Republic of Rwanda
Ministry of Local Government

Operational Manual of the Dynamic Social Registry

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ACRONYMS

BCC	Behavior Change Communications
BNR	National Bank of Rwanda
CBHI	Community Based Health Insurance
CHW	Community Health Worker
CMS	Citizens' Monitoring System
CPF	Country Partnership Framework
CPS	Country Partnership Strategy
cPW	Classic Public Works
CV	Community Validation
DHS	Demographic and Health Survey
DoL	Division of Labor
DP	Development Partner
DPF	Development Policy Financing
DS	Direct Support
ECD	Early Childhood Development
EICV	Integrated Household Living Conditions Survey
ePW	Expanded Public Works
FAO	Food and Agriculture Organization of the United Nations
FARG	Genocide Survivors Assistance Fund
FM	Financial Management
FMS	Financial Management Specialist
GDP	Gross Domestic Product
GRM	Grievance Redress Management
GoR	Government of Rwanda
HPD	Household Profiling Database
HWS	Household Welfare Scorecard
IDA	International Development Association
IFMIS	Integrated Financial Management Information System
iSP-MIS	Integrated Social Protection Management Information System
ISR	Implementation Status and Results Report
LODA	Local Administrative Entities Development Agency
M&E	Monitoring and Evaluation
MEIS	Monitoring and Evaluation Information System
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINISANTE	Ministry of Health
MINUBUMWE	Ministry of National Unity & Civic Engagement

MIS	Management Information System
MoH	Ministry of Health
MoU	Memorandum of Understanding
NGO	Nongovernmental Organization
NIN	National Identification Number
NID	National ID Number
NISR	National Institute of Statistics of Rwanda
NSDS	Nutrition Sensitive Direct Support
NSPS	National Social Protection Strategy
OM	Operational Manual
PDO	Project Development Objective
PFM	Public Financial Management
PIU	Project Implementation Unit
PW	Public Works
RBC	Rwanda Biomedical Center
RWF	Rwanda Franc
SBCC	Social and Behavior Change Communication
SP	Social Protection
SPIU	Single Project Implementation Unit
SPO	Social Protection Officer
SPS	Social Protection Systems
SRIS	Social registry Information System
SROM	Social Registry Operations Manual
SSPP	Strengthening Social Protection Project
TA	Technical Assistance
ToR	Terms of Reference
VUP	Vision Umurenge Program
VUP-OM	Vision Umurenge Program Operations Manual

1. INTRODUCTION

1.1. Background

To advance its ambitious poverty reduction and human capital development agenda, the Government of Rwanda (GoR) continues to prioritize a robust social protection (SP) system. This system plays a critical role in supporting vulnerable households to attain a minimum standard of living, while strengthening their resilience to shocks that could push them into poverty.

As part of ongoing reforms, the GoR developed a more efficient and responsive targeting system through the operationalization of a dynamic Social Registry. Rwanda currently implements several core and complementary SP programmes, including the Vision Umurenge Programme (VUP), Community-Based Health Insurance (CBHI), Girinka, and other targeted interventions for vulnerable groups such as genocide survivors and demobilized ex-combatants.

In 2020, the Cabinet adopted a new Social Protection Policy that introduced a data-driven targeting approach based on proxy indicators derived from EICV5 data. These indicators are used to compute a Household Welfare Score (HWS), enabling the objective classification of households by welfare level. Since then, household data have been consolidated into a national Social Registry.

The transition from Ubudehe categorization to Imibereho represents a shift toward a more objective, transparent, and data-driven approach to assessing household welfare. While Ubudehe provided an important community-based mechanism for identifying and categorizing households, the need emerged for a standardized methodology that improves consistency, reduces subjectivity, and better captures changes in household socio-economic conditions over time. Imibereho introduces a structured welfare assessment approach based on household data and a Proxy Means Test (PMT)-based Household Welfare Score (HWS), enabling more accurate and dynamic classification of households and strengthening the effectiveness of social protection targeting.

The dynamic Social Registry is structured around the HWS methodology and expected to significantly reduce inclusion and exclusion errors, improve targeting efficiency, and enhance welfare and human capital outcomes. It will also enable stronger integration with other administrative systems such as MEIS, PGMIS, RSSB, MBAZA, NIDA, NLA and others to facilitate data sharing, verification, and coordinated service delivery.

The operationalization of the Social Registry aims to:

- Strengthening the efficiency and effectiveness of SP delivery systems
- Expand access to social and economic inclusion interventions
- Enhance the shock responsiveness of the safety net system

However, Continuous data updates and system integration is essential to ensure the registry remains relevant, reliable, and fit for purpose.

Data Dynamism and Household-Initiated Update Process

Household welfare status is dynamic and may change over time as household circumstances evolve. To ensure that the Social Registry reflects current household conditions, households can request updates to their records whenever changes occur. They may submit requests through established channels, including MBAZA, Irembo, the USSD service (*195#) or community gathering (inteko z'abaturage). Households requiring support can also submit requests through their respective Cell Offices, where they receive assistance from Cell staff, village leaders, community leaders, and para-social workers.

Each update is recorded in the designated system (MBAZA), verified using relevant supporting documents and available administrative data sources, and processed at the appropriate administrative level. Requests within the Cell mandate are resolved at the Cell level, while those requiring further validation or approval are escalated to the Sector level. Citizens receive SMS notifications on the status and actions taken on their requests until completion. Once approved, the updated information is incorporated into the Social Registry, with the effective date and source of information recorded. On the other hand, there are other updates received from external systems like CRVS (birth and Death events) that trigger changes on the household welfare. The Household Welfare Score

(HWS) is recalculated only when approved changes affect variables included in the PMT-based scoring model.

The Social Registry is aligned with Rwanda's long-term development vision and national policy priorities aimed at reducing poverty, strengthening resilience, and promoting inclusive socio-economic transformation. It serves as a key instrument for improving the effectiveness of social protection interventions through evidence-based household identification, improved programme coordination, and more responsive support to vulnerable populations.

The Social Registry contributes to the objectives of the Second National Strategy for Transformation (NST2) by strengthening systems that support poverty reduction, human capital development, social inclusion, and access to essential services. By providing reliable and up-to-date household information, the registry enables government institutions and partners to design and implement targeted interventions that respond to the needs and evolving circumstances of different population groups.

In line with the aspirations of Vision 2050, the Social Registry supports Rwanda's ambition to achieve inclusive growth, improved living standards, and a resilient society. Through enhanced targeting, data integration, and coordinated service delivery, the registry helps ensure that vulnerable households are identified and connected to appropriate social protection and economic inclusion opportunities.

The Social Registry also supports the Government's graduation agenda by enabling the identification of households eligible for graduation-oriented interventions and tracking their progress through different stages of the graduation pathway. By providing a comprehensive view of household conditions and access to interventions, the registry facilitates coordinated support aimed at promoting sustainable pathways out of poverty and strengthening household resilience and self-reliance.

1.2. Introduction to the Social Registry Information System Operations Manual

The Social Registry Information System (SRIS) has collected socio-economic data of every household in the entire country, initially through household profiling data in MEIS that has since been migrated to the social registry system. The Household Welfare

Scorecard (HWS) has been transformed into an application to facilitate the activity of predicting the relative welfare of households using 17 weighted proxies.

The main purpose of designing SRIS OM is to present the key concepts and other related components including mobilization, communication and the complete cycle of data collection in one document. The Social Registry Information Systems Operations Manual (SRIS OM) sets out how the Social Registry should be used to improve targeting of selected social protection programmes.

1.3. Who should use this document?

Staff of the lead Ministry (MINALOC) and user agencies and departments (notably LODA, RSSB), and other social sector implementing agencies, district level staff, cell level staff, enumerators should refer to this document to develop deeper understanding of the processes involved. However, if any further support or assistance is required in this regard, there is an assigned focal people at different levels.

1.4. Operationalization of the Dynamic Social Registry

Since 2025, Rwanda's reform programme has strengthened its adaptive social assistance system, with the Vision Umurenge Programme (VUP) as the core safety net. VUP delivers a mix of interventions tailored to household needs and labour capacity, including cash transfers for labour-constrained households, Public Works for labour-capable households, nutrition-sensitive support (Smart Start), and financial inclusion measures to promote economic resilience. The system can generate and provide provisional beneficiary lists for social protection programs implemented by government institutions, development partners, and non-governmental organizations (NGOs). Access is subject to the implementing institution submitting an official request to MINALOC that includes the program's beneficiary selection criteria and signing a data-sharing agreement. The information is shared either through an Application Programming Interface (API) or as a dataset, depending on the requesting institution's preferred data exchange method and operational requirements.

The Ministry of Local Government (MINALOC) provides sector leadership and oversees delivery systems, while the Local Administrative Entities Development Agency (LODA)

manages programme implementation, supported by decentralized structures at District and Sector levels.

A central pillar of the reform is the rollout of a dynamic Social Registry, housed within MINALOC, which will serve as a core delivery system for targeting, enrolment, and coordination across programmes. The registry will enable shock-responsive scale-up of support and improved integration with systems.

The registry is being implemented focusing on social protection programmes aims to build a scalable, integrated, and shock-responsive social protection system supported by sustainable government and partner financing.

1.5. Objectives and Organization of the Social Registry implementation System Operational Manual

The SRIS OM gives a complete description of the parameters and all relevant processes that MINALOC, LODA and implementing agencies will adopt for the operationalization of the social registry (SR). The manual serves as a reference document for all stakeholders and enables them to understand the approach, processes, implementation design and activities under the social registry. It describes the institutional arrangements, design parameters and all operational and implementation details/ guidelines for the functioning of the dynamic social registry. It will also provide an outline of the Social Registry's relationships with various implementation agencies, partners and field offices and other stakeholders.

The specific objectives of the SRIS OM are to:

- Describe the functions and operations of the dynamic social registry;
- Define institutional arrangements for oversight of the dynamic social registry
- Describe procedures for data collection, monitoring and evaluation, data updates and its communication strategy
- Serve as a reference document for all stakeholders and enable them to understand the approach, processes, implementation design, activities, and future direction of the dynamic social registry
- Define the functions (roles and responsibilities) of the project implementation units under MINALOC and LODA

- Clarify the core implementation arrangements for dynamic social registry operations
- Describes the information system modules used for registration, case management, grievance redress, linkages to other admin agencies and identifies responsible actors
- Ensure that the requirements for openness, transparency, fairness, equity, compliance, social accountability are fulfilled.
- Guide the program operations, especially the functions to be performed by each stakeholder

The OM is divided into the following sections:

- Background to the adoption of the proxy means test methodology, country, institutional and sectoral context. It also outlines the objectives and structure of the OM
- Institutional and implementation arrangements for the operationalization of the dynamic social registry, roles and responsibilities of various stakeholders, along with details on data sharing and protection of personal data;
- Details on targeting, registration, recertification of existing households, household profiling and household welfare scorecard, data collection, validation and verification. It gives the social registry design parameters, recruitment of field staff, training, community validation process, field activities, coordination, etc.
- The salient features of dynamic social registry's Case Management System for data updates, appeals, complaints, and Grievance Redressal Mechanism
- Operational details of the social registry's Communications strategy
- Details of Monitoring and Evaluation. The M&E activities are done by partner organizations, and Operational Review firm. It also outlines the M&E indicators related to Targeting and Case Management processes
- The operational level details of the Social Registry Information System

1.6. Changes and Updates to the Operations Manual

The manual is a living document which will be revised periodically as the operationalization of the social registry advances using the results of the evaluations conducted, and lessons learned through field operations. The SRIS OM needs to be used alongside the VUP operational manuals.

2. INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS

2.1. Policy and Authorizing Environment

The SRIS is expected to reduce inclusion and exclusion errors of targeted social sector programmes. Use of the SRIS will lead to feedback from the field on operations and data analysis at all levels will lead system improvements which will continue to improve the accuracy of the HWS and programme targeting.

2.2. Functions of Social Registry Coordination Committee (SRCC)

The terms of reference (ToR) provide the exact roles and rules of business for the Social Registry Coordination Committee. The committee is composed of representatives from MINALOC, RISA, LODA, RSSB and other institutions as deemed necessary. The Committee performs the following functions:

- Examine all the operational and design documents of the dynamic social registry and recommendations for improvements
- Examine the targeting efficiency and methodologies of the dynamic social registry, relate the same to the needs of various SP programs in the districts, sectors, cells and suggest improvements
- Advise on the system interoperability with other systems.
- Regularly review and advise on the effectiveness of the weighted variables which are used to predict household welfare scores
- Serve as a link between the dynamic social registry, SP programs and the district for coordination
- Facilitate strategic communication of dynamic social registry.

2.3. Implementation Arrangements and Programme Coordination

This section sets out the roles and responsibilities of all institutions involved in the technical design of the social registry, data collection, operation, targeting and management of grievances.

Table 1: Roles and Responsibilities of Key Implementation Partners, Stakeholders and Operational Teams

Institution	High-Level Responsibilities
MINALOC	• Develop policy guidelines, data collection tools and other instruments for operationalization, of social registry information system. • Coordination and supervision of data collection, updates and other necessary enhancements to the system at national level and decentralized levels • Provide national level authorization to do targeting of the social protection interventions based on the social registry data generated from the SRIS • Establish the national cut off score • Mobilization of Local Government and other stakeholders on Imibereho -DSR • Resource mobilization for system enhancement, data collection and management • Manage the social registry information system • Data analysis, report writing and dissemination • Periodic update of household profile data • To update the PMT variables whenever necessary • Provide instructions to stakeholders of the requirement to use the SRIS for targeting beneficiaries in their respective SP programs
RISA	• Work with the agencies/institutions (inside and outside of Government) leading different SP programmes to specify and develop software applications which address user requirements from the SRIS. All software should be developed tested and signed off by the user. • Keeps all applications and databases running smoothly by regulating and providing technical support on established standards. • Advisory and support to the development and deployment of Imibereho system. • Develop functionality for system interoperability with other relevant government information systems to ensure accurate and timely data exchange, especially for systems related to social sector/protection programmes • Deploy and maintain the key technical team in MINALOC.

Institution	High-Level Responsibilities
LODA	• Design VUP (and other SP programmes which may use the Social Registry) and review the design as required ensuing that any changes that may impact on the Social Registry are communicated to the Department of Social Affairs and the Chief Digital Office of MINALOC as quickly as possible. • Provide capacity building to Districts as required, support in the provision of training to the trainers at national and district levels. • In respect of household enumeration LODA will • Support the Districts in the recruitment of enumerators • Provide training to enumerators and field supervisors and follow up during data collection • Support the implementation by the Districts of the communication protocols in collaboration with MINALOC • Review the provisional targeting lists produced from the Social Registry, and their validation processes and provide feedback on issues identified to the CDO as necessary • Support Districts in the operation of social registry for targeting and in the review of targeting lists following community meetings • Design the grievances and redress mechanisms, provide oversight of the District management of grievances • Management of the flow of funds process, provide oversight of the VUP payment processes, focusing on transfer values, coverage and timeliness • Provide to MINALOC programme/component cut off score based on the number of poor and vulnerable and available resources
RSSB	• Design of CBHI including targeting criteria • Capacity building in Local Government related to CBHI • Oversight/Monitoring and Evaluation of the implementation of CBHI using MEIS • Communications to Districts and communities related to VUP
DISTRICTS (includes sectors and cells)	• Household data collection and updates for the SRIS • Delivering communications to communities • Organising community meetings to finalise the targeting lists • Implementation of VUP including targeting, payment, case management and grievances • Allocation of appropriate levels of human resource to SRIS activities
NIDA	• Management of NIDs • Allocation of unique household numbers • Support interoperability between the SRIS and NID database

2.4 Decision-Making and Accountability Framework

Strategic and policy decisions related to the Social Registry, including approval of the Social Registry framework, major methodological changes to the Household Welfare Score (HWS), updates to the PMT model, eligibility approaches, and alignment with national social protection objectives, are made by the appropriate policy authorities based on recommendations from the Social Registry Coordination Committee (SRCC) and supporting technical analysis.

At the decentralized level, local government authorities are responsible for ensuring effective implementation, including household engagement, validation, data updates, grievance management, and coordination with social protection programmes. Frontline actors, including designated local government staff from the Cell to District levels, support operational processes within their respective mandates.

Key decisions and responsibilities are documented through established procedures, including the Social Registry operational manual, standard operating procedures (SOPs), approval workflows for system and process changes, and reporting mechanisms to ensure transparency, traceability, and accountability.

HIGH LEVEL PROCESSES

A total of six institutions is involved in the implementation of the Social Registry and associated delivery systems. Any change of the household data resulting in the change of household score is automatically and close to real time basis shared with RSSB/CBHI for consumption and usage. The table below outlines the high-level roles and responsibilities assigned to each institution.

At this stage, the table reflects integration with the Vision Umurenge Programme (VUP) and the Community-Based Health Insurance (CBHI) scheme only. However, the Social Registry is designed as a foundational delivery system and is progressively expanded to support targeting and enrolment across a broader range of poverty-targeted programmes.

- **The Department of Social Affairs** will provide (i) guidance to all internal and external stakeholders in executing various processes and operations of the registry; (ii) lead on the review and, negotiation of social protection interventions with different partners and (iii) signing/managing agreements/contracts.

- **The Department of Social Affairs and the Chief Digital Office of MINALOC** are jointly responsible for managing the operationalisation of the dynamic social registry.
- **The SPIU** ensures that (i) the programme management resources dedicated to the social registry development and operationalization are used as intended and on time and (ii) manages all the finances related to creation and maintenance of registry at each level including payments to POs, OR firms and other firms on the recommendation of the user department.
- **The Communications Team** designs communication and outreach protocols including (communication materials keeping in view of targeted audience, for effective dissemination of dynamic social registry messages. This material will be used by LODA and partner organizations to deliver key messages to:

a) **The Monitoring and Evaluation Team**: compiles aggregate monitoring reports on the progress of data collection, data quality and reporting, collecting and compiling all data necessary from the relevant operational agencies. The M&E team may carry out field visits to validate the data supplied.

b) **The MINALOC Human Resource team** determines and provides human resource requirements of dynamic social registry, as well as plan for trainings and capacity building.

c) **Enumerators**: MINALOC through districts engages temporary enumerators to support the data update process. This work at Sector and Cell levels under supervision of the District and Sector staff and with LODA oversight

CITIZENS/ HOUSEHOLDS

- Provide or ensure that their household data required by the Social Registry is up to date, is valid and verifiable.
- Support the grievance and appeals mechanisms for households whose data might be improperly recorded

PARA SOCIAL WORKERS

Para Social Workers have been engaged in almost all villages to support the implementation of social protection. The Para Social Workers will support the validation of household data, its collection and correction as well as some key updates on certain variables.

- **Data Protection and Privacy**

The Social Registry uses personal data. Data will be collected and stored and shared in compliance with Law nº 058/2021 of 13/10/2021 “relating to the protection of personal data and privacy.” The existing legal framework is implemented alongside technical solutions to operationalize the dynamic social registry, to prevent risks such as fraud, public scrutiny, cybersecurity risks, misuse of data by way of surveillance, and so on.

Data protection standards required by law and guidelines will be key for the operationalization of the dynamic social registry. The operations ensure the proper handling and protection of information, including datasets shared from the social registry, social protection programmes (i.e., VUP, CBHI) and other institutions including NGOs. MoUs would be signed for allowing data sharing between the various participating institutions.

- **Interoperability**

The Social Registry aims to pull/push information through integration with other systems including but not limited to the Government Service Bus (GSB), National ID Database and Civil Registration and Vital Statistics Database, PGMIS, MEIS, RSSB, RRA, LAND, SDMIS, HMIS, Grievance Redress Complaint system (MBAZA) as well as other social protection program information systems.

The figure below depicts a general overview of how the Social Registry Information System (SRIS) will interact with the different databases in the ecosystem.

3. HOUSEHOLD REGISTRATION, TARGETING, Validation AND RECERTIFICATION

3.1. Methodology

Targeting households for social protection interventions using the Social Registry has six steps:

1. All households should be registered and uniquely identified in the Imibereho-Dynamic Social Registry
2. The Proxy Mean Test (PMT) algorithm is used to objectively determine household welfare scores using the set of the identified variables. These variables predict the consumption poverty level of each household.
3. Determining which households fall below the poverty threshold to be included in SP interventions. Each programme may necessitate a specific cutoff based on the programme design and set eligibility criteria.
4. Extreme poverty and poverty rate: The SRIS contains two cut-off scores for potential eligibility for social protection programs. This will be set at the level of extreme poverty line and poverty line based on the current EICV
5. Updates to cut-off score: The nature of poverty and its determinants change over time, and as a result, the HWS and cut-off scores will be updated to align with these changes. This again will be based on updated EICVs, as and when they are available. Typically, the cut-off score for each programme is set annually during the targeting phase,
6. Programme eligibility: Based on program eligibility criteria, the SRIS generates a provisional list of potential beneficiaries for the programme to further validate households' characteristics to confirm their eligibility.

3.2. Design Parameters

- **Leveraging Household Profiling Data**

The new targeting system using the social registry increases accuracy of targeting by using several proxies and weightings to predict the household welfare score of each household in the Social Registry based on a ranking of the individual Household Welfare Scores from lowest to highest.

The eligibility for a social protection programme will depend on at least two filters (i) the predicted poverty of the household and (ii) whether the household meets the

eligibility criteria for the programme (eg presence or absence of labour capacity in the household.)

Selecting households based on the poverty level is done by setting a “cut of score” which is typically set using a percentage of the population (for example EICV7 identified that 27.4% of the population is below the poverty line.) The SRIS will use the ranked household welfare score to identify eligible households IE those below the selected cut-off score.

Curt-off values for each social protection programme or component will be selected based on (i) economic and social context and (ii) available funding.

The cut-off scores may be based on various factors, e.g., budget/quotas available for the fiscal year as well as any location-based quotas, coverage of the population that the program seeks to achieve. Other programme-specific criteria may also be applied to filter out specific targeting lists.

The SRIS has the flexibility to reflect and set the cut-off scores in the system.

- **Appeals Process**

The Social Registry Information System (SRIS) provides mechanisms to receive, assess, and respond to grievances arising at different stages of the delivery process, including household registration, data updating, targeting, and community validation. The system accommodates programme-specific requirements and contextual differences to ensure timely, transparent, and fair resolution of complaints

- **Community Validation**

Each programme that uses SRIS undertakes the community validation of the provisional targeting list and exit strategy as per programme design in collaboration with MINALOC.

- **Capacity Building to Implement the Social Registry Operations**
    - **Household Registration**

All households should be registered in the Social Registry.

Aside from information relating to the proxies designed to predict poverty, the Social Registry contains household information in the following areas:

- Household head and members' demographic characteristics (age, date of birth, NID numbers, relationship to the household head, disability etc.)

- Housing location coordinates and dwelling characteristics (geographic location, construction materials, access to essential services etc.)
- Household livelihood and economic status

Household data will be dynamic with continuous on-demand registration/update for those who come forward to apply for inclusion.

Any household which is not found in the social registry should be encouraged to register immediately

District, sector and cell staff and para social workers will be carrying out standard tasks related to the Social Registry operations. In addition, from time-to-time Districts will carry out enumeration of households, adding households not previously registered, removing households which have disappeared and updating registry records for changes within the household.

- MINALOC will build a national HR development capacity plan to ensure that the SRIS can be implemented effectively as needed.

- MINALOC will fund the engagement of temporary enumerators to carry out this task.
- LODA will assist the districts with (i) implementing targeting and (ii) in the recruitment of temporary enumerators
- MINALOC will fund training for all staff and enumerators involved in operating and maintaining the Social Registry

MINALOC in collaboration with LODA will train teams based on the region allotted to them, the qualifications prescribed/agreed upon, and the work program. All team members must have a thorough grasp of the SRIS software application system, as well as social survey expertise. Hiring locals with local knowledge will be given preference.

- **Training Standards**

- A detailed session plan (module) for agreed upon days shall be prepared based on using the Training Framework adopted by LODA on the module content and scope and detailed in the relevant concept notes.
- Number of participants must be kept to a focused low-count cohort per event.
- The training venue must be properly equipped. MINALOC should always invite all stakeholders of the Social Registry and inform district teams.
- Training for newly recruited staff in LG and regular refresher training of LG staff on SRIS must be conducted
- Training will be done using a cascade approach for which mater trainers will be selected and trained in all aspects of the SRIS.

Training of staff in Central Government

- MINALOC and LODA will be responsible for training staff in central government involved in the development, updating and operating the SRIS.
- Training will include the following subjects
    - Design and eligibility criteria for social protection programmes and components
    - M&E requirements
    - Social Registry functionality and SOPs

Training of Staff in Local Government

- Training will be delivered to operational staff by the district with support from LODA
- The Social Affairs and Community Development Department in MINALOC will oversee local government training. Key components of the training will be
    - Objectives of dynamic social registry
    - SR functionality and operational SOPs and
    - Management of grievances through MBAZA
    - Community Validation process

3.3. Validation of Data through integration

SR aims to improve data accuracy through system integration and data quality assurance by the supervisor teams during the data collection.

Records in the SR will need to be validated.

Validation involves checking that the data is complete and consistent for each person registered, and that each person is unique. Surveyed individuals must be uniquely identifiable across systems. This will involve cross checks with the National ID Agency's (NIDA) National ID database, and Civil Registration and Vital Statistics (CRVS) system and other systems containing useful information like RRA, RSSB, NLA etc. Agreements will be reached with MINALOC, RISA and the institutions concerned respectively on the precise fields to be validated.

Community Validation

The SRIS validation includes a community validation process. Upon generating SRIS lists, community validation processes will be conducted to verify the completeness and accuracy of household data and programme targeting criteria.

The Social Registry harmonized targeting approach engages communities in the process of validating the provisional beneficiary lists before they are finalized. Prior experience from the registration and targeting process has also highlighted that this process is important. As such a community validation (CV) exercise represents the final stage of the registration and targeting process in each district/sector/cell/village. CV has the following objectives:

a) To improve data accuracy for the household welfare.
b) To determine eligibility for different programmes
c) Identify exclusion and inclusion errors and missing records

Community Validation Committee Members

Community Validation (CV) members comprise of all citizens residing in a cell. The cell staff and heads of the village play critical role in this exercise.

Note: A Social Registry operational manual provides the overall framework for the design, governance, and implementation of the system. It defines the policy context, institutional arrangements, roles and responsibilities, operational principles, accountability mechanisms, and key processes that guide the functioning of the Social Registry. The manual explains the purpose of the system, its institutional ownership, and the responsibilities of different actors involved in decision-making and implementation.

Standard Operating Procedures (SOPs) complement the manual by defining the detailed requirements and steps to be followed during specific operational processes. SOPs provide the checks to be performed for each activity, including workflows, timelines, required documentation, verification requirements, approval levels, and responsible actors. For the Social Registry, SOPs may cover processes such as household data updates, grievance handling, data access management, and other routine operational procedures to ensure consistency, quality, and accountability.

List Finalization

After the community validation, the updated data are entered into the SRIS. Households that the community deems to be eligible for a programme re-targeted to use the methodology used for that programme, Conversely, households that redeemed ineligible should be forced out on the same basis.

4. CASE MANAGEMENT AND GRIEVANCE REDRESSAL MANAGEMENT

The Grievance Redressal and Case Management system is a social accountability mechanism used to receive, assess, address and respond to appeals through the Mbaza system that allow citizens to appeal and track timely and transparently feedback.

Categories of grievance may include:

- Social Registry data updates/corrections, targeting and. This approach provides a systematic process
- Quality of Service: This is a general category of complaints for any recipient to show his/her satisfaction over the quality of services given. This might include issues related to bad behavior of staff, time of service.
- Other administrative appeals: for example, late payments

5. COMMUNICATION STRATEGY

5.1. Objectives

The Communication guidelines will serve as fundamental elements towards raising awareness, understanding and ownership of the functions and benefits of the dynamic SR at all levels, including national, district, sector, cell and village.

The key objectives of the Communications guidelines are to:

- Support smooth and efficient operationalization of the SR through building perception of a credible and effective SR brand as a national asset for planning.
- Develop stakeholder understanding and ownership of SR as a tool for objective, inclusive and precision targeting of social sector programs
- Ensure community confidence and engagement through effective and relevant tools of mobilization and outreach to create acceptance and understanding of SR and its associated data collection and data validation processes
- Provide a basis for community ownership and social accountability of the SR through a community validation exercise, promoting a robust and transparent process of Grievance Redress Mechanism (GRM) towards social acceptability and transparency of targeting results

5.2. Communication Activities through the Operationalization of SR

Communication activities support public awareness, engagement, and the effective, responsive, and timely delivery

- MINALOC is responsible for national decision-making on SR communication and awareness. All communication materials and activities are tested at this level prior to public release, with feedback received to ensure they are appropriate to the audience context. Public information and communications at the cell level will reach beneficiaries through the local teams.
- LODA will work with the districts to disseminate communication campaigns.
- Districts are responsible for delivering communication to the communities and to staff and volunteers

5.3. Strategic Communications

Table 2: Communication

Objectives	Actions	Tools and IEC materials
Promote and maximize visibility and awareness of the SR	SR visibility and Public Relations Branding: • Promoting a singularly coherent and standardized SR brand through a robust and relevant visual vocabulary that resonates with the characteristics of communities and potential beneficiaries. • Use a strong visual language illustrated through locally relevant imagery, making SR synonymous to improving the lives and livelihoods of the marginalized communities • Carry out a national launch event of the SR and simultaneous community validation campaign	• Branding guidelines (a set of coherent visual and color story) • Key messages on SR to resonate with the local vocabulary • Information kit: Fact sheet; FAQs leaflet, posters, a set of roll-up banners ecofriendly giveaways, (e.g., T-shirt, water bottle, canvas pouch, P-caps, etc.) • SR Webpage and social media handles • Radio campaign targeted at multiple levels • Targeted events to showcase role of SR and promote awareness e.g., project launch, stakeholder dialogue, community dialogue, media briefings
Sensitize stakeholders for greater buy-in and ownership	**Stakeholders' engagement** Leverage strategic partnership of the MINALOC, LG and other stakeholders through targeted stakeholders' engagement and communication on SR	• Stakeholders' forums • Targeted meetings • National seminars/ conferences on social protection

6. MONITORING AND EVALUATION

6.1. Reporting Systems

The Social Registry should be able to track household registry, update, targeting process and feedback on enrolment and service delivery. Essentially the Social Registry will track quarterly changes in the HWS for each HH so that progress towards graduation can be identified. The PMT-based Household Welfare Score (HWS) reflects household characteristics that may change over time as household conditions evolve. Rather than relying on periodic recertification exercises, the Social Registry updates household information continuously through citizen-initiated requests, administrative data integration, and other approved data update mechanisms. Whenever relevant household data is updated, the system recalculates the Household Welfare Score to reflect the most recent available information. This approach ensures that welfare classification remains responsive to changes in household circumstances while maintaining an up-to-date and reliable registry.

The Social Registry will have a reporting dashboard with the aim of providing accurate and timely information to different users. The expectation is to have multiple dashboard views for different users depending on the level and relevance of information. Multiple dashboard views must be available, including, but not limited to a public dashboard which visualizes data and provides insights into the overall statistics of the Social Registry and an internal dashboard, which includes all KPIs as per the results/monitoring framework, and additional statistics to support the monitoring and evaluation of the programmes.

6.2. Spot Checks

- Beneficiary records in SRIS should be subject to “spot checks” to ensure that the SRIS data update process is working correctly.
- The sample for spot checks should include a random sample of beneficiaries and non-beneficiaries.

Table 3: Reporting & Dashboard for Social Registry

Process	Indicators for report generation	Geographic filters
Targeting Process	• Number of districts/sectors/cells/villages covered in the Targeting process • Percentage and number of Households targeted (female, child, disability) • Percentage of households with complete set of indicators • Percentage and number of households that are under cutoff/ extremely poor	• National • District • Sector • Cell • Village

Following features and details must be included as part of the design of the dashboards:

- Multi-dimensional dashboard with the ability to obtain granular reporting
- The ability to drill down into data/statistics, for example, district, sector, cell level reporting
- The ability to filter and sort data based on time, e.g., by day, week, month for the different indicators
- The dashboard must be easily customizable to add or remove indicators
- The ability to pull data from different data sources, if needed
- The dashboard must be able to provide actionable intelligence through alerts, notifications, and reminders for remedial action
- The dashboard must present the visualizations and tell a story about the goals and the status of the social registry
- The dashboard must be set up for security, scalability, and high availability

6.3. Pre-emptive and Corrective Actions on M&E Alerts in SRIS

To resolve an alert that requires action on SR Operations, review the alert details, determine what is causing the problem, and perform the recommended action. Following is the protocol to address different monitoring alerts, especially warnings and critical signs through pre-emptive and corrective measures.

In the table that follows the oversight organisations (MINALOC, LODA) will consider differences in the performance of Districts and sectors.

Table 4: Preventive and Corrective Actions on M&E Alerts

Monitoring Alerts	Pre-emptive actions	Corrective actions
Targeting Process		
Appeals	• Quality of survey data to be improved	• Process appeals and checks the status of appeals and inform appellants thereof
Incomplete Data	• Household profiling questionnaire/Social Registry survey to be updated • Training to be improved and emphasized • Field trials in training • Editors and enumerators to have performance incentives • Supervisors must ensure the quality of survey	• Processing of appeals, completing data through complementary targeting process (data updates) • Households with incomplete data must be informed of the process

Monitoring Alerts	Pre-emptive actions	Corrective actions
Targeting Process		
Declined Interviews	• Public Information campaign is to be locally designed and implemented with clear message to the citizens	• Processing appeals immediately • Planning for complementary processes • Households to be informed about the next process
Missed Out Households	• Ensure universal coverage, mapping and listing of houses • Use of GPS to avoid exclusion of households	• Processing appeals immediately • Planning for complementary processes • Appellant/applicant must be informed accordingly
No One at Home	• Public information campaign must inform households in advance about the expected dates of targeting/interviews	• Processing appeals immediately • Planning for complementary processes • Applicant must be informed to be available during the process
Questionable data quality	• Quality of survey is to be ensured • Interviewing skills of enumerator are to be emphasized • Coordination and sensitization of community validation committee members	• Complaint must be processed immediately • Checking HWS of concerned household and planning for re-visiting/re-interview
Duplicated Household Members	• Robust algorithms in place to detect duplications • Duplication checks on unique identifier	• Go through the case management process • HHs to be contacted to update information
Data update	• Public information campaign is highlighted, and households notified to update data	• Provide information to household on the process to update data
Case Management Process		
No. of received appeals	• Ensuring high quality data collection	• Efficient and effective case management process in place
Complaints against SR staff	• Training of SR staff and information on clear roles and responsibilities	• Enquiry on complaints • establish a coping mechanism

Monitoring Alerts	Pre-emptive actions	Corrective actions
Targeting Process		
	• Monitoring system in place	
Delayed feedback	• Training in efficient and effective handling of appeals	• Generate the statistics • Enquire about the reasons for late processing of appeals • Internal audit and control
Software and IT infrastructures		
Downtime	- High availability architecture - Eliminate single points of failure	- Disaster Recovery

6.4. Protocols for Corrective Actions

The corrective actions in result of monitoring alerts are very important for the efficiency and effectiveness of SR processes. Once these alerts have been activated, the corrective actions would be implemented with following protocols.

Table 5: Protocols for Corrective Actions

Monitoring Alerts	Corrective Actions	Protocol for Corrective Actions
Targeting Process		
Appeals	• Process appeals and checks the status of appeals and inform appellants thereof	• The Household head applies through one of the available mechanisms to file for grievance with the Social Registry Unit • If the officer has online access to SRIS, enters the appeal reference number from Mbaza system directly into the SRIS, • The system verifies the appeal against the pre-determined criteria and provided feedback/notification to the applicant
Incomplete Data		• No special vulnerability in the household, then this household would be considered for the re-interview, and report would be produced as pending interview • The complementary targeting event would be planned
	• Processing of appeals, completing forms through complementary targeting process • Households with incomplete data must be informed of the process	• Household would submit appeal • Data Entry of appeal would be done at the local Government level • SRIS would generate the reports of the incomplete data/cases • SR unit would plan for complementary targeting event

Monitoring Alerts	Corrective Actions	Protocol for Corrective Actions
Targeting Process		
Declined Interviews	• Processing appeals immediately • Planning for complementary processes • Households to be informed about the next process	• Household appeals to cell office to be considered. Households previously declined to be interviewed but now are willing to participate in the program • Data entry of grievances at Local Government Level • Based on grievances or through SRIS reports, the reports for the execution of pending interviews would be generated
Missed Out Households	• Processing appeals immediately • Planning for complementary processes • Applicants must be informed to be available during	• Missed out households during Household Profiling Exercise appeal to cell office to be considered for interview/targeting by submitting request to cell office • Data entry of appeal at Local Government level • Based on complaints, SRIS would generate the reports for the execution of pending interviews
Questionable data quality	• Complaint must be processed immediately • Checking HWS of concerned household and planning for re-visiting/re- interview	• Any individual or group of people can submit complaint against any household who has been targeted and declared as eligible • Data entry of complaint at Local Government level • Based on grievance, SRIS would generate the reports for the execution of pending interviews

Monitoring Alerts	Corrective Actions	Protocol for Corrective Actions
Targeting Process		
Data update	• Provide information to household on the process to update	• The respective officer helps household member/s to fill out update data targeting form in case the mechanism is in person • If the officer has immediate access to SRIS s/he must enter the data directly. • The information is confirmed and approved by the supervisor or responsible officer • A household member requesting an update to household information may submit the request through established channels, including MBAZA, Irembo, or the USSD service (*195#). Households requiring support may submit requests through their respective Cell Offices, where staff assist with the process. Each request is recorded in the designated system, verified using relevant supporting documents and available administrative data sources, and processed at the appropriate administrative level. Requests within the Cell mandate are resolved at the Cell level, while those requiring further validation or approval are escalated to the Sector level. Citizens receive SMS notifications on the status of their requests until completion. Once approved, the updated information is incorporated into the Social Registry, with the effective date and source of information recorded. The Household Welfare Score (HWS) is recalculated only when approved changes affect variables included in the PMT-based scoring model.

7. SOFTWARE APPLICATIONS (SOCIAL REGISTRY INFORMATION SYSTEM)

An information system is a set of components that work together to collect, process, store and share information to help organization for decision making.

Data: Raw facts that are processed into useful information.

Hardware: Physical devices such as computers, servers, and printers

Software: Programmes and applications that are running on the hardware.

People: Suppliers of data (community), users, IT staff and managers

Procedures/processes: Rules and steps for system usability. 4.1.

7.1. Objectives of the SRIS

SRIS has two main objectives

- Determine the relative welfare of the household based on pre-defined proxies and weighting
- Determine the provisional eligibility of household for different programme

7.2. Role of SRIS

To improve the efficiency of processes and provide accurate, transparent, and real-time information for decision making and planning.

7.3. Users of SRIS

The SRIS runs at MINALOC and can be accessed and used at various levels within MINALOC and other related ministries, LG entities, and external agencies.

7.4. Training of SRIS Users

Comprehensive training is provided to the staff of MINALOC to enhance their capacity. Additionally, focused training is also provided by LG staff on the use of the SRIS and about its different functionalities.

7.5. Support of SRIS

The support for the SRIS users is provided by the Digital team at MINALOC. This team receives training and learning opportunities to understand the SRIS before they are moved to their role of support.

One-hour response to initial support & troubleshoot request

- 24/7 technical support for critical issues
- Access to solutions online support resources (FAQs)
- System maintenance and support documentation
- Remedial and On-demand maintenance and support

7.6. Architecture of SRIS

SRIS is mainly a Web Based application that run under open but secure protocols, using the full potential of Internet Cloud for information and exchange and data backup, and local servers for main system and data storage.

This web server has a set of APIs for communication with data gathering mobile applications, and external servers hosting other vital information. Mobile devices capture the information of HWS at the field. All the information is consolidated in a central database through a database server. The other components of the system (administration, verification/validation of information, calculation of scores, grievances and appeals management, queries and reports shall be accessible through a client that shall be any device that can run a web browser.

7.7. Modules of SRIS

The Targeting Module

The targeting module is the first and foremost step for the initiation of the program. It is this system using which the data of the household is collected, evaluated, processed, scored, and determined eligible.

Household Management Module

It shall allow the capture of information regarding responses provided by the head of the household or any modification of previous information regarding the Household Profiling Questionnaire.

HWS Calculation (Scoring) Module

This module calculates the score and classification of the household at its corresponding welfare level based on the recorded information, applying the established criteria. For assessment and determination of the welfare score of the household, the mathematical model of HWS formulae is applied on the provided responses by the household. The HWS module is an automated system which identifies records that are completed and has cleared all the data validations. After which the HWS score of each household is calculated by summing up the score of each question and then finally calculating the aggregated score of the household. The

functionality of this module includes weights/scores assigned to the answers to questions as per the HWS formulae. The calculated score of each question and aggregated score of all the questions for the given household is saved in the central database.

Data Reporting and Publication Module

It allows internal and external users to make queries to the system information under a Business Intelligence concept, comprising reporting and visualization of indicators. The reporting module provides reports on the different modules and their progress in the system.

Data Sharing Module

This module allows final HH or individual data to be shared with institutions for policy, analytical or other uses. Based on the validated relation DB with household, person, and score tables, two solution approaches are adopted for data sharing.

- Data sharing would be through the creation of individual APIs within SRIS and their stakeholders. This would be managed through an API integration platform, and all data exchange would be tracked.

- A live data steaming approach shall be used to enable real time synchronization of information across other systems. This will allow continuous updates of data as changes occur ensuring that all connected platforms access the most current and accurate information.

The data sharing module would be reviewed whenever, depending on conceptual or methodological changes on the national data sharing policies.

Data Administration and Security Module

User administration module deals with the administration of users in the SRIS. It is an administration module where the administrator would perform user related functions ranging from user creation to deleting users including user password change.
Privileged users using the administration panel can create, modify or delete users.

Privileged users can change the password and other credentials of the users. Each user is assigned to an office/agency with specific role by the administrator.

Role Administration Module

Role management module of the system deals with different roles in the SRIS. Once all the roles are described by the administrator, this module is used to assign different roles to users. The user can have multiple roles that allow him/her to perform allowed tasks in the system. A privileged user using the administration panel can assign new roles or modify existing roles assigned to the users depending on the request that is received. Users with the specific roles assigned to them can only be able to view and function on those specific interfaces of the SRIS.

Case Management (Grievance Redressal and Appeals) Module

This module keeps the social registry updated and dynamic with current and accurate information. The module enables the authorized SRIS users to access households and beneficiary records, from a web-based system, to identify and resolve issues, complaints, appeals, updates etc.

The registration of complaints is lodged in Mbaza system and then the decision made will be implemented into SRIS, including provision of feedback to the applicants.

ANNEXURES & APPENDICES

ANNEX 1: Key Definitions Explained – Definition of a Household

Household: A household is defined as a single individual living alone or a group of people (not necessarily related) living at the same location who share cooking facilities and eat from the same pot, as well as a living room, sitting room, or dining area. A household can be either a one-person or a multi-person home.

- A single person household is one in which the individual provides for his or her own food and other living necessities without combining it with any other person or having a regular place of abode elsewhere.
- A multi-person household is a group of two or more people who share some common provision for food or other necessities of life and have no other habitual place of residence. The members of the group may pool their income/salaries and share a common budget to varying degrees; they may be connected, unrelated, or a combination of the two.
- The general criterion for identifying members of a multi-person household is that they live and eat together and have no other habitual place of habitation.
- Buildings where people reside frequently may have more than one dwelling unit under a single roof. During the enumeration, multi-unit structures must be separated from one-unit/single-family constructions.

Household Members

Household members are all individuals or groups of individuals who typically live and eat together in a household and regard the living quarter/space occupied by them as their customary place of residence. These individuals may be linked to or unrelated to one another.

Household Head

- If a person lives alone, that person will be considered as the head of the household
- If a group of people live and eat together as defined above, the head of the household shall be the person who is considered as the head by the household members.