011) and was built on the 2010 census.
- The welfare status of each household was indexed using the information in PPLS 2011, and the proxy means testing model.
- TNP2K developed regional and city-specific testing models, which helped sort households from lowest to highest according to welfare status.
- PPLS (2011) included 26 variables on individual and household characteristics
- PPLS 2011 provided the source data to develop a Unified Database for Indonesia's social protection programs in March 2012
- Following four rounds of census-survey data collection (2005, 2008, 2011, and 2015), on-demand approaches to registration were piloted in 2016-2017.
- These are currently being rolled out nationally via Ministry of Social Affairs Decree that entrusts the UDB updating, verification, and validation process to the local Government.

# How does the Uniform Database work?

- UDB classifies households into deciles and contains deciles 1, 2, 3, and 4
- The UDB is used for two purposes;
  - planning/analysis of social protection programs
  - targeting beneficiaries, monitoring, and evaluation
- The system retrieves information at the aggregate level and at individual level
- The UDB data is stored using a Microsoft SQL server, but it does not currently link to other servers or web services for remote access
- Transfer of data between government institutions has been done manually
  - Data in the UDB are only issued to government agencies (central and local) that organize social assistance programs
- National Statistics Agency is the responsible agency for providing data on individual and household wealth through censuses, national surveys, and potential village surveys.
  - In contrast, sub-national governments are responsible for updating quarterly.

# Overview of the system and challenges

- UDB is a fairly advanced social assistance system but it is not yet fully integrated, i.e. not actively linked with any other government databases
- One of the biggest challenges has been data updating, especially for programs that target categories or people with 'volatile' status;
  - programs targeting school-aged children and pregnant women
  - only 113 of the country's 514 municipalities and regencies had updated their data as per the latest estimates
- It is a challenge to reach out to beneficiaries due to disperse geography
- This creates significant inefficiencies and limits the Government's ability to act swiftly to reach out to beneficiaries in case of shocks and natural disasters
- The government passed several regulations to facilitate the transition to a fully integrated system
  - As of May 2022, the Government launched a new mobile application called the *Cek Bansos* for social assistance applications

# Overview of the unified system and challenges

## Indonesia: Lessons Learned

- Countries can build partly integrated systems however, real-time systems based on administrative data as opposed to survey data can be more effective in times of shocks or sudden crises.
- Coordination with local authorities' or municipal databases is crucial when countries have a significant number of individuals residing in remote or rural areas for the effectiveness of social assistance.
- Size of the country matters for establishing efficient systems. For countries with large populations, targeting and maintaining the social registry might be harder.

## **Case Studies: Sudan**

## **Sudan: Social Assistance at a Glance**

- Located at the intersection of Sub-Saharan Africa and the Middle East, Sudan has faced extensive conflict for most of its independent history
- Hosts one of the largest refugee populations in Africa
  - Approximately 1.14 million people are refugees and asylum seekers
  - 61 percent of refugees is outside of camps, and only 39 percent is settled in camps
  - 3.31 million people are estimated to be internally displaced
- Population approximately 45 million
- Poverty headcount ratio at 2.15 USD a day (2017 PPP) is 15.3 percent (World Bank)
- One third of the population faces acute food insecurity (UN)

## **Sudan: Social Assistance at a Glance**

- The National Development Strategy (NDS) is the first national planning document following the South Sudan Development Plan (SSD), which expired in 2016
  - Guiding principles (i) peace, security, and the rule of law, (ii) democracy and good governance, (iii) socio-economic development, and (iv) international compacts and partnerships
- The Sudanese government created a social services cluster comprising of education, health, and social & humanitarian affairs sectors to create:
  - a cohesive social service system
  - effective coordination mechanisms
  - increasing inclusive access and coverage in the social service
  - expanding and improving social infrastructure
  - strengthening human and institutional capacity for efficient and effective social services

# Social service cluster results framework in Sudan

Outcomes	Measures (indicators)	Baselines	3-year targets	Means of verification
Adequate coverage and inclusive access to quality social services are provided	% of the population accessing inclusive and quality social services	44%	60%	EMIS, DHIS, SSHHS
	% of human resources capacitated	13.5%	27%	EMIS, DHIS, SSHHS
Social services leadership and policy environment are strengthened.	% of the national budget allocated to social services	5%	15%	Analysis of the National and state budgets/outturns
	Number of policies promulgated, implemented, monitored, and evaluated	75%	100%	Tracking matrix of critical policies

*Source: Republic of Sudan National Development Strategy. Note: EMIS is Education Management Information System; DHIS stands for District Health Information System, and SSHHS stands for South Sudan Household Health Survey.*

# Sudan: Social Assistance System

- Sudan is a federal representative democratic republic
  - *Federal government* is responsible for national-level functions such as defense, monetary and fiscal policies, and overall financing of larger projects,
  - *State governments* are responsible for secondary education, procurement, and distribution of textbooks, healthcare services in hospitals, agriculture development, and minor maintenance of small water schemes
  - *Local governments* are mainly responsible for preschool and primary education, management of primary healthcare, collection of taxes, and maintaining environmental sanitation
- Currently, the Ministry of Labor and Social Development (MoLSD) is the leading institution responsible for social protection policies
- The Ministry's objective is to achieve human and social security, reduce poverty, and support older people, orphans, persons with disabilities, and vulnerable groups

# Basic social protection policies in Sudan

Program Type	Program	Aim	Target Audience
Social Insurance	Pension System -The National Pension and Social Insurance Fund (NPSIF)-	To ensure a minimum income	Old age population
	Health Insurance - The National Health Insurance Fund (NHIF)-	To protect the well-being of households in the face of adverse events	All populations
Social Assistance & Support	Shamel- Integrated Program for Social Support-	A flagship cash transfer program led by MoLSD and the Commission for Social Safety and Poverty Reduction providing livelihood projects	Poor communities and households
	National Students Welfare Fund	system to support students to access higher education in Sudan	Low-income students
	Zakat Fund	Mandatory contributions for wealth distribution and productive building capabilities in the Islam community	Poor communities and households

# Cash Transfer Program

- Introduced in 2011 via the Social Initiatives Program (SIP) and after the succession of South Sudan, cash transfers (CT) were a response to economic shocks triggered by the civil war
- The transfers aimed to reduce the burden of families with limited income, ensuring a minimum standard of living
- Direct government support reached approximately 500,000 of the 2,289,000 poorest households identified by the Zakat Chamber in 2011
- The program expanded rapidly since its creation; support reached approximately 600,000 households (about 9 percent of all households) across all Sudanese states in 2019

# Sudan: Social Assistance System

- Sudan does not have an integrated system
- Most programs are demand-driven, where a detailed project proposal is submitted at the beginning of each program phase
- Data is collected through implementation reports, field visits, and relevant reports. The beneficiaries are selected through a household survey
- The demand-driven programs are:
  - Shamel: livelihood projects such as skills training, water projects such as irrigation projects, school meals, such as providing school meals for primary education, supporting community awareness initiatives
  - Zakat Fund: wealth distribution
- However certain social assistance types are built on a monitoring and information system (MIS)

## Social Assistance Programs that are based on MIS

- **The cash transfer program:** relevant information is stored in Oracle with a centralized poverty registry
  - Modules: targeting and eligibility module, a grievance redress module, a payment module, and a monitoring and evaluation module.
  - The main level work is computerized, but the local level work is still collected through the paper
- **National Health Insurance Fund (NHIF):** this is a contributory and non-contributory insurance system
  - covers 27 million individuals (68 percent of the population)
  - mandatory for the formal sector.
  - NHIF has the highest coverage among all Sudan programs, while it has the highest degree of reliance on MIS.
  - NHIF collects regular data on individual information on beneficiaries
  - Information in the databases can be accessed at the local/branch level.

## **Sudan: Challenges and potential benefit of an integrated system**

- Sudan faces disproportionately more challenges associated with catastrophes such as floods, droughts, conflicts, displacement, and inflation
- A significant proportion of the population in Sudan is more vulnerable to rising extreme poverty and hence this is a reason why Sudan needs even stronger social assistance delivery methods
- Not only challenges related to climate change and natural catastrophes but also the refugee problems complicate the efforts to alleviate poverty in Sudan
- Despite the limited resources, Sudan managed to build the basics of an integrated system, such as ID numbers and MIS in monitoring and managing social assistance delivery
- The international community has helped and can further help Sudanese people's efforts to alleviate poverty but international support should focus on improving real-time and effective social delivery as much as focusing on increasing finance.

# **Case Study: Turkiye**

# Turkiye's Social Assistance System

- The main responsible public body for social assistance is the Directorate General for Social Assistance (DGSA) under the Ministry of Family and Social Services (MoFSS)
  - Responsible for policy making, monitoring, and budget allocation
- Social Assistance and Solidarity Encouragement Fund (SASEF) and local Social Assistance and Solidarity Foundations (SASF) are critical institutions to deliver social aid to the beneficiaries.
  - The responsible body for evaluating, monitoring and inspection of social assistance
- Each local foundation has Board of Trustees consisting of representatives of municipalities, government units, locals, NGOs, and mukhtars.
  - Responsible body for evaluating, monitoring and inspection of social assistance applications.
  - There are in total 1,003 SASFs across 81 provinces.
- 8,421 employees in total with 3,921 Social Assistance and Inspection Officers.

# Turkiye's Social Assistance System

- Social protection expenditures: 91 billion USD in 2020,
  - 13 percent of the GDP in 2020.
  - Up by 20.9 percent from 2019.
  - Majority of the social protection expenditures are pension and health insurance related.
  - Old age payments constitute the largest expenditure share in on social protection benefits followed by sickness/health care payments.
- Total amount of social assistance expenditures
  - 1.74 percent of the GDP in 2021.
  - Increased from 1.33 percent of the GDP in 2015.
- During the COVID-19 Pandemic, the integrated system proved to be highly efficient to reach out to individuals at risk and need.

# Turkiye's Social Assistance System

- There are more than 40 social assistance programs supervised by MoFSS in Turkiye.
- These programs consist of social assistance for families, shelter and food assistance, old age and disability benefits, health support, education support and project assistance.
- Number of households receiving social assistance: 5.9 million.
  - Corresponding to approximately 22.6 percent of all households.
  - Significant increase from the 3 million households in 2015 (15.5 percent of all households)
- Number of households receiving *regular* social assistance: 2.5 million.

# Turkiye's Integrated Social Assistance System (ISAS)

- Turkiye is among the pioneer countries in transforming its social assistance system from a paper-based into an integrated system.
- ISAS is an e-government system that electronically facilitates all steps related to the management of social assistance, including the application, identification of eligibility requirements, disbursement of funds, and auditing.
- ISAS is based on the Social Assistance Information System (SAIS), a software program developed by the Directorate General of Social Assistance (DG) in 2009 which enabled the collection of supporting documentation for social assistance applications.
- The computer-based information system was launched in 2011 as a part of “Digital Transformation Turkiye Project”, which integrated data from several institutions and provided additional services to disburse funds, record and track information, and report on programs.

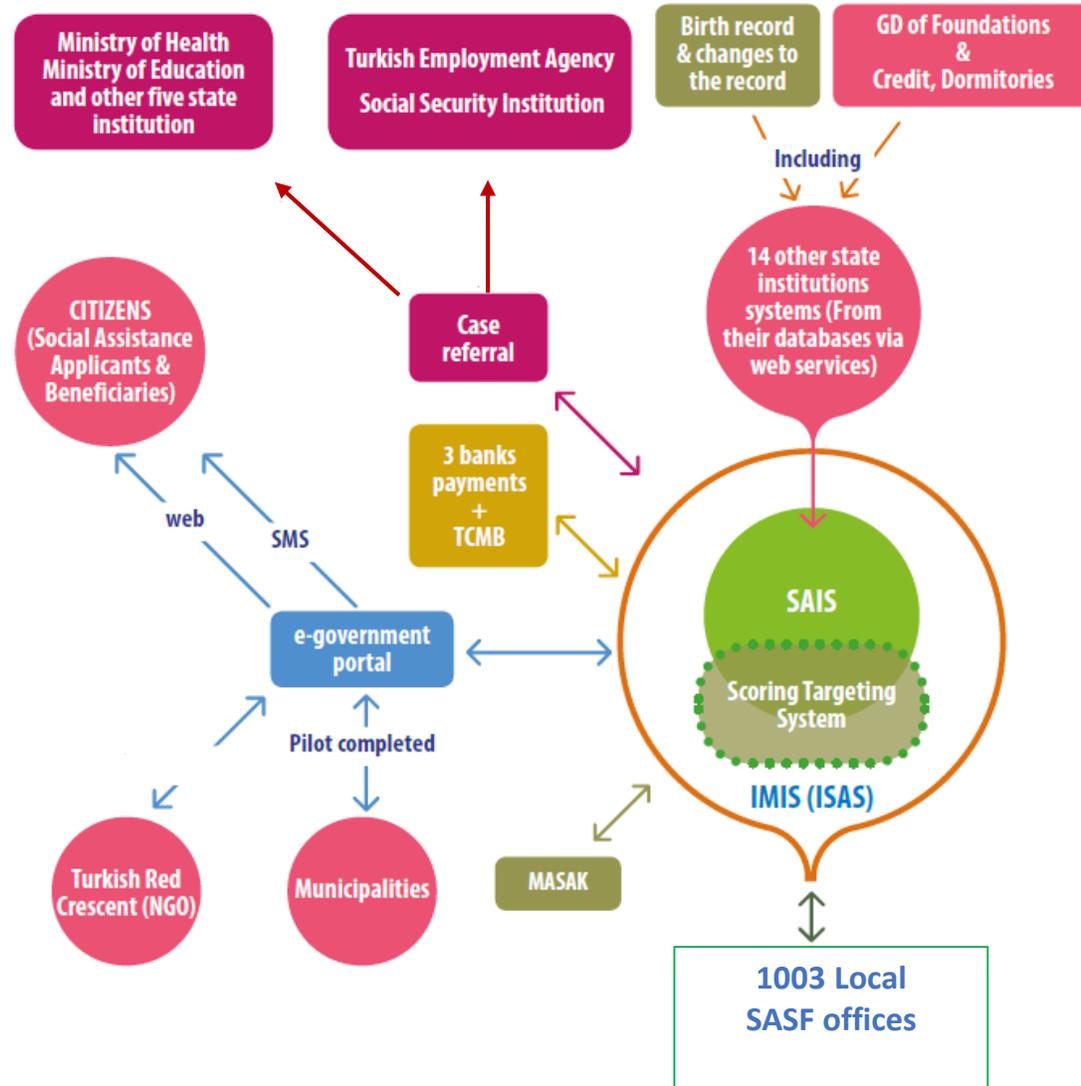
# Turkiye's Integrated Social Assistance System (ISAS)

- ISAS was developed in cooperation with the Turkish Scientific and Technological Research Institution (TUBİTAK).
- Previously, applications for social assistance were entirely paper-based.
  - Each social assistance program had its own eligibility criteria and own process, and citizens had to collect the required documents in hard copy from various organizations to verify their information, such as income, bank statements, vehicle and tax registration.
  - 17 different documents were needed for a citizen's social assistance application, and it took on average 15 days for the social workers to collect the appropriate paper documents.

# Turkiye's Integrated Social Assistance System (ISAS)

- ISAS currently collects data from 28 public and private institutions that can be reached with a single national identity number and all documents can be collected in less than a minute.
- Includes key ministries such as
  - Ministry of Labor and Social Security,
  - Ministry of Interior,
  - Ministry of Finance, M
  - Ministry of National Education, Ministry of Health.
- Covers 57.7 million individuals, corresponding to approximately 70 percent of the population.

# Turkiye: How ISAS Operates



# Turkiye: How ISAS Operates

Citizens apply to local SASF branches / SASF social workers reach out to potential beneficiaries

SASF staff reach the relevant information collected from 28 institutions upon approval of the applicant with written consent.

ISAS provides poverty scores for the applicants and provide guidance on the social assistance programs the applicant is eligible to benefit from

SASF inspection officers perform the household visits to verify the data and collect additional information (if needed)

Local SASF Board of Trustees evaluate the application and approve or reject the application

Payments are made through bank transfers, or through Postal Offices (PTT) or through a debit-type Social Assistance Card

Regular auditing and monitoring (ISAS produces 260 risk indicators and 88 service reports for the use of the inspection officers)

# Turkiye: How ISAS was Built

- The system is built in-house using solely the national resources and human capital.
- The building block which facilitated the transition into the integrated system was the Digital Transformation Project of Turkiye.
  - **2002, MERNIS project:** all population registries were digitalized and individuals' public records started being tracked through a single national identity number
  - **2008, E-Government Gate:** centralized the institutions' public records where all applications can be made electronically under one platform.
  - **2009-2015:** ISAS gradually improved through modular upgrades.

# Turkiye: How ISAS was Built

- At the initial phase, local SASF branches and DGSA buildings are connected on a virtual network using Virtual Private Network (VPN) technology
- At the project's completion in 2009, all SASF and GD computers started operating on the same network and relied on Voice Over Internet Protocol (VOIP) technologies between the SASFs and the GD buildings
- Through the IP sets procured in July 2009, it has become possible to make free phone calls between these locations
- Very high levels of security: the ISAS infrastructure allows access only through computers connected to the network
- Data flow within the system is encrypted according to international standards

# Turkiye: Success Factors

- Existing technological infrastructure and know-how to build an integrated system for social assistance
  - MERNIS, single population registry and E-Government Gates were key milestones
- Strong political will and commitment, ISAS was endorsed and launched by the Undersecretary of Prime Ministry himself. This facilitated the coordination among public institutions
- The system was built by the experts and engineers that worked in the same institution, hence social assistance experts were able to convey the needs to software engineers, and test whether the system functioned properly
- The staff who built the system was highly motivated.

# Turkiye: Challenges Ahead

- Social assistance programs have been increasing both in numbers and coverage, and hence it is a challenge to main the security of sensitive individual data while at the same time ensuring that the system generates key information in a consistent manner
- 117 municipalities are currently integrated to the system, however, this number is expected to increase significantly over the coming periods. Municipalities have also their own social assistance programs and the system needs to account for these programs
- Turkiye has been increasingly subject to natural disasters, such as wild fires and floods in line with climate change. The system has to be flexible and up to date to reach out to all citizens at risk in the case of shocks.

# Overview of the integrated system

## **Turkiye: Lessons Learned**

- Political commitment and leadership are crucial in ensuring coordination among ministries and other relevant public bodies when moving to integrated systems.
- Digitalization of paper-based public accounts is key in establishing the basis for integrated systems. This step also helps accumulate know-how and increase the technical capacity of agencies.
- Introducing unique national identity numbers for all citizens and launching platforms such as e-government facilitate moving into real-time integrated systems to a great extent.
- Moving into electronic systems tremendously increases efficiency in terms of human and time resources.