

# ISSA Good Practice Awards Africa 2008

COMPETITION RESULTS

# ISSA Good Practice Awards: Africa 2008

## INTRODUCTION

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 to recognize good practices in the administration of social security.

Starting with Africa, the ISSA Good Practice Awards are given on a regional basis over a three-year cycle at each ISSA Regional Social Security Forum. One Award will be given at each Forum as well as certificates of merit as decided by the Jury.

The Award winners from all regions will be featured at the World Social Security Forum in Cape Town, South Africa, in 2010.

## THE GOOD PRACTICE AWARD JURY

For the 2008-2010 triennium the Good Practice Award Jury is composed of the Chair of the Editorial Board of the *International Social Security Review*, a former ISSA President and a representative of the International Labour Office.

## ISSA GOOD PRACTICE AWARDS PRIORITY AREAS 2008-2010

- Governance and leadership
- 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

## RESULTS OF THE ISSA GOOD PRACTICE AWARDS - AFRICA COMPETITION 2008

There were 27 entries to the competition, which was held 15 June to 23 September 2008. 18 of these entries met the competition criteria. The Jury decided to give the Award *ex-aequo* to two organizations as it considered both submissions to be Award winners but in different priority areas. The Jury gave 16 certificates of merit, four of which received a special mention.

## GOOD PRACTICES ON THE ISSA WEB PORTAL

All the entries to the ISSA Good Practice Awards Africa Competition and a selection of other good practices may be consulted online on the ISSA's new good practice database: [www.issa.int/goodpractices](http://www.issa.int/goodpractices).

*Further information on these good practices is available on the ISSA Web portal:  
[www.issa.int/goodpractices](http://www.issa.int/goodpractices)*

## WINNING ENTRIES

### KENYA: NATIONAL SOCIAL SECURITY FUND

#### Application of Performance Contracting in Social Security Administration

Priority area: Governance and leadership

**Summary:** Poor performance by the National Social Security Fund (NSFF) has been a matter of public concern since 1965. A historical analysis of NSSF service delivery in Kenya revealed a steady decline despite a raft of measures taken to alleviate the situation. The decline was evident in member contributions, registrations, benefit processing, compliance, cost management, suspense containment and resources utilization.

Consequently NSSF adopted the application of Performance Contracts in the management of its affairs in June 2005. A Performance Contract is a tool for measuring performance against negotiated targets. The broad objective of introducing the system was to enhance service delivery in a transparent and accountable manner. Resultant outcomes expected include enhanced service delivery in the areas of concern.

The innovative strategy includes specification of mutual performance obligations and responsibilities of the parties, signing annual performance contracts and regular monitoring and evaluation of performance. In implementing this good practice, resources and inputs have been used optimally. Results achieved over the last five years are impressive, while useful lessons have been learnt. The good practice is replicable factoring individual organization situations.

**Jury's comment:** This is an innovative approach in social security governance. The application of a performance contract reflects a high level of maturity in the institution to improve governance and leadership. There is a high degree of possible replication for other institutions.

### MOROCCO: NATIONAL SOCIAL SECURITY FUND

#### DAMANCOM Web portal

Priority area: ICT as a strategic management tool

**Summary:** The National Social Security Fund (CNSS) introduced the DAMANCOM Web portal to provide better quality service and to reduce the delays between the declaration of salaries by enterprises and the payment of contributions. This portal, which has been in service since 2003, enables enterprises which are members of the CNSS to submit their salary declarations and pay their social contributions online under well-established secure conditions.

The new service offers the following advantages: transparent and reliable data, protection of salaried workers' rights, and fewer complaints and disputes.

DAMANCOM is thus an extremely welcome alternative to the traditional paper-based system, which adds value to the relations between the CNSS, its member enterprises and their staff; it ensures continuous availability, immediate access to information on the rights of each individual, and immediate and secure transfer of data. The results achieved with DAMANCON constitute a major breakthrough in stimulation of the development of e-administration in Morocco.

**Jury's comment:** This is a very sophisticated tool which allies information and communication technology to strategic management. It deserves great attention. The tool has a great potential for replication.

## CERTIFICATES OF MERIT WITH SPECIAL MENTION FROM THE JURY

### MOROCCO: PENSION FUND OF MOROCCO

#### Actuarial scorecard

Priority area: Responding to demographic changes

**Summary:** The actuarial scorecard is a tool to assist management and decision-making. It brings together the performance indicators that give information on the health of the finances and the demography of a pension fund, as well as on the degree of equity and solidarity within and across generations.

**Special mention from the Jury:** A noteworthy initiative to ensure long-term sustainability of the scheme. The Jury encourages the Pension Fund of Morocco to continue and further develop this tool.

### MOROCCO: PENSION FUND OF MOROCCO

#### Electronic cash card

Priority area: Information and communication technology as a strategic management tool

**Summary:** The Pension Fund of Morocco (CMR) introduced electronic cash cards in order to improve the payment of pensions to retired people, which sometimes took place in very difficult conditions. This qualitative jump has enabled improvements in the punctuality, security and flexibility of payment services.

**Special mention from the Jury:** A notable example of a good practice with a high potential to reach rural populations and also has a good potential of replication by others.

### RWANDA: SOCIAL SECURITY FUND OF RWANDA

#### Decentralization

Priority areas: Governance and leadership; Compliance and contribution collection

**Summary:** The decentralization strategy was introduced at the Social Security Fund of Rwanda with a view to improve service delivery, reduce bureaucratic handling of claims, increase the coverage rate, in particular by penetrating into the informal sector, and bring services closer to the people to ensure easy facilitation in the collection of contributions and benefits payments.

**Special mention from the Jury:** An ambitious, positive and structuring means to reach the informal sector. However, ensuring coherency of application and maintaining administrative costs will be constant challenges.

### UGANDA: NATIONAL SOCIAL SECURITY FUND

#### Enterprise-wide risk management

Priority area: Risk management and change management

**Summary:** The enterprise-wide risk management strategy applied by the National Social Security Fund helps identify and implement controls to mitigate the collective risks that affect the Fund value in an organized and coherent way. It provides a framework to manage risks according to the Fund's risk appetite.

**Special Mention from the Jury:** It is encouraging to see that ISSA members are moving in this direction. If applied correctly, this comprehensive and integrated approach to risk management has the potential to become an efficient tool to contend with the major risks to their programme.

## CERTIFICATES OF MERIT

### CAMEROON: NATIONAL SOCIAL INSURANCE FUND

#### Setting the rates right

Priority area: Governance and leadership

### GABON: NATIONAL SOCIAL SECURITY FUND

#### African culture, management and social security reform - the National Social Security Fund's approach

Priority areas: Governance and leadership; Compliance and contribution collection

### GHANA: SOCIAL SECURITY AND NATIONAL INSURANCE TRUST

#### Customer Service Improvement Programme

Priority area: Governance and leadership

### GHANA: SOCIAL SECURITY AND NATIONAL INSURANCE TRUST

#### Information and Communication Technology (ICT) as a Strategic Tool

Priority area: Information and communication technology as a strategic management tool

### MOROCCO: COLLECTIVE SCHEME FOR RETIREMENT ALLOWANCES (RCAR)

#### Implementation of 0-papier at the RCAR

Priority area: Information and communication technology as a strategic management tool

### MOROCCO: COLLECTIVE SCHEME FOR RETIREMENT ALLOWANCES (RCAR)

#### Total Quality Management (TQM)

Priority area: Governance and leadership

### PENSION FUND OF MOROCCO (CMR)

#### Online Service for CMR clients

Priority area: Information and communication technology as a strategic management tool

### SWAZILAND: SWAZILAND NATIONAL PROVIDENT FUND

#### Strategic Re-engineering Process

Priority area: Risk management and change management

### UNITED REPUBLIC OF TANZANIA: NATIONAL HEALTH INSURANCE FUND

#### Building confidence of stakeholders through transparency to members – Client Days

Priority area: Governance and leadership

### TUNISIA: NATIONAL PENSION AND SOCIAL INSURANCE FUND

#### Quality Programme

Priority area: Risk management and change management

### UGANDA: NATIONAL SOCIAL SECURITY FUND

#### Strategic Management Framework

Priority area: Governance and leadership

### ZAMBIA: NATIONAL PENSION SCHEME AUTHORITY

#### Electronic receipt of contributions and return

Priority area: Compliance and contribution collection