

ISSA Good Practice Awards Africa 2014

COMPETITION RESULTS

ISSA Good Practice Awards: Africa 2014

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 – AFRICA 2014

There were 58 entries from 29 organizations in 22 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 37 Certificates of Merit, eight 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 Europe, 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

WINNING ENTRIES

MAURITIUS: MINISTRY OF SOCIAL SECURITY, NATIONAL SOLIDARITY AND REFORM INSTITUTIONS

Introduction of the Social Register of Mauritius

Priority area: Extension of coverage to difficult-to-cover groups

Summary: This good practice documents how the Ministry of Social Security, National Solidarity and Reform Institutions has created a tool to help it develop and target poverty-reduction strategies, with the aim of achieving maximum impact in terms of coverage and adequacy, while ensuring the strategies are financially sustainable and administratively efficient. Set up in 2008, the Social Register is a dynamic database in which 41,000 households are now registered. Eligibility for various social assistance schemes is determined by the Proxy-Means Test application and the information held in the database is used to identify the target population, principally the lowest income decile, and assess the resources required to provide financial support to the targeted groups.

Jury's comment: This is an innovative tool which allows a holistic approach to be taken in tackling the problem of accurately targeting financial aid to those in most need. It demonstrates the use of a rigorous methodology in analysing the issues and appropriate solutions to be implemented. This good practice is well-focused and output-oriented, and is an example of an interesting and administratively effective approach to solving a policy problem.

MOROCCO: COLLECTIVE SCHEME FOR RETIREMENT ALLOWANCES

Fully flexible multichannel customer relationship management

Priority areas: Information and Communication Technology, Service quality

Summary: The organization's ambitious strategic plan included embedding "Total Quality Management" business reengineering processes to optimize administrative savings and customer satisfaction, digitalize documents and implement an IT system which is up-to-the-minute, fast and flexible. In the last four years administration costs have fallen by 14 per cent. Furthermore, the modern and flexible IT system has allowed the seamless integration of a number of other pension schemes and funds which resulted in 50 per cent increase in clients and a doubling of the reserve funds without an increase in personnel. Client satisfaction has increased from 67 per cent in 2009 to 82 per cent in 2013 for members, and from 73 per cent in 2009 to 81 per cent in 2013 for all clients taken together.

Jury's comment: The use of best practices in administrative excellence and Total Quality Management, combined with strategic planning and effective coordination with the public authorities, has achieved spectacular results. This good practice is an example of excellence in action in a social security administration and the positive impact it can have on the quality of service provided to clients.

CERTIFICATES OF MERIT WITH SPECIAL MENTION FROM THE JURY

CAMEROON: NATIONAL SOCIAL INSURANCE FUND

Corporate social responsibility

Priority area: Good governance

Summary: This good practice centres on the integration of social, economic and environmental dimensions into the ongoing activities of a social security administration. It demonstrates how the institution has not only achieved administrative savings and reduced wastage, but also contributed to the improvement of the image of the organization and the sustainable development of the country.

Special mention from the Jury: A very innovative and proactive approach to a long-term issue. It shows promise for the future having already resulted in a reduction in water, energy and transportation costs, and by investing in people through training, providing access for persons with disabilities and the better inclusion of women in the workforce.

CAMEROON: NATIONAL SOCIAL INSURANCE FUND

The Total Office

Priority area: Service quality

Summary: The good practice details how reengineering processes to streamline benefit claims procedures resulted in a 99 per cent reduction in handling delays for claims to family benefits and 93 per cent reduction for old age, invalidity and survivor benefits.

Special mention from the Jury: The global approach to claims administration enabled a better and more effective deployment of existing human and other resources which restored members' confidence in, and satisfaction with, the organization.

GABON: NATIONAL HEALTH INSURANCE AND SOCIAL GUARANTEE FUND

Social coverage for economically disadvantaged Gabonese

Priority area: Extension of coverage to difficult-to-cover groups

Summary: The close cooperation between the social security administration and the government allowed an innovative way to be found to finance, identify and deliver benefits to those whose monthly income is less than USD160. Previously this group spent 30 to 40 per cent of their income on health care or due to a lack of funds relied only on informal or traditional medical practitioners.

Special mention from the Jury: An innovative poverty reduction measure which has achieved significant results with over 68 per cent of the target group now being covered.

GABON: NATIONAL SOCIAL SECURITY FUND

Modernizing the information system to improve service quality and combat fraud

Priority areas: Good governance, Information and Communication Technology, Service quality

Summary: The development of the IT systems, especially integrating a biometric card and electronic declarations of contributions, and the cleaning and reorganization of the database of members and contributors, has permitted the Fund to optimize contribution collection and reduce fraud.

Special mention from the Jury: Interesting use of ICT and rationalization of processes plus excellent project management uniting different departments and skills in the organization in order to maximize service quality and minimize fraud.

MAURITANIA: NATIONAL SICKNESS INSURANCE FUND

Paperless social benefits

Priority areas: Communication by social security administrations, Good governance, Information and Communication Technology, Service quality

Summary: The use of web applications for electronic documents, ranging from medical prescriptions to the reimbursement of charges, allowed the National Sickness Insurance Fund to improve claims handling times from 21 to 8 days, reduce costs, and control data better.

Special mention from the Jury: As it was only introduced at the beginning of 2014 further evaluation will be required but preliminary results show the objectives are being met. Of particular note was the collaboration between the Fund and skilled expatriate Mauritians living abroad.

MOROCCO: COLLECTIVE SCHEME FOR RETIREMENT ALLOWANCES

Corruption prevention system

Priority areas: Good governance, Information and Communication Technology, Service quality

Summary: This good practice details the strategy set in place based on three axes – process, policy, people – to reduce corruption. Internal processes were made electronic to allow better monitoring of the risks, management committed to a policy of transparency and good governance, and staff received training in ethics and was encouraged to whistle-blow if necessary.

Special mention from the Jury: A win-win situation for the motivation of the personnel and the improvement of the organization's public image, particularly in the eyes of its members.

MOROCCO: PENSION FUND OF MOROCCO

Financial performance certification of scheme reserve funds

Priority areas: Communication by social security administrations, Good governance, Investment of social security funds

Summary: As part of the Pension Fund's drive to ensure good governance of its administration, the Fund instituted an annual independent audit to certify the performance of the various portfolios in accordance with current national and international standards.

Special mention from the Jury: An intelligent approach combined with a rigorous process to risk management which contributes to assuring the accurate calculation and analysis of investment performance and ultimately the sound long-term financing of the Fund.

MOROCCO: PENSION FUND OF MOROCCO

Proof of life procedure simplification

Priority area: Service quality

Summary: By simplifying the steps involved in obtaining evidence of life, the Pension Fund minimized the risk of overpayments of benefits after death and saved administrative time and costs. Previously this procedure involved four steps including obtaining an attestation of life from the local authorities. These four steps have been replaced with the single step of presentation in person of the beneficiary at their bank.

Special mention from the Jury: A well-thought through and important simplification of procedure involving innovative partnerships with the banks which has produced a significant improvement in the administration as well as in customer service.

CERTIFICATES OF MERIT

ALGERIA: NATIONAL SOCIAL INSURANCE FUND FOR EMPLOYEES

Assisting companies with occupational risk assessment and the implementation of an appropriate prevention plan

Priority area: Prevention of occupational risks

BURKINA FASO: NATIONAL SOCIAL SECURITY FUND

Ten-year strategic plan (2010-2020)

Priority area: Good governance

BURKINA FASO: NATIONAL SOCIAL SECURITY FUND

The promotion of voluntary insurance

Priority area: Extension of coverage to difficult-to-cover groups

BURUNDI: THE NATIONAL PENSION AND OCCUPATIONAL RISKS OFFICE FOR CIVIL SERVANTS, MAGISTRATES AND JUDICIAL PERSONNEL

Improvement of benefits for members and beneficiaries

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

CAMEROON: NATIONAL SOCIAL INSURANCE FUND

Complaints management

Priority area: Service quality

CAMEROON: NATIONAL SOCIAL INSURANCE FUND

Increasing the use of banking services among pensioners

Priority area: Service quality

CAMEROON: NATIONAL SOCIAL INSURANCE FUND

Online consultation of insured persons' and employers' accounts

Priority area: Information and Communication Technology

CAMEROON: NATIONAL SOCIAL INSURANCE FUND

Special management training for 50 managers

Priority area: Information and Communication Technology

CAMEROON: NATIONAL SOCIAL INSURANCE FUND

Strategic plan 2013-2017

Priority area: Good governance

CÔTE D'IVOIRE: SOCIAL INSURANCE INSTITUTE - STATE EMPLOYEES' GENERAL RETIREMENT FUND

Control of technical expenses through a pension enrollment operation and distribution of biometric cards

Priority area: Information and Communication Technology

CÔTE D'IVOIRE: SOCIAL INSURANCE INSTITUTE - STATE EMPLOYEES' GENERAL RETIREMENT FUND

Facilitating access to entitlements by eliminating the Certificate of Cessation of Payment

Priority area: Service quality

CÔTE D'IVOIRE: SOCIAL INSURANCE INSTITUTE - STATE EMPLOYEES' GENERAL RETIREMENT FUND

Reception area optimization project (efficient and innovative)

Priority area: Service quality

EGYPT: GOVERNMENT SECTOR INSURANCE FUND

Improving service quality

Priority area: Service quality

LIBERIA: NATIONAL SOCIAL SECURITY AND WELFARE CORPORATION

Integrating technology to improve operational processes

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

MADAGASCAR: NATIONAL SOCIAL INSURANCE FUND

Proximity through a mobile office

Priority areas: Contribution collection and compliance, Communication by social security administrations, Good governance, Service quality

MADAGASCAR: NATIONAL SOCIAL INSURANCE FUND

Social protection education from an early age

Priority area: Communication by social security administrations

MALI: NATIONAL SICKNESS INSURANCE FUND

Creation of AMO Areas in hospitals and referral health centres

Priority area: Service quality

MAURITANIA: NATIONAL SICKNESS INSURANCE FUND

Planning and performance

Priority areas: Communication by social security administrations, Good governance, Information and Communication Technology, Service quality

MAURITIUS: MINISTRY OF SOCIAL SECURITY, NATIONAL SOLIDARITY AND REFORM INSTITUTIONS

Development of an IT masterplan

Priority areas: Good governance, Information and Communication Technology

MOROCCO: DIRECTORATE OF INSURANCE AND SOCIAL WELFARE

Development and dissemination of the ATLAS software package: A tool for simulations and actuarial valuations of pension schemes

Priority areas: Actuarial valuations, Extension of coverage to difficult-to-cover groups Good governance, Information and Communication Technology, Service quality

MOROCCO: PENSION FUND OF MOROCCO

Certification of the actuarial balance sheet of the civil pension schemes

Priority area: Actuarial valuations

MOROCCO: PENSION FUND OF MOROCCO

Contractual arrangements with partners

Priority areas: Good governance, Service quality

SOUTH AFRICA: SOUTH AFRICAN SOCIAL SECURITY AGENCY

Biometric smart payment card

Priority area: Information and Communication Technology

SOUTH AFRICA: SOUTH AFRICAN SOCIAL SECURITY AGENCY

Extending the payment of social assistance to the most vulnerable and the poorest people to provide full financial inclusivity

Priority areas: Information and Communication Technology, Service quality

SUDAN: NATIONAL PENSIONS FUND

Service quality

Priority area: Service quality

UNITED REPUBLIC OF TANZANIA: NATIONAL HEALTH INSURANCE FUND

Extension of social health insurance coverage to the retired population

Priority area: Extension of coverage to difficult-to-cover groups

UNITED REPUBLIC OF TANZANIA: NATIONAL HEALTH INSURANCE FUND

Revolutionizing hospital bills payments: Inception of e-claims processing

Priority area: Information and Communication Technology

UNITED REPUBLIC OF TANZANIA: NATIONAL HEALTH INSURANCE FUND

Utility maximisation from available medical specialists for health service improvement: An innovative approach to increase quality of health services in hard-to-reach areas

Priority area: Service quality

UNITED REPUBLIC OF TANZANIA: PPF PENSIONS FUND

Education benefits at PPF Pensions Fund

Priority area: Extension of coverage to difficult-to-cover groups

UNITED REPUBLIC OF TANZANIA: PUBLIC SERVICE PENSIONS FUND

Records management and the use of mobile technology

Priority area: Information and Communication Technology

UNITED REPUBLIC OF TANZANIA: SOCIAL SECURITY REGULATORY AUTHORITY

Enabling effective supervision through technology

Priority area: Information and Communication Technology

TUNISIA: NATIONAL HEALTH INSURANCE FUND

Customer services using the CNAM SMS service

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

TUNISIA: NATIONAL HEALTH INSURANCE FUND

Risk management and implementation of a decision-support system for medical controls

Priority area: Good governance

UGANDA: NATIONAL SOCIAL SECURITY FUND

Institutionalization of a performance management system – The “Navigator”

Priority areas: Good governance, Information and Communication Technology, Service quality

UGANDA: NATIONAL SOCIAL SECURITY FUND

Mobile phone based service delivery

Priority areas: Information and Communication Technology, Service quality

UGANDA: NATIONAL SOCIAL SECURITY FUND

Stakeholder communication and engagement – Annual Members Meeting initiative

Priority area: Communication by social security administrations

ZIMBABWE: NATIONAL SOCIAL SECURITY AUTHORITY

Rehabilitation services

Priority area: Return to work and reintegration

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

ISSA General Secretariat

4 route des Morillons

Case postale 1

CH-1211 Geneva 22

T: +41 22 799 66 17

F: +41 22 799 85 09

E: issa@ilo.org

www.issa.int



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.