



# THE ISSA GOOD PRACTICES IN SOCIAL SECURITY AWARDS

**2008–2010**



**issa**

INTERNATIONAL SOCIAL SECURITY ASSOCIATION

The **International Social Security Association** is the world's leading international organization bringing together national social security administrations and agencies. The ISSA provides information, research, expert advice and platforms for members to build and promote dynamic social security systems and policy worldwide.

[www.issa.int](http://www.issa.int)



**The ISSA  
Good Practices  
in Social Security  
Awards  
2008-2010**

**AFRICA (2008)**

**KENYA: NATIONAL SOCIAL SECURITY FUND**

For the Application of Performance Contracting in Social Security Administration

**MOROCCO: NATIONAL SOCIAL SECURITY FUND**

For the DAMANCOM Web portal

**AMERICAS (2009)**

**BRAZIL: NATIONAL INSTITUTE OF SOCIAL SECURITY**

For its contribution to the International Agreements System (SIACI)

**MEXICO: SOCIAL SECURITY INSTITUTE**

For the Model for the Evaluation and Strengthening of Executive Skills for Competitiveness

**ASIA AND THE PACIFIC (2009)**

**JORDAN: SOCIAL SECURITY CORPORATION**

For the project Social Security: Outreach to all (Strategy of extending social security coverage)

**SAUDI ARABIA: GENERAL ORGANIZATION FOR SOCIAL INSURANCE**

For the joint project The Unified Law of Insurance Protection Extension for the Gulf Cooperation

**EUROPE (2010)**

**FRANCE: NATIONAL FAMILY ALLOWANCES FUND**

For the "mon-enfant.fr" Website

**GERMANY: BGHW (MEMBER OF THE GERMAN SOCIAL ACCIDENT INSURANCE)**

For the Information and Knowledge Platform of the BGHW: BGHW-INWI

## Overview

The identification and sharing of good practices helps social security organizations and institutions to improve their operational and administrative efficiency. To this end, the ISSA initiated a Good Practice Awards programme in 2008 to recognize good practices in social security administration.

The ISSA Good Practice Awards are given on a regional basis over a three-year cycle at each of the ISSA's four Regional Social Security Forums. From 2008 to 2010, awards and certificates of merit decided by an international Jury were presented at each Forum. The award winners from all regions were featured at the World Social Security Forum in Cape Town, South Africa in 2010.

### **ISSA Good Practice Awards priority areas 2008-2010**

- Governance and social security.
- Risk management and change management.
- Information and communication technology (ICT) as a strategic management tool.
- Compliance and contribution collection.
- Extension of social security coverage.
- Responding to demographic changes.

### **Good practices on the ISSA Web portal**

The description of the Good Practice Award winning entries for all regions, and access to a database of social security good practices from around the world, are available on the ISSA Web portal: [www.issa.int/goodpractices](http://www.issa.int/goodpractices).

Members are encouraged to submit organizational good practices. Submissions can be sent in via the ISSA Extranet: <http://www-issanet.issa.int> where complete programme details are available.

## Foreword

As the world's leading international organization bringing together social security administrations and agencies, the International Social Security Association (ISSA) aims to promote Dynamic Social Security by supporting excellence in social security administration.

Outstanding innovation by social security institutions embodies such excellence and has been a key contributing factor to the success of social security systems worldwide. Seeking an opportunity to showcase these important achievements and to celebrate the accomplishments of ISSA member institutions, the ISSA introduced its Good Practice Award competition in 2008.

The ISSA Good Practice Award recognizes the implementation within a social security organization of practices that are focused on the improvement of administrative and operational capacities and/or the efficient and effective delivery of services. The diverse and innovative submissions to the competition demonstrated the dynamic approaches of many social security leaders and the commitment of the staff of their institutions, both of which are crucially important, particularly during a period of pressure resulting from the financial and economic crisis.

Linked to the most important regional social security events organized by the ISSA, the first good practice award winners were announced in November 2008 at the Regional Social Security Forum for Africa in Rwanda. Our African members' enthusiastic response to the call for submissions to the competition was replicated in Asia and the Pacific, Europe and the Americas. In total, more than 110 good practices were submitted, which reflects the diversity of initiatives of social security institutions in response to a wide range of social security challenges.

This publication upholds the exciting range of good practices that were selected by an international jury to be the award winners in each the four regions, and it also features a list of institutions that received certificates of merit. All of the qualified good practice submissions, as well as a series of good practices identified by the ISSA Technical Commissions, may be consulted in the ISSA Good Practices in Social Security database: [www.issa.int/goodpractices](http://www.issa.int/goodpractices).

The ISSA Good Practice programme and the Good Practice database were established only three years ago. Since then, ISSA members have responded overwhelmingly to our call for submissions. I should like to take this occasion to thank these institutions for their continued commitment to innovation and for their willingness to share their experiences with other ISSA members. However, no award competition is possible without an independent Jury. I would therefore also like to express the gratitude of the ISSA to the members of this Jury: Professor Euzéby, Chairperson of the Editorial Board of the *International Social Security Review*, Mr Verstraeten, honorary ISSA President, and Ms Barrett-Reid and Mr Scholz of the Social Security Department of the International Labour Office.



Hans-Horst Konkolewsky  
Secretary General

# AFRICA

## KENYA

### National Social Security Fund

#### *Application of performance contracting in social security administration*

*“Our ISSA Good Practice Award in 2008 and our continued improvements have earned the NSSF many admirers and confidants, including our members, the public and stakeholders.”*



Alex O. Kazongo  
Managing Trustee  
National Social Security Fund



## Planning for success

To succeed you need a plan. After all, if you don't know where you are going, how will you get there? It was increasingly evident that Kenya's National Social Security Fund (NSSF) needed a plan to address organizational shortcomings, improve the public's confidence, strengthen its reputation and shore up its finances. Ultimately, the NSSF sought to transform the organization through more efficient, effective and transparent operations and greater accountability to stakeholders.

As described by the NSSF, the organization's chronic underperformance was no secret. The NSSF had long been affected by scandals including corruption, fraud, theft and ill-conceived investment policies, all of which had been made quite public. As a result of this situation, the NSSF admitted that it suffered from poor organizational performance, as indicated by key benchmarks, including member contributions, registrations, benefits processing, compliance, cost management and expense control. The NSSF further added that mediocrity was the standard, and creativity and innovation were lacking. This underperformance had been a matter of public concern since 1965.

In response, in June 2005, performance contracts for managerial staff were identified as the means to turn the organization around. First introduced in the 1960s, performance contracts are used in the public sector to define individual responsibilities and expectations. A freely negotiated agreement, the performance contract measures individual performance against negotiated targets, and specifies the performance obligations and responsibilities of both parties.

Because the performance contracts represented such a radical departure from business as usual, the NSSF approached their introduction carefully and methodically.

A strategic plan was developed in which objectives were clearly defined.

Key performance benchmarks were identified and growth targets for each were established. A series of training workshops for employees were held in which the process and expectations were clearly explained. A consultant was hired to assist in implementing the contracting process. One of the most important factors in the success of the process was the Managing Trustee's support and senior management's leadership. Recognizing that change takes time, the NSSF allowed a full ten months to pilot the programme.

Today, according to the NSSF, its operations have improved dramatically. The number of members and total overall contributions have increased, and members' funds are earning a higher return. Employees are rewarded for outstanding performance. Internal resources are used more efficiently. Service quality has improved significantly. Claims are processed much more quickly. The organization is close to receiving ISO certification. Operations are entirely transparent and employees are held accountable for their decisions.

A key factor in improving organizational performance and programme outcomes, good governance is an important objective for ISSA member institutions and an important element of Dynamic Social Security. Through performance contracting the NSSF addressed certain characteristics of good governance: participation, rule of law, transparency, consensus, equity and inclusiveness, effectiveness and efficiency, responsiveness and accountability. The NSSF continues to regularly review its performance contracting process and make adjustments as necessary and, organization-wide, performance contracting is effective and well-received.

## Improving service delivery and customer satisfaction through technology

As the public increasingly expects more from their social security institutions, and social security schemes face new challenges, social security administrations must develop responses that balance changing administrative needs with customer expectations. Just as for-profit industries are using technology to transform their organizations, so, too, are public sector organizations turning to technology to improve performance and customer service, minimize waste and control costs, all of which result in greater value to stakeholders. Social security administrations are no exception in the move to use new technologies to improve their services.

Morocco's National Social Security Fund (NSSF) had long relied on the postal service to send and receive both salary declarations and contribution payment information from employers. Upon receipt of employers' information, NSSF staff manually updated both employer and worker paperwork to show total hours worked, salaries earned, contributions owed and other related information. When an organization is dealing with tens of thousands of employers and hundreds of thousands of workers, as was the NSSF in 2003, reliance on mail can result in errors, including lost papers, and slow response time. Manually updating paperwork and performing calculations also introduced the real risk of human error. Employers and workers alike regularly disputed the accuracy of the reports.

Recognizing its processes and procedures were not meeting its clients' expectations, NSSF began to consider innovative responses. NSSF's goals were to simplify the procedures for salary declaration and contributions' payment; reduce the time required to calculate, receive and process employers' payments; and improve overall service quality. NSSF turned to technology, developing an interactive Web portal,

DAMANCON, through which employers could electronically submit wage statements and contribution information, and pay their contributions.

Free to NSSF clients, DAMANCOM required no special skills to use. Client organizations were required to register prior to first time use. To confirm their authenticity, DAMANCOM verified all registration requests with the CEO of the company in question. Once the account was operational, data was transmitted securely, was date-stamped upon receipt and could be archived as necessary. To protect a workers' privacy, a digital signature was used and only registered users had access to the system. An employer could submit salary declarations or make payments in minutes, not days or weeks. Workers' information was accurately recorded resulting in fewer complaints. Less time was spent on tasks such as dispute resolution, contributions tracking, manual calculations and photocopying of documents.

The ISSA and its members have long recognized the impact that information and communication technology can have on service delivery and customer satisfaction with social security programmes. As NSSF's experience demonstrates, organizations can adapt their programmes to meet the public's changing needs, while reaping the added benefit of improving internal performance. Most importantly, NSSF's customer-oriented solution was one from which all concerned parties benefitted: NSSF, its client companies and the workers.

### MOROCCO

#### National Social Security Fund

#### DAMANCOM Web portal

*"The ISSA's recognition of the DAMANCOM portal through the Good Practice Award has significantly strengthened the portal's credibility vis-à-vis our affiliates and has also generated favourable press coverage.*

*The Good Practice Award, along with other national awards, has allowed the NSSF to more effectively promote our e-services to members."*



Said Ahmidouch  
Chief Executive Officer  
National Social Security Fund



Le devoir de vous protéger

# AMERICAS

## BRAZIL

National Institute  
of Social Security

*International  
Agreements System  
(SIACI)*

*“We are honoured by this award as this system is the result of the work of our public servants. The recognition of these efforts is a motivation for the development of new ideas.*

*We want to continue contributing to the expansion, modernization and qualification of the social security system in Brazil and abroad.”*



Valdir Moysés Simão  
President  
National Institute of Social Security

## Globalization, population movement and coverage extension

With globalization has come increased migration, bringing with it a host of issues, not least of which is how to ensure continued social security coverage. For the individual, movement between countries can mean delays in accessing social security, denied benefits, or undervalued or unrecognized contributions. To address these issues, increasingly countries are turning to bilateral and multilateral social security agreements to protect their citizens.

As a result of a multilateral social security agreement, the Mercosur countries – Argentina, Brazil, Paraguay and Uruguay – are able to share beneficiary information, no small undertaking in an area in which approximately 270 million individuals live in more than 12 million square kilometres.

Historically, in these countries, pension-related transactions were conducted using traditional mail service. The process was slow and unreliable. Papers were misplaced. Entire files were lost. Errors in benefits’ calculations were made. Benefit processing could take months, sometimes years. To further complicate the situation, there was no system in place to track which files were mailed or received by which country.

Seeing an opportunity for improvement, in 2004, social security organizations in the four Mercosur countries began to investigate process refinement. Entirely self-directed, representatives from Argentina’s National Social Security Administration, Brazil’s National Institute of Social Security, Paraguay’s Social Insurance Institute and Uruguay’s Social Insurance Bank formed a technical working group. With partial funding from the Inter-American Development Bank, the group set out to define an ICT solution which would accurately track contribution periods, streamline the retirement benefit claims process and address service quality while ensuring privacy of records. One non-

negotiable aspect was the independence of data management, which meant that no one organization would control the ICT solution. As such, the system would be fully operational should one or more of the participating countries choose to no longer participate.

In 2008, the four countries unveiled the International Agreements System (SIACI) to manage pension information. With development assistance from Dataprev, Brazil’s information technology company for the social welfare sector, the SIACI uses an open source platform through which contribution periods and claims information are transmitted via the Internet. Each organization retains control of the information it sends. A digital signature guarantees the accuracy of the information. The transmission – but not the actual data sent – is recorded by a fifth organization. This distinction is important, as by not recording the data, an individual’s privacy is protected.

The ISSA has long recognized the impact information and communication technology has on service delivery and customer satisfaction with respect to social security programmes. On behalf of the Mercosur countries, Brazil’s National Institute of Social Security submitted this practice which details how the four social security institutions used existing technology to implement a complex solution and improve service quality. As a result, claims are received and processed more quickly and efficiently. Beneficiaries’ information is accurately recorded and files no longer lost. A beneficiary’s information can be sent to or from more than one country simultaneously. Perhaps most importantly, through SIACI, migrant workers continue to contribute to the retirement system and receive pension benefits regardless of the Mercosur country in which they reside.

## Ensuring organizational effectiveness through managerial skill-building

The numbers are impressive and the breadth of services remarkable. The Mexican Social Security Institute (IMSS) provides inpatient and outpatient care to over 45 percent of the population. On any given day, more than 451,000 individuals are offered medical consultation, and more than 46,000 come through emergency services, 5,200 people are discharged from the hospital and 3,900 are operated on. In addition to health care, the IMSS manages child care centres, provides pension and disability coverage, oversees health promotion and education, and provides social benefits. Its almost 400,000 employees oversee three service lines: Insurance, service provision and premium collection.

With over 65 years of existence, the IMSS knows the importance of adapting to a constantly changing landscape in order to remain relevant and competitive, and better serve its clients. Thus, in keeping with its three-tiered strategic focus of 1) improving management and operational capacity, 2) strengthening financial viability and 3) preparing for an integrated health system in anticipation of universal health coverage, IMSS introduced its Model for the Evaluation and Strengthening of Executive Skills for Competitiveness (MEFHADIC). A framework for improving managers' leadership skills, the MEFHADIC was key to accomplishing IMSS' goal of creating an organizational culture of competitiveness.

The IMSS identified nine key competencies critical to professional excellence: Customer service, change management, decision-making, collaborative management, diversity management, strategic thinking, effective communication, leadership skills and teamwork. A focus on these skills would bring about beneficial outcomes. Managers would be better equipped to anticipate and react to internal and external factors which could impact the organization and better trained to more effectively respond to

beneficiaries' needs. With a continued focus on skill-building, the IMSS would ensure a steady supply of qualified managers to replace those who left through promotions, retirements, resignations, long-term leave or other reasons.

Once key competencies were identified, managers participated in a 360-degree review process through which feedback was provided by subordinates, peers, and supervisors, and which included a self-assessment. Feedback from the review indicated in which of the nine competencies the manager's training should focus, and an individualized training programme was developed. Skill-based training was offered through on-site conferences, external educational organizations and e-learning opportunities, and was entirely self-directed. Results were also used to create an individual career management plan, allowing managers to navigate career options within the organization in function of professional goals, strengths and interests.

Technology also contributed to the success of the programme. Through the Executive Information Management System (SIGEDI), each participant was entered into a database and tracked throughout the programme. An intranet space was created through which participants received coaching, sought consultation and participated in collaboration and education. As vacancies occurred, hiring managers used the SIGEDI to review the qualifications of MEFHADIC participants to determine a possible match. Through the implementation of its MEFHADIC, the IMSS has put in place a strategy that allows its staff to regularly update their skills, thus ensuring the organization remains competitive in today's demanding and changing labour market.

### MEXICO

#### Mexican Social Security Institute

#### *Model for the Evaluation and Strengthening of Executive Skills for Competitiveness*

*"The IMSS is proud to be recognized by the ISSA for our "Model for the Evaluation and Strengthening of Executive Skills for Competitiveness", which encourages the Institute's commitment to the principles and values of social security.*

*This award shows that good practices are those that involve a methodology aimed at improving service quality."*



Daniel Karam Toumeh  
Director General  
Mexican Social Security Institute

# ASIA AND THE PACIFIC

## JORDAN

### Social Security Corporation

#### *Social Security: Outreach to all (Strategy of extending social security coverage)*

*“We at Jordan Social Security Corporation are proud to have earned this prestigious ISSA Award, especially as expanding coverage to expatriate workers, micro-enterprises, and the informal sector has become a priority at both the national and international levels. We are delighted to share our experience and lessons learned with our partners in ISSA.”*



Omar Al-Razzaz  
Director General

(31 May 2006 to 1 September 2010)  
Social Security Corporation

## Using a comprehensive approach to facilitate coverage extension

Based on the United Nation’s Declaration of Human Rights, Jordan’s Social Security Corporation (SSC) was formed with the vision of gradually extending social security protection to all. Today, the SSC continues to hold as its overriding goal the extension of coverage to all Jordanian citizens.

In keeping with its commitment to universal coverage, in 2006, twenty-six years after its creation, the SSC drafted an amended social security law that enhanced protection and closed loopholes. At the time the amendment was drafted, over one-third of those employed in Jordan were not covered by social security, as existing legislation excluded them. Included in the amendment was a provision through which coverage would be extended to previously excluded groups, including businesses with fewer than five employees, the self-employed, housewives, and Jordanians living abroad. An interesting point of note was that, with the amendment, the definition of “insured” was expanded to mean “person” as opposed to “employed person”.

To ensure buy-in and long-term success, the SSC embarked on a truly participatory process. Beginning in late 2006, non-profit organizations and university students, chambers of commerce and industry, and vocational and labour unions participated in workshops throughout the Kingdom. Town hall type meetings were held for citizens throughout the Kingdom. For those unable to attend the meetings, the SSC encouraged feedback through its Website and toll-free number. Feedback was documented. Additionally, the SSC partnered with the media to launch a public awareness campaign. Through its efforts, the SSC sought to raise awareness of existing coverage gaps, highlight the benefits of social security, explain the positive impact of coverage expansion, and develop national consensus on the need for social security reform. As a result, all concrete suggestions were

incorporated into the new Social Security Provisional Law number 7 which was issued on 16 March 2010.

Efforts to extend coverage began in 2008. SSC employees received additional training which enabled them to assist newly-covered citizens. Information and communication technology infrastructure was upgraded to respond to the expected increase in demand. Rather than roll out the programme across the entire Kingdom, one region was targeted to serve as a pilot location. Based on that experience, SSC analysed the programme, made adjustments as necessary and began a gradual phase-in across the nation.

To reach Jordanians living abroad, in countries with large numbers of Jordanians, the SSC introduced the concept of Social Security Ambassador, reaching expatriate Jordanians in their respective countries of residence, informing them about their right to social security and extending coverage to them through voluntary contribution. Here, too, the media played a role in raising awareness of the coverage extension for Jordanians living abroad. The results were impressive. From the end of 2006 to mid-2009, social security contributions from Jordanians abroad increased by 33 per cent.

The ISSA contends that the extension of social security coverage is crucially important for social security administrations and policy-makers, and the ISSA members play a key role in facilitating coverage extension. With that being said, the ISSA also recognizes that the obstacles to extending social security coverage are great and numerous. In systematically approaching the extension of coverage and by engaging multiple stakeholders, the SSC greatly improved its chances for success, moving ever-closer to achieving the vision on which the SSC was founded: Comprehensive social security for all.

## Addressing coverage gaps through international agreements

As workers increasingly seek employment outside their home countries, maintaining social security coverage is a key consideration. An important tool in the extension of social security, international social security agreements help address gaps in coverage for workers who have lived and worked outside their home country. These agreements ensure that employees, the self-employed and employers do not pay social security contributions in more than one jurisdiction or avoid paying them in any jurisdiction, and protect workers' right to benefits (and those of their dependents, as applicable).

With the creation of common markets increasingly facilitating the movement of workers, ongoing social security coverage for migrant workers takes on greater relevance, to which the experience of the Arabian Gulf states attests. In 1981, the Kingdom of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates formed the Gulf Cooperation Council (GCC) to foster increased economic cooperation between the member states. While the resulting agreement was wide-reaching, an important consideration was not addressed: Social security coverage portability. When a GCC citizen worked outside his or her home country in any of the other GCC states, s/he was not guaranteed social security coverage.

Recognizing the precariousness of migrant workers' situations, in 2006 the General Organization for Social Insurance (GOSI) of Saudi Arabia participated in a joint project, the Unified Law of Insurance Protection Extension, which granted a GCC national working in another GCC country social security protection comparable to that available in his/her home country.

Close cooperation between the GCC's social security institutions\* meant minimal investment was needed to meet the legal requirements. Each social security institution

drafted guidelines outlining its social security procedures. Staff received training in the social security laws and procedures of the other GCC states. As such there was no need to hire specialized staff to handle social security claims or questions. All the social security institutions agreed to act as an agent for the other institutions, representing the other countries' citizens in matters of social security. This avoided any need to open international offices. Once the law took effect, seminars were held during which staff from all the social security institutions exchanged good practices, discussed challenges and formulated solutions.

The ISSA maintains the extension of coverage is not only one of the greatest challenges for social security today, but also one of its most important goals. Recognizing the absence of coverage left their citizens vulnerable, the GCC countries' social security institutions responded proactively to extend social security, thereby guaranteeing their citizens' protection, regardless of their residence within the GCC states. Not only has the extension of benefits in the GCC states ensured an individual's financial stability during active employment and in retirement, but it also encourages an even greater number of workers to consider employment within the GCC states outside their home country.

### \* Participating organizations:

General Organization for Social Insurance, Saudi Arabia, Social Insurance Organization of The Kingdom of Bahrain, The Public Institution for Social Security of Kuwait, Public Authority for Social Insurance of Oman, General Retirement and Social Insurance Authority of Qatar, Public Pension Agency of Saudi Arabia, General Pension and Social Security Authority of the United Arab Emirates.

## SAUDI ARABIA

### General Organization for Social Insurance

#### *The Unified Law of Insurance Protection Extension for the Gulf Cooperation*

*“The General Organization for Social Insurance received thanks and appreciation from the Custodian of the Two Holy Mosques King Abdullah bin Abdulaziz for the accomplishment of the ISSA’s Good Practice Award. GOSI was also commended by media for this Award, and all of that will be an incentive for GOSI for more progress and achievements.”*



Soliman S. Al-Humayyid  
Governor  
General Organization for Social Insurance



# EUROPE

## FRANCE

### National Family Allowances Fund

#### The “mon-enfant.fr” Website

*“Upon receipt of the ISSA Good Practice Award, which is an honour for both the CNAF and France, the CNAF received letters of congratulations from its Minister.”*



Jean-Louis Deroussen  
Chairman of the Board  
National Family Allowances Fund

## Responding to changing demographics

It's a decades' long debate, one which takes place in countries worldwide and elicits a spectrum of responses. How does a working parent combine professional responsibilities with raising children? Is it possible to combine the two?

The debate is particularly relevant in France. While Europe is witnessing a greying of the population, France is also experiencing an increase in its birthrate. According to France's National Institute of Statistics and Economic Studies (INSEE), for two consecutive years France has had the highest birth rate in the European Union: 2.07 and 1.99 children per female in 2008 and 2009, respectively. France also boasts a significant percentage of families where both parents work. Again, according to INSEE, in 2008, two-thirds of children under six had two working parents. In families with only one child under six, 77 per cent of the children had both parents who worked.

Key to balancing parenting with work outside the home is the availability of and accessibility to quality child-care options. Recognizing this, the National Family Allowances Fund (CNAF) in France created the Website [www.mon-enfant.fr](http://www.mon-enfant.fr), which provides comprehensive information on child care in France. The Website responds to a clear need as 64 per cent of children younger than three, for whom both parents work, are in childcare outside the home. A wide range of local and national stakeholders involved in early childhood and youth participated in the site's creation and continue to provide updated information.

For over 60 years, the CNAF has helped families manage aspects of daily life: Child care, housing and leisure. The CNAF continues to adapt its programmes and policies to respond to changing demographics and new demands. The Website [www.mon-enfant.fr](http://www.mon-enfant.fr) is groundbreaking in that, for the first time in France, parents can access and receive from

one site information on all child-care options nationwide.

The level of detail and ease of use contribute to the site's success. Not sure what kind of care you need? The site provides detailed explanations of the different types of care. Prefer care close to your home, close to work or other? Type in your postal code and receive a list of facilities within your specified geographic location. If the list of options is too extensive, further refine your search by combining postal code with preferred type of facility. Facility descriptions are thorough and include number of spaces available, ages accepted, hours of operation, periods of closure, conditions for admission, required documentation for registration, number of available spaces and more. Families are also able to estimate the percentage of their cost if they were to choose a child-care centre. To date, the site includes information on more than 10,000 child care centres, 102,000 nannies, 938 family activity centres and more than 17,000 centres which operate during holidays and vacation.

Family benefits programmes are an important component of the ISSA's strategic vision of Dynamic Social Security. In continuity with that vision, family benefits programmes should aim to reconcile the demands of family and work life, while promoting higher employment levels amongst the working age population and offering support to families wanting children. France's comprehensive family policies correspond to that vision, and the CNAF's response is laudable in that existing resources were used to respond innovatively to changing demographics and needs.

## Controlling information overload

While not new, the concept of information overload has taken on greater importance as technology enables us to access, create and distribute increasing amounts of information. The more information one receives, the more difficult it is to process the information and determine what is relevant. Information overload can result in frustration, poor decision-making, decreased productivity and increased costs, all of which can negatively impact an organization.

Recently, Germany's Institution for Statutory Accident Insurance and Prevention for Trade and Distribution (BGHW, a member of the German Social Accident Insurance) was confronted with the possibility of significant information overload, which threatened its employees' ability to accurately and effectively respond to client inquiries. The organization's response was a multi-faceted, carefully-crafted strategy for successful information and communication management, the results of which were improved cost control, increased efficiency, higher quality customer service, and greater innovative capacity.

In January 2008, BGHW, the product of a merger of two statutory accident insurance institutions, faced the daunting task of ensuring an optimal and efficient information flow to over 1,800 employees who previously worked in two distinct organizations with two separate headquarters and two different networks of branch offices. As a result of the merger, the 1,800 employees were responsible for all issues related to statutory accident insurance for over 4.1 million insured in some 410,000 retail, wholesale and distribution companies. Not only were employees responsible for premium calculation and collection, information verification, prevention education and enforcement, and claims processing for these individuals and organizations, but it was also critical they remain abreast of current legislation, regulations, national treaties and international law which impact their field of responsibility.

After careful analysis, the BGHW created an Information and Knowledge Platform (BGHW-INWI) and introduced an Information and Knowledge unit to ensure efficient knowledge and information management. At the time the platform was introduced, the BGHW was working with 420,000 members (enterprises), 3.9 million insured workers and 250,000 declared occupational accidents and occupational diseases. The BGHW-INWI is an intranet portal through which staff receive only information which is relevant to them. By refining the quantity of material staff receives, employees are able to process the information much more quickly and efficiently than was the case previously. Also, within the BGHW-INWI, the search function was developed and designed with the goal that employees find relevant information within 30 seconds of searching.

The Information and Knowledge unit is a central hub through which information and knowledge is communicated to employees. A knowledge manager reviews available information and identifies that which is most relevant to data processing staff, and then uploads the information to the BGHW-INWI. The information is arranged by subject area to ensure ease of navigation. Information sources (employees and documentation) are linked into the Information and Knowledge unit to ensure information is relevant and current.

While this project harnesses technology to increase efficiency, it also included a non-negligible human element. To ensure staff buy-in, employees were asked to participate in project implementation. Today the BGHW-INWI is well-received and perceived as having value. Employees continue to feed the platform with information, offer constructive feedback about the project and suggestions for future development. According to BGHW, the well-defined strategy and transparent change management process contributed to the project's success.

## GERMANY

### Institution for Statutory Accident Insurance and Prevention for Trade and Distribution (BGHW)

#### *Information and Knowledge Platform of the BGHW: BGHW-INWI*

*"We do actually receive a lot of inquiries from national social insurers hoping to become more efficient by using an instrument like this. All those involved in the project in our professional association are naturally delighted and pleased that ISSA has recognized our work. It will encourage people to develop further innovative ideas in future."*



Günter Hans  
Managing Director  
Institution for Statutory Accident Insurance and Prevention for Trade and Distribution

# GOOD PRACTICE CERTIFICATES 2008-2010

## AFRICA

### Certificates of Merit with Special Mention from the Jury

**Morocco:** Pension Fund of Morocco  
Actuarial scorecard

**Morocco:** Pension Fund of Morocco  
Electronic cash card

**Rwanda:** Social Security Fund of Rwanda  
Decentralization

**Uganda:** National Social Security Fund  
Enterprise-wide risk management

### Certificates of Merit

**Cameroon:** National Social Insurance Fund  
Setting the rates right

**Gabon:** National Social Security Fund  
African culture, management and social security reform - The National Social Security Fund's approach

**Ghana:** Social Security and National Insurance Trust  
Customer Service Improvement Programme

**Ghana:** Social Security and National Insurance Trust  
Information and Communication Technology (ICT) as a Strategic Tool

**Morocco:** Collective Scheme for Retirement Allowances  
Implementation of 0-papier at the RCAR

**Morocco:** Collective Scheme for Retirement Allowances  
Total Quality Management

**Morocco:** Pension Fund of Morocco  
Online Service for CMR clients

**Swaziland:** Swaziland National Provident Fund  
Strategic Re-engineering Process

**United Republic of Tanzania:** National Health Insurance Fund  
Building confidence of stakeholders through transparency to members – Client Days

**Tunisia:** National Pension and Social Insurance Fund  
Quality Programme

**Uganda:** National Social Security Fund  
Strategic Management Framework

**Zambia:** National Pension Scheme Authority  
Electronic receipt of contributions and return

## AMERICAS

### Certificates of Merit with Special Mention from the Jury

**Anguilla:** Anguilla Social Security Board  
Transparency and Accountability: Good governance at the Anguilla Social Security Board

**Costa Rica:** Social Insurance Fund of Costa Rica  
Strategic alliances for change management

**Ecuador:** Ecuadorian Social Security Institute  
Governance and leadership in health-care provision

**Guatemala:** Social Security Institute of Guatemala  
Financial modernization of social security

**Mexico:** State Employees' Social Security and Social Services Institute  
Global health care for senior citizens

**Saint Kitts and Nevis:** Social Security Board  
A broad-based strategy for the management of the Social Security Board

**United States:** Social Security Administration  
Accessibility Best Practices Portal

### Certificates of Merit

**Argentina:** Superintendency of Occupational Risks  
Front Office Claims Service

**Brazil:** National Institute of Social Security  
Client Service Programme at the National Institute of Social Security

**Colombia:** Family Allowances Fund "Compensar"  
PRISMA University

**Colombia:** Family Allowances Fund "Compensar"  
An integrated scorecard performance measurement system, the organization's focus on strategy

**Colombia:** Family Allowances Fund "Compensar"  
System for client information in a social protection body

**Colombia:** Colombian Family Allowances Fund "Colsubsidio"  
Job training for re-integrated members of illegal armed groups

**Guatemala:** Social Security Institute of Guatemala  
Design and implementation of the Integral Information System of the Social Security Institute of Guatemala

**Mexico:** Mexican Social Security Institute  
Information system on weekly contributions

**Mexico:** Mexican Social Security Institute  
Pensioner Survival Verification Module

**Mexico:** Mexican Social Security Institute  
Reduction of occupational accidents in enterprises implementing programmes of prevention

**Mexico:** Mexican Social Security Institute  
e-Learning Distance Learning Methodology System

**Mexico:** Mexican Social Security Institute  
Integral Care of Adolescents in rural areas by the IMSS opportunities programme (IMSS-Oportunidades)

**Peru:** The Social Health Insurance Institute "Essalud"  
Basic Primary Care Units (UBAPs)

**Saint Vincent and the Grenadines:** National Insurance Services  
National Insurance Services on wheels

**United States:** Social Security Administration  
Ready Retirement /iClaim and Retirement Estimator (RE)

**United States:** Social Security Administration  
Medical Evidence Gathering and Analysis through Health Information Technology (MEGAHIT)

**United States:** Social Security Administration  
The Quick Disability Determination (QDD) and Compassionate Allowances (CAL) Initiatives

## ASIA AND THE PACIFIC

### Certificates of Merit with Special Mention from the Jury

**The People's Republic of China:** Ministry of Human Resources and Social Security  
The Chinese Government's experience and practices in extending social insurance coverage

**Oman:** Public Authority for Social Insurance  
Risk management project at PASI

**Saudi Arabia:** General Organization for Social Insurance  
GOSI Constituent self-services (CSS, E-Services)

### Certificates of Merit

**Indonesia:** Employees Social Security System  
Self-regulating quality assurance for health-care provider in general primary level

**New Zealand:** Ministry of Social Development  
FS-Net, an IT system supporting the providers of the Family Start Program

**New Zealand:** Ministry of Social Development  
Introduction of principle-centred leadership

**Philippines:** Social Security System  
SSS ID & UMID Systems

**Saudi Arabia:** General Organization for Social Insurance  
GOSI practices and experiences in business intelligence

**Saudi Arabia:** General Organization for Social Insurance  
Social insurance management information system

## EUROPE

### Certificates of Merit with Special Mention from the Jury

**Republic of Azerbaijan:** State Social Protection Fund  
Efficient governance through application of ICT

**Belgium:** National Employment Office  
Optimizing the customer service provided by the compensation fund for employees made redundant in the scope of company closures

**Belgium:** National Employment Office  
Service vouchers scheme

**Ireland:** Department of Social and Family Affairs  
Development of a customer profiling model to assist in case management and activation

**Lithuania:** State Social Insurance Fund Board of the Republic of Lithuania under the Ministry of Social Security and Labour  
Public e-services initiative for insurers: The EDAS system of the State Social Insurance Fund Board of the Republic of Lithuania

**Russian Federation:** Pension Fund of the Russian Federation  
Public service based on social insurance cards

**Turkey:** Social Security Institution (General Directorate of Non-Contributory Payments)  
Practices to decrease and simplify bureaucracy

**Turkey:** Social Security Institution  
Towards a class informatics infrastructure with virtualization within the Social Security Institution

### Certificates of Merit

**Albania:** Social Insurance Institute  
Management of Voluntary Social Insurance

**Belgium:** National Employment Office  
Automatically detecting and preventing jobseekers from combining receiving unemployment benefits and receiving income or other social benefits

**Belgium:** National Employment Office  
Applying the EFQM model for the purpose of evaluating the National Employment Office

**Germany:** German Social Accident Insurance and Institution for statutory accident insurance and prevention in Health and welfare services  
Prevention of occupational skin diseases in hairdressers

**Italy:** National Employment Accident Insurance Institute  
Support for vigilance to prevent fraudulent practices in contribution compliance

**Republic of Moldova:** National Office of Social Insurance  
Financial management and control

**Norway:** Directorate of Labour and Welfare  
Using Service Oriented Architecture (SOA) to increase flexibility and allow automatic claims handling

**Poland:** Social Insurance Institution  
Risk for value: A modern approach towards designing and implementing a Risk Management System in ZUS

**Portugal:** Social Security Capitalization Funds Management Institute  
Dynamic Strategic Asset Allocation

**Turkey:** Social Security Institution (General Directorate of Universal Health Insurance)  
Turkish National Drug and Medical Device Databank (TITUBB)

**Turkey:** Social Security Institution  
The Medula System

Promoting and developing social security worldwide  
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