ISSA | INTERNATIONAL SOCIAL SECURITY ASSOCIATION

ISSA Good Practice Awards Asia and the Pacific 2015

COMPETITION RESULTS

ISSA Good Practice Awards: Asia and the Pacific 2015

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.

The ISSA Good Practice Awards are given out on a regional basis over a three-year cycle at each ISSA Regional Social Security Forum. The Award is given at each Forum as well as Certificates of Merit as decided by an international Jury.

THE GOOD PRACTICE AWARD JURY

For the 2014-2016 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 2014-2016

Actuarial valuations
Communication by social security administrations
Contribution collection and compliance
Extension of coverage to difficult-to-cover groups
Good governance
Information and Communication Technology
Investment of social security funds
Prevention of occupational risks
Return to work and reintegration
Service quality
Workplace health promotion

RESULTS OF THE ISSA GOOD PRACTICE AWARDS – ASIA AND THE PACIFIC 2015

There were 48 entries from 20 organizations in 16 countries. The Jury decided to give the Award ex aequo to two organizations as it considered both submissions to be Award winners. The Jury also gave 27 Certificates of Merit, seven of which received a special mention.

GOOD PRACTICES ON THE ISSA WEB PORTAL

A full description of the winning entries of the ISSA Good Practice Award for Asia and the Pacific, 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

AUSTRALIA: DEPARTMENT OF HUMAN SERVICES
Service delivery reform and our digital journey
Priority areas: Good governance, Information and Communication Technology, Service quality

Summary: This good practice details the transformation of the delivery of social welfare services in Australia, from a traditional approach provided through three separate service agencies, to a single and secure client-centred government service with comprehensive digital online support. In addition to integrating the three agencies and providing improved access to online services for Australians, the reform of service delivery included dedicated assistance to customers who have difficulty accessing government services, notably through a network of Community Engagement Officers and mobile service centres for those in rural communities, including people who have been affected by natural disasters. This AUD $1.25 billion service transformation programme has seen the number of people undertaking online transactions increase from less than 15 per cent in 2010 to over 50 per cent in 2015, while the number of staff has been reduced by nearly 10 per cent, from 37,500 to 34,500.

Jury's comment: This good practice is an admirable example of a large-scale and comprehensive integration of service delivery across a complex range of agencies and numerous social security and welfare programmes, including healthcare. Supported by a robust ICT platform and the proactive involvement of staff in the design of business systems, processes and control structures, the transformation programme has resulted in a simplified and better-managed delivery system. Although digital services to provide flexibility to a wide range of customers have been prioritized, customers who have difficulty accessing services have not been overlooked and specific arrangements have been designed to provide suitable assisted services to the most vulnerable.

REPUBLIC OF KOREA: NATIONAL PENSION SERVICE
Protecting the pension rights of workers through social security agreements
Priority area: Communication by social security administrations

Summary: As a response to growing globalization and the increasing number of Korean companies entering foreign markets, as well as inward migration of foreign workers to the Republic of Korea, the National Pension Service instituted a programme of negotiating social security agreements with other countries. Using the DREAM analysis method (**D**etached workers, **R**esidents in foreign countries, **E**asiness of agreement, **A**ttitude of counterpart, and **M**agnitude of policy) to prioritize countries, the NPS has successfully concluded 31 agreements between 1999 and 2015 (around 36.5 per cent of the 85 countries where Korean companies are currently present). In order to maximize results and minimize costs a standard text was prepared, depending on whether it was a totalization or exclusion agreement, in order to achieve consensus with the other party quickly and with the minimum of meetings. Subsequent effective communication of the scope of the agreements directly to affected companies and workers, as well as through press campaigns, multilingual websites, and consultations for foreign residents has ensured the maximum coverage of migrant workers.

Jury's comment: This good practice is a model project of effective investment in social security administration which has resulted in a further phase in the extension of pension coverage and the protection of workers' rights and benefits. The methodology used to identify the order of agreements to be concluded is soundly based and has ensured the best outcomes for a minimum input of resources. This approach, together with the comprehensive communication strategy employed, clearly demonstrates effective administration in this area.

CERTIFICATES OF MERIT WITH SPECIAL MENTION FROM THE JURY

CHINA: MINISTRY OF HUMAN RESOURCES AND SOCIAL SECURITY
Importance of standardization in the social insurance system
Priority areas: Good governance, Service quality

Summary: The social security system in China is delivered currently through more than 8,000 social insurance agencies at, and above, the county level. Due to historical reasons these agencies follow different management and service standards, impacting on the quality of service beneficiaries receive and ultimately on the equality of treatment and level of benefits of people living in different areas. A reform was launched in 2009 to standardize 90 per cent of operational procedures and services by 2017. A committee comprising various experts from the academic, operational and ministerial worlds was established to coordinate and oversee the transformation. The philosophy being followed is to pilot concepts and extend the experience gained in one area to provide guidance to others to ensure implementation is successful nationally.

Special mention from the Jury: Although the standardization programme has not yet been completed and it is still too early to assess its full impact, the initiative is to be applauded. It is undoubtedly a massive undertaking to implement standardization in terms of influencing the behaviour of 180,000 staff nationwide, changing operational procedures and processes, as well as service delivery across a nation of 1.4 billion people. It is essential that this is a success, as such an administrative improvement is a fundamental condition for effective coverage.

MALAYSIA: SOCIAL SECURITY ORGANISATION
The SOCSO Health Screening Programme
Priority area: Workplace health promotion

Summary: The SOCSO Health Screening Programme was launched in 2013 in response to the increase in non-communicable diseases in Malaysia and the corresponding rising cost of invalidity and survivor pensions. The programme provides free health screening to all eligible insured persons aged 40 years or older. Health screening vouchers cover clinical consultations and examinations for cardiovascular disease risk factors, as well as cervical and breast cancers. To date 431,227 of the potential 2.1 million eligible insured persons have been screened for these diseases. The uptake of the programme is continuously monitored so specific targeting actions can be taken. Evaluation showing that only 52 per cent of people were aware of the programme prompted specific remedial actions to improve the mass promotion campaign and introduce a Mobile-HSP.

Special mention from the Jury: This is an example of a proactive response to the considerable challenge of the rise in non-communicable diseases. Continuous monitoring and sound internal and external evaluation are integrated into the programme to ensure the maximum effectiveness of the preventive approach. It has positive potential long-term impact not only on the finances of the scheme but importantly on the lives and health of the covered population.

INDONESIA: SOCIAL SECURITY ADMINISTERING BODY FOR THE HEALTH SECTOR
EDABU: An online application for self-managed data
Priority area: Information and Communication Technology

Summary: EDABU is an online application that allows scheme participants in the formal sector to self-manage their data to overcome problems with the previously complicated, frustrating and time-consuming registration process. By utilizing a web-based application, formal sector employer participants can now register and update their employees' data in real time. This system includes an automatic warning for inappropriate data to minimize errors and optimize accuracy. Up to August 2015, nearly 164,000 enterprises had recorded their employees' data (involving just under 22 million employees) using the EDABU system.

Special mention from the Jury: This good practice illustrates how a soundly constructed administrative improvement in the registration system can not only produce cost savings but also have a positive outcome for the sustainability of the scheme and the ultimate objective of extending coverage.

OMAN: PUBLIC AUTHORITY FOR SOCIAL INSURANCE
Policies and procedures project
Priority areas: Contribution collection and compliance, Good governance, Service quality

Summary: The policies and procedures project aims to ensure that all staff are aware of the correct policies and procedures and that these are written in such a way that they are easily comprehended and implemented. Using an approach based on the five core principals of Accountability, Transparency, Predictability, Participation and Dynamism contained in the ISSA Good Governance Guidelines has resulted in a vast improvement in the overall control chain process and automation as well as in its governance processes. The success of the simplification of procedures and improved communication of actions taken is evidenced in the increased satisfaction of end users and a significant improvement in customer-handling.

Special mention from the Jury: The efforts made to align policies and procedures with the ISSA Guidelines and to strengthen professional standards and work ethic in the organization is commendable. This project, when considered in combination with the other good practices from this organization, demonstrates an integrated and coherent approach to good governance, risk management and service quality.

PHILIPPINES: SOCIAL SECURITY SYSTEM
Moving towards inclusive growth
Priority areas: Extension of coverage to difficult-to-cover groups

Summary: Workers in the informal sector form a considerable component of total employment in the Philippines and make a substantial contribution to the overall economy. Extending coverage to these workers is essential to recognize their economic contribution and to help reduce long-term poverty. A pilot project was started in 2011 and has since been expanded to cover over 100,000 people in the informal sector. Obtaining the support of the relevant local government units and working in partnership with organized groups or associations in the informal sector was critical to the success of the strategy. The approach to contribution collection also takes into account the irregularity of informal sector workers' income and the differences in the nature of their work.

Special mention from the Jury: This is an innovative and progressive approach to extending coverage in this difficult sector, involving good coordination with local government structures and the communities involved. Although the methodology may be somewhat limited to deal with the challenges of covering the informal sector there have been encouraging preliminary results. It is too early to judge whether such coverage is sustainable long-term and if contributors will be able to access adequate benefits but the strategy provides a basis for future development.

SAUDI ARABIA: GENERAL ORGANIZATION FOR SOCIAL INSURANCE
Toward 100% coverage: Proactive registration of non-Saudi workers

Priority areas: Contribution collection and compliance, Information and Communication Technology, Service quality

Summary: An online system for employers to register their employees when they first start work had already been implemented to replace the manual registration which had been time-consuming and open to error. However, this had not resolved all the problems so an initiative was launched to ensure all migrant workers are registered in the social insurance system immediately they arrive in the Kingdom of Saudi Arabia. Migrant workers' data is now obtained directly from the department of passports and other government agencies such as the Department of Labour. Employers are then contacted and information on the workers' wages and employment location is sought to complete the registration process.

Special mention from the Jury: This is an important and encouraging initiative to extend social security rights and coverage to migrant workers. Given that more than 80 per cent of private sector workers in the Kingdom are migrant workers an improved registration process is essential to ensure proper social security coverage while the workers are in the country and to support the sustainability of the scheme. It provides a positive example for region.

SINGAPORE: CENTRAL PROVIDENT FUND BOARD
The "WorkRight" initiative: Raising compliance

Priority areas: Communication by social security institutions, Contribution collection and compliance, Employment policies

Summary: Being conscious of the fact that many low-wage Singaporeans have not achieved the level of employment rights set out in national legislation, an initiative to tackle this problem was instituted in 2012. Using a combination of media campaigns, a dedicated reporting hotline for workers, and compliance visits to targeted employers has helped over 42,000 people receive their employment and social security entitlements.

Special mention from the Jury: This good practice focuses on improved compliance and strengthened awareness of workers' employment and social security rights, and is intended to help reduce poverty and inequality in the long-term. The technical approach to tackling the problem of the abuse of employment rights and the evasion by employers of social security contributions in certain industry sectors is interesting.

CERTIFICATES OF MERIT

CHINA: MINISTRY OF HUMAN RESOURCES AND SOCIAL SECURITY
Social insurance coverage registration programme

Priority area: Good governance, Extension of coverage to difficult-to-cover groups, Information and Communication Technology

FIJI: FIJI NATIONAL PROVIDENT FUND
Transforming super service via an integrated administration system

Priority area: Information and Communication Technology

INDIA: EMPLOYEES' STATE INSURANCE CORPORATION
Administrative and operational efficiency

Priority area: Contribution collection and compliance, Good governance

INDONESIA: NATIONAL SOCIAL SECURITY ADMINISTERING BODY FOR EMPLOYMENT
Expansion of multi-distribution channels to all workers

Priority area: Communication by social security administrations, Information and Communication Technology, Service quality

INDONESIA: NATIONAL SOCIAL SECURITY ADMINISTERING BODY FOR EMPLOYMENT
The new initiatives approach to start the Return-to-Work Programme

Priority area: Return to work and reintegration

INDONESIA: NATIONAL SOCIAL SECURITY ADMINISTERING BODY FOR EMPLOYMENT
The new service blueprint to achieve service excellence

Priority area: Service quality

INDONESIA: SOCIAL SECURITY ADMINISTERING BODY FOR THE HEALTH SECTOR
Implementing the Programme *Rujuk Balik* for better access and better quality healthcare

Priority area: Service quality

JAPAN: JAPAN PENSION SERVICE
Nenkin Net (Pension Net)

Priority area: Service quality, Information and Communication Technology

JORDAN: SOCIAL SECURITY CORPORATION
Assessment of the work place according to the occupational health and safety standards

Priority area: Workplace health promotion

JORDAN: SOCIAL SECURITY CORPORATION
Electronic collection of contributions

Priority area: Contribution collection and compliance

JORDAN: SOCIAL SECURITY CORPORATION
Excellence Award for Occupational Safety and Health
Priority area: Prevention of occupational risks

REPUBLIC OF KOREA: NATIONAL PENSION SERVICE
Extension of coverage to difficult-to-cover groups
Priority area: Extension of coverage to difficult-to-cover groups

OMAN: CIVIL SERVICE EMPLOYEES PENSION FUND
The elimination of the annual follow-up process for retirees in Oman
Priority area: Service quality

OMAN: PUBLIC AUTHORITY FOR SOCIAL INSURANCE
Business Continuity Management System
Priority area: Good governance, Information and Communication Technology, Prevention of occupational risks, Service quality

OMAN: PUBLIC AUTHORITY FOR SOCIAL INSURANCE
Risk rating and grading of the PASI investment portfolio
Priority area: Good governance, Investment of social security funds, Service quality

OMAN: PUBLIC AUTHORITY FOR SOCIAL INSURANCE
Unified communication solution
Priority area: Communication by social security administrations, Information and Communication Technology

OMAN: PUBLIC AUTHORITY FOR SOCIAL INSURANCE
Strategic planning
Priority area: Good governance, Service quality

SAUDI ARABIA: GENERAL ORGANIZATION FOR SOCIAL INSURANCE
Guaranteeing employees' rights through wage protection
Priority area: Contribution collection and compliance, Service quality

SAUDI ARABIA: GENERAL ORGANIZATION FOR SOCIAL INSURANCE
The creation and promotion of basic standards of occupational health and safety
Priority area: Prevention of occupational risks, Service quality, Workplace health promotion

SINGAPORE: WORKPLACE SAFETY AND HEALTH COUNCIL, MINISTRY OF MANPOWER
bizSAFE - Assisting companies to build up workplace safety and health capabilities
Priority area: Prevention of occupational risks

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

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 330 member organizations in over 160 countries.