



issa

EXCELLENCE IN SOCIAL SECURITY

ISSA Good Practice Awards Africa 2023



www.issa.int/goodpractices

Celebrating excellence

The ISSA Good Practice Award is a celebration of hard work and success in improving the ways of working of social security institutions, in order to achieve excellence in delivering social security.

The Award recognizes good practices in the administration of social security carried out by ISSA member organizations, and provides a unique opportunity for institutions to present their significant administrative initiatives and innovative solutions to a global audience.

The Good Practice Awards are presented on a regional basis over a three-year cycle and are normally announced at a ceremony at each ISSA Regional Social Security Forum.

The Good Practice Award Jury

For the 2023–2025 triennium, the Jury of the ISSA Good Practice Awards is composed of recognized social security experts with global and regional knowledge and experience.

ISSA Good Practice Award topical areas 2023–2025

- Actuarial
- Communication
- Compliance and contribution collection
- Continuity and resilience of social security services and systems
- Demographic changes
- Digital economy
- Disability
- Employment
- Error, evasion and fraud
- Extension of coverage
- Family benefits
- Governance and administration
- Health
- Human resource management in social security administration
- Information and communication technology
- Investment
- Maternity
- Migration
- Mutual benefit societies
- Occupational accidents and diseases
- Old age - pensions
- Prevention of occupational risks
- Return to Work
- Service quality
- Shocks & extreme events
- Social assistance
- Social policies & programmes
- Workplace Health Promotion

The ISSA Special Distinction for Innovation

The ISSA is launching in the 2023–2025 triennium the ISSA Special Distinction for Innovation to highlight a good practice that the International Jury finds particularly innovative, with considerable promise to define new pathways to achieve the goals of social security at an institutional, national or regional level. In awarding the ISSA Special Distinction for Innovation, the International Jury considers the originality and creativity of the good practice as well as its potentials to catalyze breakthroughs in social security administration. The good practice that receives the special distinction may have been developed recently and not yet have achieved large outcomes.

Results of the ISSA Good Practice Award – Africa 2023

137 entries from 47 organizations in 29 countries competed for the Award. The Jury decided to give the Award to the Department of Social Development, South Africa, for *Gradual extension of social security coverage to vulnerable children: The Child Support Grant in South Africa*. The Jury also gave the Special Distinction for Innovation as well as 108 Certificates of Merit, 22 of which received a special mention.

Good Practices on the ISSA Web Portal

All entries to the ISSA Good Practice Award for Africa competition can be found in the ISSA Database of Good Practices at www.issa.int/gp

Good Practices and ISSA Guidelines

The Good Practices provide a rich source of references for the ISSA Guidelines on various aspects of social security administration: www.issa.int/guidelines

Winner

South Africa

Department of Social Development

Gradual extension of social security coverage to vulnerable children: The Child Support Grant in South Africa

Summary

The Child Support Grant (CSG) is one of the social assistance programmes in South Africa established to address child poverty. Emerging from the apartheid regime, the democratic government introduced the CSG in 1998 to replace the racially based State Maintenance Grant (SMG), which had been in existence from the 1930s providing income protection to white families, excluding most black families and their children. The new grant removed the racially discriminatory features, which expanded the coverage to all eligible children.

Subject to a means-test threshold, the CSG was introduced at a value of 100 South African rands (ZAR) and has increased over the years to 480 ZAR as of January 2023. The grant has grown over the years with an increase in the age limit from 6 to 18 years old and just over 13 million children now receive it monthly. As from 1 June 2022, a new CSG top-up provision was implemented to provide an additional amount of 240 ZAR to assist relatives taking care of orphans, to provide for their basic needs and promote family preservation.

Special Distinction for Innovation

Algeria

National Social Insurance Fund for Employees

Electronic medical records

Summary

The National Social Insurance Fund for Employees (*Caisse nationale des assurances sociales des travailleurs salariés – CNAS*), Algeria's primary social security body, covers social insurance risks, occupational accidents and professional diseases, collects contributions and fulfils missions of a health and social nature

In its quest for continuous improvement in the quality of services provided to insured persons and their dependants, the CNAS, through its policy of process digitalization, has enhanced its system for managing medical checks by developing an electronic medical record (EMR).

The EMR, which is undergoing constant improvement, can be accessed in real time by all medical advisers around the country, who can then issue medical opinions on the requested benefits.

In terms of pooling human resources and managing benefits requiring medical authorization, the EMR proved particularly helpful during the COVID-19 health crisis.

Certificates of Merit with Special Mention from the jury

Algeria

National Social Insurance Fund for Employees

El Hanaa: An online service to simplify social security procedures for insured persons
Promoting communication aimed at people with special needs

Angola

National Institute of Social Security

Digital proof of life

Egypt

National Organization for Social Insurance

Improving pensions during crises

Eswatini

Eswatini National Provident Fund

Eswatini National Provident Fund goes digital: Introduction of MyENPF mobile app, employer and member portal

Kenya

Local Authorities Pension Trust

Improving service delivery to members by leveraging biometric services to minimize error, evasion and fraud

Libya

Social Security Fund

The active role of the Social Security Fund of Libya during the crises

Madagascar

National Social Insurance Fund

An award scheme to promote occupational safety and health: Adopting an incentive-based measure to prevent occupational accidents and diseases

Morocco

National Social Security Fund

Extension of social security to non-salaried (self-employed) workers and persons unable to pay contributions

Pension Fund of Morocco

Establishment of Open Lab: a collaborative innovation space

Niger

National Social Security Fund

Social security coverage for the transport sector

Senegal

Social Security Fund

Unique harmonized information system for the Social Security Fund and the Social Insurance Institute for Old-Age Pensions in Senegal

South Africa

South African Social Security Agency

Social Relief of Distress for victims affected by regional floods in the KwaZulu-Natal province

Social Relief of Distress: Social assistance for people in distress at the onset of the COVID-19 pandemic and beyond

Tanzania, United Republic of

National Health Insurance Fund

Offline member verification system: Verifying and authorizing access to health care services in remote areas

Public Service Social Security Fund

Managing the process of merging four social security schemes

Tunisia

National Health Insurance Fund

E-CNAM virtual centre: Interactive online services

National Social Security Fund

Making dialysis greener in the Tunisian National Social Security Fund's policlinics: Sousse policlinic trial

Uganda

National Social Security Fund

The NSSF Smart Card

Zambia

National Health Insurance Management Authority

Real-time biometric claims billing system for efficient claim management and fraud reduction

National Pension Scheme Authority

Automation of queue management implemented between 2020 and 2021

Zimbabwe

National Social Security Authority

Enhanced compliance enforcement through embracing information and communication technology (ICT) and collaboration with other statutory bodies/agencies

Certificates of Merit

Algeria

National Fund for Paid Leave and Weather-related Lay-offs in the Construction, Public Works and Hydraulics Industries

Coverage for heat waves

National Social Insurance Fund for Employees

Mobile agency

National Social Security Fund for Non-Salaried Workers

CASNOS portal for the management of inspectors' activities: Call centre and inspection service

Implementing a decision support system

Angola

National Institute of Social Security

Declaration and filing of disciplinary measures

Innovation of the social security inspection process: Computerization and integration with the social security system

Modernization and automation of remuneration declaration, management of contributions, debt settlement and social security payments

Botswana

Motor Vehicle Accident Fund

Development of the case management strategy: Improving service delivery

Cameroon

National Social Insurance Fund

Children's library on the institution's premises to free up parents during working hours

Corporate social responsibility: Carbon footprint

Organization of capacity-building seminars and workshops for officials of courts, tribunals, and the judicial administration for better management of social security litigation

Platforms for exchanging data with administrations sharing the same goals

Chad

National Social Insurance Fund of Chad

Interconnection with agencies

Payment of bedridden pensioners and annuitants in their own homes

Congo, Democratic Republic of the

National Social Security Fund

Interaction between the National Social Security Fund and social security providers: A sure-fire way of improving service quality in the management of the Democratic Republic of the Congo's general social security scheme

Partnerships between the CNSS and town halls' civil registration departments in the Democratic Republic of the Congo: Cleaning up the file of social service providers and verifying the authenticity of required documents

Partnerships between the National Social Security Fund and other organizations to improve the payment of social security benefits in hard-to-reach areas

National Social Security Fund of Public State Employees

Customer care quality charter

ICT contingency plan – Activity continuity plan

ICT Master Plan

Côte d’Ivoire

IPS National Social Insurance Fund

Design and implementation of a social insurance scheme for formal and informal self-employed workers

Establishment of a virtual web-based and WhatsApp assistant: Artificial intelligence in the service of insured persons

Social Insurance Institute – State Employees’ General Retirement Fund

Implementation of a funded top-up pension scheme for civil servants and State employees: Improving the earnings replacement rate and purchasing power in retirement

Egypt

National Organization for Social Insurance

Achieving the financial sustainability of the social insurance system through resolving the financial entanglements with the Public Treasury and the National Investment Bank

Automation of revenues and expenditures in social insurance scheme

E-services: Automating the provision of services through National Organization for Social Insurance’s website and the Digital Egypt Portal

Implementing legislative reforms of the social insurance system

Gabon

National Health Insurance and Social Guarantee Fund

Improving the reliability of records of low-income Gabonese people

Managing human resources: Implementing a roles and skills reference framework within the National Health Insurance and Social Guarantee Fund

State Employees Pensions and Family Benefits Fund

Implementing an automatic online notification service relating to new and current benefits

Satisfaction index for complaint handling

Kenya

Local Authorities Pension Trust

Pension Plus Solution: Driving pension penetration within the informal sector

National Health Insurance Fund

Adoption of a biometric identification system in member management

Introduction of e-claim management system in Kenya

Introduction of selfcare platforms to enhance access to services

National Social Security Fund

Enhancing social security coverage to the informal sector: Remitting bundled incentives through mobile transfer split technology

Libya

Social Security Fund

Achieving adequacy of benefits by raising the minimum old-age pension

An Enterprise Resource Planning approach as a comprehensive solution to manage a training centre
Employment and utilization

Independence in the field of information and communication technology to maintain a sustainable social security system

Libyan Centre for Research and Actuarial Studies

Training strategy and investment in human resources of the Libyan Social Security Fund

Transforming the insurance-related operational risks into investment opportunities and improving cash flow

Madagascar

National Social Insurance Fund

Exceptional measures for an exceptional situation: Creating a special benefit in response to the social crises caused by COVID-19

The CNaPS Listening and Guidance Centre: Providing psychosocial and health-related support to vulnerable members

Welfare provision for CNaPS pensioners, annuitants and unemployed members: One-off grants in an economic downturn

Morocco

Interprofessional Retirement Fund

Actuarial evaluation of the scheme of the Interprofessional Retirement Fund

E-parapheur: An electronic signature workflow

Pension Fund of Morocco

Let's understand retirement: Raising awareness of legal and technical concepts and terminology relating to users' rights and responsibilities

Savings-Pensions Branch of the Deposit and Management Fund

Actuarial mechanism to help CDG Prévoyance manage the integration of internal pension funds

Development of customized benchmarks for the financial management of pension portfolios: An innovative alternative to traditional financial market indices

Implementation of a new proof-of-life system based on data exchange to simplify administrative procedures

Standardizing the process of constructing experience mortality tables for CDG Prévoyance activities: An innovative statistical tool to reflect insured persons' real mortality risk

Use of business intelligence to monitor pension schemes' financial indicators and actuarial balances

Using digitalization and local networks to make social security payments: The case of conditional grants for underprivileged families to minimize school drop-outs

Supervisory Authority of Insurance and Social Welfare

Simulation tool for compulsory health insurance

Rwanda

Rwanda Social Security Board

Long-term savings scheme *EjoHeza*: Rwanda's innovative approach for pension coverage extension

Senegal

Social Security Fund

- Electronic document management and automated data extraction system (EDM/ADE)
- Establishment of biometric cards
- Student competition: Best poster on initiatives and good practices in occupational safety and health
- The NDAMLI web portal

Seychelles

Seychelles Pension Fund

- Come to pension fund for a conversation
- Investment policy in line with *ISSA Guidelines on Investment of Social Security Funds*
- Operational risk management tool
- Scanning of benefit applications
- Technology in internal auditing

South Africa

South African Social Security Agency

- Introduction of electronic deductions on funeral insurance premiums for social grants beneficiaries by South African Social Security Agency

Sudan

National Pensions and Social Insurance Fund

- Social assistance

Tanzania, United Republic of

National Health Insurance Fund

- Adoption of an online claims submission system to expedite claim reimbursements to health facilities
- Enforcement of mandatory enrolment to National Health Insurance Fund for students in higher learning institutions
- Improving contribution collection through integration with the Government e-Payment Gateway (GePG)

Public Service Social Security Fund

- Implementation of a culture change programme
- Improving member services and compliance through the use of technology
- Leveraging partnerships in implementing investment in industrial projects

Workers Compensation Fund

- Living the vision: Digital transformation of Workers Compensation Fund Service Provision

Togo

National Institute of Health Insurance

- Facilitating the roll-out of universal health insurance in Togo: Automation of the health care provider affiliation process

Tunisia

National Health Insurance Fund

Project to set up managed entry agreements for innovative medicines for the Tunisian population

National Social Security Fund

Electronic document management: A corporate social responsibility approach

Process to improve performance and implement innovative management methods

Uganda

National Social Security Fund

Automating member benefits claim process

Invalidity benefit payments to members affected by COVID-19

Zambia

National Health Insurance Management Authority

Actuarial modelling capacity enhancement for the extension of social security coverage

Claims advance payment system of the Zambia National Health Insurance Management Authority

Zimbabwe

National Social Security Authority

Establishment of Internet kiosks: Ease of access to National Social Security Authority services

Self-adjusting framework for insurable earnings ceiling

Attestations

Algeria

National Fund for Paid Leave and Weather-related Lay-offs in the Construction, Public Works and Hydraulics Industries

Télérecours (e-recourse)

National Retirement Fund

Online services for pensioners

National Social Security Fund for Non-Salaried Workers

Digital documents management

Verifying and issuing certificates of non-affiliation

Angola

National Institute of Social Security

Facilitating registration, extending and increasing coverage: Legislative measures to combat informality

Botswana

Motor Vehicle Accident Fund

Development of the Motor Vehicle Accident Fund sustainability strategy

Service quality: Implementation of the case management system

Burundi

Mutual Benefit Society for Public Employees

Progressive establishment of provincial agencies

Progressive opening of Mutual Benefit Society counters in public and accredited hospitals

The National Pension and Occupational Risks Office for Civil Servants, Magistrates and Judicial Personnel

Adoption of a strategic plan for 2022–2027 with a view to improving the ONPR's governance and operations

Cameroon

National Social Insurance Fund

Annual double identification of people over 70 for proof of life

Athletics Club for children of staff and other Cameroonians

Financing operating expenses out of investment income

Organization of reading sessions and discussions of African children's stories

Posting managers' phone numbers and e-mail addresses for the public and insured persons

Public-private partnership for the extension of social coverage: Enrolment of voluntary insured persons in rural areas

Congo, Democratic Republic of the

National Social Security Fund

Informal exchange and continual consultation between the Director General and the Chair of the Board of Directors:

A practice conducive to strengthening good governance

Printing service: A way of improving effectiveness and efficiency in National Social Security Fund management

National Social Security Fund of Public State Employees

Client open day

Compilation of suggestions

Enactment of Law No. 22/031 of 15 July 2022: A special scheme for the extension of social security coverage to all public State employees

Côte d'Ivoire

IPS National Social Insurance Fund

Rationalizing the printing facilities of the IPS National Social Insurance Fund

Kenya

Local Authorities Pension Trust

Rukisha: Enhancing penetration and compliance of remittances by leveraging on the electronic payment ecosystem

Twenty-first century post-retirement medical scheme that leverages existing artificial intelligence technology for future generations

National Health Insurance Fund

Deployment of Customer Relationship Management System (CRM) to enhance customer satisfaction

Morocco

Pension Fund of Morocco

Establishment of a self-service area for the benefit of users

Namibia

Social Security Commission

Repurposing existing technologies

South Sudan

South Sudan Pensions Fund

Recovery of social security contributions post state fission

Promoting excellence in social security
Promouvoir l'excellence dans la sécurité sociale
Promoviendo la excelencia en la seguridad social
Förderung von Exzellenz in der sozialen Sicherheit
За повышение стандартов в социальном обеспечении
促进卓越的社会保障
دعم التميّز في الضمان الاجتماعي



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The International Social Security Association (ISSA) is the world's leading international organization for social security institutions, government departments and agencies. The ISSA promotes excellence in social security administration through professional guidelines, expert knowledge, services and support to enable its members to develop dynamic social security systems and policy throughout the world. Founded in 1927 under the auspices of the International Labour Organization, the ISSA counts more than 320 member organizations in over 160 countries.