



**issa**

INTERNATIONAL SOCIAL SECURITY ASSOCIATION

# **ISSA Good Practice Awards Asia and the Pacific 2018**

## **Competition results**



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

# ISSA Good Practice Awards Asia and the Pacific 2018

## 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 2017–2019 triennium, the Jury of the regional ISSA Good Practice Awards is composed of the Chairperson of the Editorial Board of the *International Social Security Review*, a social security specialist from the International Labour Office, and a former CEO of a social security institution from the region.

### ISSA Good Practice Awards priority areas 2017–2019

- Actuarial Work for Social Security
- Administrative Solutions for Coverage Extension
- Communication by Social Security Administrations
- Contribution Collection and Compliance
- Good Governance
- Information and Communication Technology
- Investment of Social Security Funds
- Prevention of Occupational Risks
- Promotion of Sustainable Employment
- Return to Work and Reintegration
- Service Quality
- Workplace Health Promotion

### Results of the ISSA Good Practice Awards – Asia and the Pacific 2018

There were 76 entries from 20 organizations in 15 countries. The Jury decided to give the Award to the National Pension Service, Republic of Korea, for *One-stop service through four social insurance information systems*. The Jury also gave 53 Certificates of Merit, 19 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](http://www.issa.int/goodpractices)

## WINNING ENTRY

### Republic of Korea: National Pension Service

#### One-stop service through four social insurance information systems

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

**Summary:** The National Pension Service (NPS) developed a social insurance computer network that connects the databases of the four national social insurance programmes on pensions, health, employment and workers' compensation. In February 2003, the NPS established the Social Insurance Information Center (the Center) that allows citizens to access all four social security schemes by visiting (or via online) any one office of the three administering organizations. By integrating the channels of the four social insurance schemes, citizens no longer need to visit each of the organizations for any service request, be it for registering to any of the four social insurance schemes, making inquiries, changes, requests or submissions, or filing claims. Connecting national information resources allowed the simplifying and streamlining of various application forms and documents, leading to huge improvements in the efficiency of processes. The initiative is also recognized as ground-breaking service in light of the user-friendly environment for citizens to check their insurance history and status online.

**Jury's comment:** For some time now, one-stop service centres have been offered by individual social security organizations. What makes the National Pension Service initiative outstanding is that it has created a business model that offers Korean citizens the convenience of having all their needs from four social security programmes on pensions, health, employment and workers' compensation, met virtually or physically in one location. The initiative started in 2011 and has been in full operation since 2013 with a robust track record. This is world class service.



## CERTIFICATES OF MERIT WITH SPECIAL MENTION FROM THE JURY

### China: Ministry of Human Resources and Social Security

#### Application of actuarial technology in the negotiation of National Medical Insurance Drug List

Priority areas: Actuarial Work for Social Security, Good Governance, Information and Communication Technology

**Summary:** In order to reduce the personal burden of medical expenses and improve the Chinese patients' sense of acquisition, happiness and security, the Ministry of Human Resources and Social Security (MoHRSS) organized in 2017 the negotiation of the National Medical Insurance Drug List (NMIDL). For the first time, 44 proprietary drugs with definite curative effect, clinical necessity, safety and reliability but with high prices as determined by experts' review were negotiated for admission into the medical insurance payment standards, of which 36 medicines were successfully admitted into Category B.

The major objectives of this programme are to significantly improve the security of medical insurance medication usage, greatly reduce patients' personal burden, effectively control the fund expenditure, strongly support the medicine innovation, and achieve win-win results for multi-parties.

In realizing the above-mentioned objectives, the negotiation has achieved great results by applying actuarial technology to analyse the medical insurance big data, evaluating the supporting capacity of medical insurance fund, and scientifically calculating the standard of medical insurance payment. The average price reduction of 36 admitted drugs was 44 per cent, with a maximum reduction of 70 per cent, giving full play to the group purchasing capacity of basic medical insurance.

**Special mention from the Jury:** This is an important initiative that shows how actuarial methods and Big Data and Analytics technologies can be leveraged by social security administrations to negotiate with the pharmaceutical industry, in order to mitigate member costs and enhance the programme's financial sustainability.

### China: Ministry of Human Resources and Social Security

#### Tongzhou Programme: The Same-Boat Programme for the Chinese Work Injury Insurance

Priority areas: Administrative Solutions for Coverage Extension, Workplace Health Promotion

**Summary:** Aiming to resolve the problems in construction industry, such as high work-related injury risks, flexible employment and high mobility of construction workers, China has implemented the Same-Boat Programme, a specific social insurance extension programme for construction industry workers. The programme requires the construction industry to join the

social insurance coverage in terms of each building project, exploring a new coverage pattern of dynamic real-name registration management. At present, the insurance registration rate of building projects has exceeded 98 per cent, and over 40 million person times have been brought under the work injury insurance coverage. The rights and interests of workers with work-related injuries have been effectively protected. In 2018, building projects related with railway, highway, water transport, water conservancy, energy and airport will also be covered by the work injury insurance system.

**Special mention from the Jury:** This is an innovative approach on how to extend work injury insurance coverage to difficult-to-cover groups such as construction workers. Project contractors are obliged to set aside a portion of the total value of the contract as lump-sum work injury insurance contributions, and their operating permits are conditioned on registration for work injury insurance.

## **China: Ministry of Human Resources and Social Security**

### **Universal social security enrolment programme begins with registration**

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology

**Summary:** With the goal of building a social security system that covers the urban and rural residents in a comprehensive way, the Chinese government has implemented a universal social security enrolment programme that focuses on old-age insurance and medical insurance. By the end of 2017, the registration of all targeted groups across China had been basically completed through the measures of policy optimization, publicity, strict law enforcement, service improvement and registration at every doorstep. Thus, the national database for universal coverage had been basically formed, providing effective data support for the implementation of the universal enrolment programme in the next stage.

**Special mention from the Jury:** This good practice is a remarkable example on the extension of universal social insurance coverage. A unified social security numbering system, strong planning and coordination, a well-designed database and appropriate Information and Communication Technology (ICT) support have facilitated reaching out to close to 1.4 billion people or 96 per cent of the country's population.

## **Indonesia: Social Security Administering Body for the Health Sector**

### **Implementation of integrated risk management in line with the ISSA Guidelines to manage the National Health Social Security programme**

Priority area: Good Governance

**Summary:** The vision of the Social Security Administering Body for the Health Sector (BPJS Kesehatan) is to achieve universal coverage within five years (2014–2019). Because of this, BPJS

Kesehatan needs to prepare itself in minimizing all risks, which comes in many forms, that could delay the achievement of the target. Risk management in BPJS Kesehatan is based on the Director's Regulation No. 46 of 2017 on the BPJS Kesehatan Integrated Risk Management Guidelines to comply with the international risk management standard ISO 31000. The ISSA Guidelines are an important reference for BPJS Kesehatan because they are for social service organizations. Risk management focuses on four areas of governance in the implementation of social services, namely, financial sustainability; good investment; coverage, member contributions and services; and management of human resources and information technology.

For this, BPJS Kesehatan deems it necessary to align the BPJS Kesehatan Integrated Risk Management Guidelines with the factors set forth in the ISSA Guidelines.

**Special mention from the Jury:** This is a laudable project that brings together the recommendations of the *ISSA Guidelines on Good Governance* and the international ISO 31000 standards to guide the institution's risk management plan and its implementation, and to support its strategic goal of achieving universal coverage in a span of five years.

## **Indonesia: Social Security Administering Body for the Health Sector**

### **Involving the society to care about social health care through Kader JKN Programme**

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Contribution Collection and Compliance

**Summary:** Kader JKN is a partnership programme that encourages the general public to care about social health care programme. Every social health care provider has its limitations and challenges. We must be smart to optimize resources around us. By creating Kader JKN Programme, the Social Security Administering Body for the Health Sector (BPJS Kesehatan) can manage and go beyond the limitation of its resources to collect contributions from individual or informal sector members and turn the challenges into opportunities. Since its launch in April 2017, BPJS Kesehatan has increased its rate of contribution collection from individual informal sector workers by about 13.9 per cent. Kader JKN Programme proves to have boosted both social and economic development.

**Special mention from the Jury:** This is a pragmatic approach to extending social security coverage to individuals and informal sector workers. By creating a network of community-based accredited collecting agents, the initiative makes good use of the agents' knowledge of the community and its members.

## Indonesia: Social Security Administering Body for the Health Sector

### Mobile JKN: A one-stop solution for social security health services at people's fingertips

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

**Summary:** The National Health Insurance program (*Jaminan Kesehatan Nasional* – JKN) is one of the national strategic programs mandated by Indonesian Law aimed to provide health insurance for all Indonesian citizens. It is managed by the Social Security Administering Body for the Health Sector (BPJS Kesehatan). The number of JKN participants as of 1 May 2018 has reached 196.62 million. The primary issue faced by this program is the high number of visiting participants to branch offices for administrative matters. Dissatisfaction with long waiting times caused the participation satisfaction index to decline since 2014 to 2016.

The BPJS Kesehatan developed Mobile JKN, an information technology based service that can be accessed by participants anytime and anywhere. Features of the Mobile JKN app include new participant registration, participant data update, digital participation card, information canals and complaints submission. Participants can get real time information and administrative service by themselves using Mobile JKN, and no longer need to go to branch offices. Since the implementation of Mobile JKN, participant satisfaction improved to 79.50 per cent in 2017 from 78.60 per cent in 2016. The average number of participant visit to branch offices declined by 68.5 per cent.

**Special mention from the Jury:** This good practice showcases a strong trend in the Asia and the Pacific region to provide streamlined and integrated services to members by leveraging the latest mobile and online technologies.

## Republic of Korea: Korea Occupational Safety and Health Agency

### Establishment and operation of workers' health centers to promote health for vulnerable groups of workers

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

**Summary:** The Korea Occupational Safety and Health Agency (KOSHA) has established 42 workers' health centers nationwide to provide complimentary health services to workers in workplaces with less than 50 employees, who show higher prevalence of diseases based on health examinations and who work under poorer environments that are prone to exposure to more harmful factors.

The services provided by the centers consist of health consultations and examinations, work stress prevention and exercise prescriptions performed by professionals such as occupational and environmental medicine doctors, nurses, and clinical counsellors.



From 2015 to 2017, a total of 502,675 workers visited the centers for health consultations and examination. By tracking the health conditions of 31,951 workers who participated in the programs more than twice, we figured out that about 67 per cent (21,306) of workers demonstrated health improvements.

The centers play a significant role in promoting the health and welfare of the vulnerable (female, elderly, migrant workers) by helping them to use the centers without discrimination.

Workers' health centers have contributed to improving workers' health, given the stable financial support from KOSHA. The coverage of the center will steadily be expanded to include services for internal stability through outreach services, trauma counselling, etc.

**Special mention from the Jury:** This good practice is an excellent example of what it means to “know your clients”. Cognizant that small workplaces (those with less than 50 employees) have no legal obligation to appoint health managers and are therefore prone to more precarious work environments, this good practice literally brings health services closer to those who may need them most.

## **Republic of Korea: Korea Workers' Compensation & Welfare Service**

### **Protection of the livelihood of workers with unpaid wages through wage-claim guarantee**

Priority areas: Contribution Collection and Compliance, Service Quality

**Summary:** The Korea Workers' Compensation & Welfare Service (COMWEL) administers the following system as a strong shield for the protection of claims for wages of workers:

- The wage for the last three months and for the last three years of retirement funds shall be protected and given the highest priority over other securities, taxes, and utility bills.
- COMWEL provides standard substitute wage within the scope of wages and severance pay with the highest priority right on behalf of the employer for the protection of the livelihood of retired workers who failed to receive wages due to the bankruptcy of the business site.
- COMWEL operates the new small substitute wage program to protect the previously unprotected retirees with unpaid wages from currently operating business.

**Special mention from the Jury:** This is another exemplary illustration of responsiveness to client needs. The initiative ensures that priority protection is given to workers who retire with unpaid wages from still operating business establishments, in addition to those who retire with unpaid wages from bankrupt establishments.

## Republic of Korea: National Health Insurance Service

### National Health Alarm Services: Predict and prevent the outbreak of infectious diseases through the combination of various big data

Priority areas: Information and Communication Technology, Service Quality

**Summary:** The National Health Alarm Services (NHAS) of Korea offers various health alarms to the public before the epidemic spreads out rapidly. They combine different data from diverse sources such as national health information from the National Health Insurance Service (NHIS), social networking sites (SNS) such as twitter, blogs, etc., data from Daumsoft Corporation, climate information from the Korea Meteorological Administration (KMA), air pollution information from the Ministry of Environment (MOE), and food poisoning information from the Ministry of Food and Drug Safety (MFDS). Five infectious diseases are continuously monitored, namely, colds, eye diseases, food poisoning, dermatitis and asthma. Data from each organization are merged into one to make this system successful. Data are then analysed for disease prediction using pre-defined formulas, the disease prediction accuracy of which is currently 90 per cent. People can access the alarm services through the Internet or television news easily. This method and system can be adapted by other countries if they have the appropriate data.

**Special mention from the Jury:** This is a highly creative and innovative example of putting the cutting-edge technologies of Big Data and Analytics at the service of the public, and of the benefits that preventive social security measures bring.

## Republic of Korea: National Pension Service

### Increasing pension enrolment of non-regular workers

Priority areas: Administrative Solutions for Coverage Extension, Contribution Collection and Compliance

**Summary:** While the national pension enrolment rate for regular workers in Korea was 82 per cent in 2015, the rate for non-regular workers was a mere 38 per cent, showing weak retirement planning. There was a call to strengthen the social safety net and to realize “pension per person” by reducing the risk of non-regular workers falling through the cracks of the social insurance system amid a gradual rise in the number of non-regular workers such as daily and part-time workers due to labor market flexibility. However, there were a few challenges to raising their enrolment including difficulties in securing public income information and employers/workers rejecting enrolment. The National Pension Service (NPS), working with the National Tax Service, the Ministry of Employment and Labor and others, obtained daily worker’s income data and reduced the burden of premium payments for low-wage workers in small businesses via social insurance subsidy schemes. Such efforts led to a sharp rise in the enrolment rate of non-regular workers.

**Special mention from the Jury:** This is a highly commendable initiative that highlights the important elements that should be put in place in order to extend social security coverage to non-regular workers. The good practice gains special significance in the context of the emerging flexible work arrangements of the digital economy.

## Republic of Korea: National Pension Service

### The NPS Next Door App: Introducing the national pension scheme and mobile pension service

Priority areas: Information and Communication Technology, Service Quality

**Summary:** Following the social trend of greater use of smart phones than personal computers (PCs), the National Pension Service (NPS) aims to make processes more efficient and innovate on services through various means in order to effectively introduce and promote the national pension scheme:

- Strengthening non-face-to-face channels.
- Expanding remote services utilizing ICT.
- Strengthening communication channels with the public.
- Improving the convenience of using e-information service to enable citizens to easily use pension-related services through their mobile phones anywhere and anytime.
- Continuously identify service contents to promote mobile usage, including integrating with Kakao services, Korea's most popular communication platform.

**Special mention from the Jury:** The good practice showcases a highly methodical and systematic approach in the development of 24/7 social security services accessible throughout the year, dispensing with the need to physically visit a branch office. Big Data, artificial intelligence and mobile technologies are key enablers.

## Oman: Public Authority for Social Insurance

### Data integration between the PASI and related government agencies: Enabling the electronic registration of employers and insured persons

Priority areas: Information and Communication Technology, Service Quality

**Summary:** Improving data accuracy and simplifying the process of registration for employers and insured persons are always taken into consideration by the Public Authority for Social Insurance (PASI). Previously, PASI was completely dependent on the information submitted by employers for new registrations or for updating employee-related information related, with no assurance of the accuracy of the information. In September 2014, PASI initiated a project to integrate its registration information database with the Ministry of Manpower, the Directorate General of Civil Status and the Ministry of Commerce through the Data Base Link and webserver. All data related to employers and insured persons are extracted electronically and automatically from the precise sources. This integration enhances the accuracy of registration data, prevents registration evasion and saves time and effort in the registration processes. In addition, the data integration improves the efficiency of social security on both sides of contribution and benefit distribution, which helps improve economic stabilization.

**Special mention from the Jury:** Data integration between social security organizations and relevant public institutions is an emerging trend in the Asia and the Pacific region, with a view to facilitating social security registration and providing convenient and quality service. It is a step forward in the implementation of social security e-government systems.

## **Oman: Public Authority for Social Insurance**

### **The Public Authority for Social Insurance Award for Scientific Researches**

Priority areas: Communication by Social Security Administrations, Good Governance

**Summary:** The Public Authority for Social Insurance (PASI) since its inception has promoted the strategic core value of social security culture and responsibility. The PASI aims to raise the social security awareness level and its importance to individuals, family and the society. There are communities with high levels of social welfare supported by the government.

Knowledge of social security plays a main role in the philosophy and management of retirement funds but this has almost vanished on both the national and the individual levels. It influences the development plans aimed to expand coverage and improve benefits.

The purpose of the PASI award for scientific researches is to encourage and attract qualified persons to enhance the scientific research related to social security. The award is presented once every two years to the best scientific research on social security. Participants hold doctorate, masters, bachelor's and undergraduate degrees. Winners receive either cash or other awards.

**Special mention from the Jury:** This good practice underlines the importance of building knowledge and applying the results of scientific research to further enhance social security culture and awareness, and to continuously and proactively support the strategic goals of a dynamic social security organization.

## **Oman: Public Authority for Social Insurance**

### **Using the balanced scorecard methodology to integrate the Public Authority for Social Insurance's strategic planning with performance management**

Priority areas: Good Governance, Information and Communication Technology

**Summary:** The Public Authority for Social Insurance (PASI) began its journey into strategic planning in 2008. Since then, the PASI has been searching for a systematic methodology to integrate strategic planning with performance management to align all operations into this vision so that all employees would work in the right direction with focus on the intended strategic results. To achieve this goal, the PASI has implemented the balanced scorecard (BSC) methodology as a tool for the integration of strategic planning with performance management.

**Special mention from the Jury:** The balanced scorecard is an effective and proven measure that enhances the implementation of an organization's strategic plan and its overall performance and governance. Of note are the initiatives to foster employees exchange on innovative ideas through the virtual channels of "Ideas link" and "Staff forum" and a monthly session called "A cup of coffee" attended by all staff.

## **Saudi Arabia: General Organization for Social Insurance**

### **GOSI practice in measuring customer satisfaction**

Priority areas: Good Governance, Service Quality

**Summary:** One of the most important strategic objectives of the General Organization for Social Insurance (GOSI) is to improve customer satisfaction. We realized that if we aim to improve our customers' satisfaction, then we have to measure it. In this context, GOSI identified the need to understand its customers and their interaction with the provided benefits and services in addition to outlining specific actions required to enhance the overall customer experience.

In 2016, GOSI started this journey by measuring the satisfaction of its customers through using different tools and methods and by depending on our resources and capabilities.

GOSI's journey does not focus only on measuring the satisfaction but also on receiving very useful insights from our customers and transferring these insights into actions and improvement initiatives.

**Special mention from the Jury:** This good practice is in accordance with the well-known dictum that what gets measured gets managed. Measuring customer satisfaction helps the organization to understand evolving client needs, thus providing insights on how to better engage with them and better respond to their expectations. The satisfaction of beneficiaries, contributors and employers is measured by an index consisting of 24 key performance indicators. Top management reviews the customer satisfaction index every quarter to provide directions.

## **Singapore: Ministry of Manpower**

### **StartSAFE: A doorstep programme for small and medium enterprises in building risk management capabilities**

Priority areas: Prevention of Occupational Risks, Workplace Health Promotion

**Summary:** StartSAFE is a programme designed to help small and medium enterprises (SME) identify workplace safety and health (WSH) hazards at their workplaces and recommend solutions for implementation at an affordable cost. Since November 2016, the WSH consultancy with eight consultants appointed by the WSH Council, a statutory body under the Ministry of

Manpower, had visited 1,000 SME business owners in the hospitality and entertainment, retail and food services. Through the programme, nearly 60 per cent of a total of 5,445 hazards were rectified immediately. This translated into the prevention of 3,267 potential incidents. Based on the feedback, 99.4 per cent of the SME owners found the visits useful especially in guiding them to identify hazards. Almost all of them expressed willingness to rectify the hazards. The programme addressed the SME's main concerns in embarking on a WSH journey including low WSH awareness, lack of WSH expertise, inadequate time and financial resources as well as high implementation cost.

**Special mention from the Jury:** This is a laudable and highly impactful initiative especially since small and medium enterprises form the backbone of Singapore's economy, employing over two-thirds of the national workforce and accounting for half of the country's Gross Domestic Product.

## **Singapore: Ministry of Manpower**

### **Touching hearts, changing lives with one-to-one retirement planning at the heartlands: A case of the Central Provident Fund Board**

Priority areas: Communication by Social Security Administrations, Good Governance, Service Quality

**Summary:** The mission of Singapore's Central Provident Fund (CPF) Board is to enable Singaporeans to have a secure retirement. Our CPF Retirement Planning Service (CRPS) broke new ground by breaking away from our traditional service delivery model. CRPS is a personalised service to engage Singaporeans on retirement matters impacting them when they reach age fifty-five and sixty-five. This service can be accessed easily either in person or digitally.

We developed an end-to-end good practice to deliver this brand new, immensely successful, citizen-centric experience:

- Instead of waiting passively for Singaporeans to visit us, we ventured out of the safety confines of our service centres to proactively reach out to Singaporeans by going to where they live.
- Rather than pointing Singaporeans to generic retirement information and asking them to contextualise it themselves, we delivered personalised retirement information in detailed infographics to them face-to-face or digitally.
- Instead of recruiting fresh graduates, we employed retirees to engage Singaporeans deeper by sharing their personal retirement journeys and experiences in using digital services.

**Special mention from the Jury:** This good practice raises excellence in member engagement to a whole new level. The retirement planning service is highly creative, user friendly, accessible digitally or in person, and uses personalized infographics and presentations in a language the client is comfortable with. It is a combination of highly innovative technology application and smart aid to retirement decision making.



## Thailand: Social Security Office

### SSO multi-platform electronic self-service

Priority areas: Information and Communication Technology, Service Quality

**Summary:** In the digital era, the Social Security Office (SSO) as a major public organization in Thailand needed to reform its service delivery in response to people's higher expectations. Nowadays, insured persons, employers, and partner service providers require not only face-to-face and call services but also electronic services tailored to individual needs with minimum time and money spent.

Coping with such challenges, the SSO initiated digital service reform in 2017 under the concept of "easier, faster, cheaper access of services anytime and anywhere" by engaging all stakeholders in the process of redesigning several electronic self-service projects. The key projects included electronic contribution payment for employers, mobile application for insured persons, and electronic reimbursement for dental service providers. Combined with an emphasis on communication and public relations, the SSO ensured that all target groups acquired convenient access via digital platform.

The digital service reform is on-going and is living up to its promises. Alternative online channels are now available increasing the number of people accessing SSO services due to the "easier, faster, cheaper" concept.

**Special mention from the Jury:** This good practice shows that going electronic, going mobile, going online is fast catching up with social security organizations in the Asia and the Pacific region. In all such initiatives, the aim is for higher user satisfaction, better service quality, improved data control and lower administrative costs.

## Viet Nam: Vietnam Social Security

### IT application on health insurance management, medical review and payment

Priority areas: Contribution Collection and Compliance, Information and Communication Technology, Service Quality

**Summary:** Viet Nam has about 80.9 million citizens participating in healthcare insurance (HI), covering over 86 per cent of the population. The Viet Nam Social Security (VSS) now faces big challenges in the inspection of HI payments: how to manage the increasing and huge amounts of HI participant data (hundreds of millions of HI payment requests need to be inspected annually) as well as how to provide timely implementation of all HI policies and ensure the quality of social security service.

It was in this situation that VSS decided to build the HI Inspection Information System to connect with over 12,000 hospitals nationwide. This system has been proven to be a vital point

in controlling and monitoring the medical services of involved hospitals and HI participants, thus contributing to the overall national social security service.

**Special mention from the Jury:** Social security organizations are quickly discovering the huge efficiencies brought forth by the use of well-designed, appropriate information technology. It is especially remarkable for relatively young organizations to make great strides in the delivery of public services through the judicious application of the right Information and Communication Technology (ICT) infrastructure.



## CERTIFICATES OF MERIT

### **China: Ministry of Human Resources and Social Security**

Creating a nationwide network for Chinese basic health insurance and achieving direct settlement of hospitalization expenses across provinces

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

### **China: Ministry of Human Resources and Social Security**

“Running errands no more than once”: Reform of the Chinese social security administrative operations

Priority areas: Information and Communication Technology, Service Quality

### **Fiji: Fiji National Provident Fund**

Employer Online Portal

Priority areas: Contribution Collection and Compliance, Information and Communication Technology, Service Quality

### **Fiji: Fiji National Provident Fund**

Practices in managing natural disasters: Delivery of service in times of need

Priority area: Service Quality

### **India: Employees' State Insurance Corporation**

Administrative solutions for coverage extension

Priority areas: Administrative Solutions for Coverage Extension, Contribution Collection and Compliance

### **Indonesia: Social Security Administering Body for the Health Sector**

Commitment-based capitation as Indonesia's model for performance-based payment system for primary care providers: Resolving the challenges of implementing the KBK Scheme in Indonesia's National Health Security Program

Priority area: Service Quality

### **Indonesia: Social Security Administering Body for the Health Sector**

Customer Service Time Index and Customer Voice integrated system: CSTI-SUPEL

Priority areas: Information and Communication Technology, Service Quality

### **Indonesia: Social Security Administering Body for the Health Sector**

DEFRADA (*Deteksi Potensi Fraud Dengan Analista Data Klaim*): The development of a fraud detection tool in hospital services

Priority areas: Good Governance, Information and Communication Technology

### **Indonesia: Social Security Administering Body for the Health Sector**

Ease of registration for National Health Social Security through Fast Track

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

### **Indonesia: Social Security Administering Body for the Health Sector**

Health Facilities Information System (HFIS) for better contracting accountability and more effective referral system

Priority areas: Information and Communication Technology, Service Quality

### **Indonesia: Social Security Administering Body for the Health Sector**

Implementing digital claim hospital verification in National Health Social Security in Indonesia

Priority areas: Information and Communication Technology, Service Quality

### **Islamic Republic of Iran: Iranian Social Security Organization**

Comprehensive e-services: More effective, more reliable

Priority areas: Information and Communication Technology, Service Quality

### **Islamic Republic of Iran: Iranian Social Security Organization**

Electronic admission of insured patients through telephone, Internet, mobile app and USSD order codes

Priority areas: Information and Communication Technology, Service Quality

### **Islamic Republic of Iran: Iranian Social Security Organization**

Social security mobile services

Priority areas: Information and Communication Technology, Service Quality

### **Islamic Republic of Iran: Iranian Social Security Organization**

Substitution of insurance booklets with electronic prescription

Priority areas: Information and Communication Technology, Service Quality

### **Jordan: Social Security Corporation**

Social security smart mobile application

Priority areas: Information and Communication Technology, Service Quality

### **Jordan: Social Security Corporation**

Social security sustainability reporting

Priority areas: Actuarial Work for Social Security, Good Governance

## **Republic of Korea: Korea Workers' Compensation & Welfare Service**

Enhancing the return to work of workers with work-related injury or disease through the Workers' Compensation Rehabilitation Service: Rehabilitation for Korean workers

Priority areas: Return to Work and Reintegration, Service Quality

## **Republic of Korea: National Pension Service**

Provision of various services to prepare for retirement

Priority areas: Communication by Social Security Administrations, Service Quality

## **Kuwait: The Public Institution for Social Security**

Automation of procedures and correspondence system

Priority areas: Information and Communication Technology, Service Quality

## **Malaysia: Employees Provident Fund**

Retirement Advisory Service

Priority area: Service Quality

## **Malaysia: Social Security Organisation**

Commuting Safety Support Program

Priority areas: Prevention of Occupational Risks, Service Quality

## **Malaysia: Social Security Organisation**

Enforcement transformation initiative

Priority areas: Contribution Collection and Compliance, Information and Communication Technology

## **Oman: Public Authority for Social Insurance**

Asset deployment of an international portfolio

Priority areas: Good Governance, Investment of Social Security Funds

## **Oman: Public Authority for Social Insurance**

Insurance Counselling Service

Priority areas: Communication by Social Security Administrations, Service Quality

## **Oman: Public Authority for Social Insurance**

Smart Inspection System

Priority areas: Contribution Collection and Compliance, Information and Communication Technology

## **Saudi Arabia: General Organization for Social Insurance**

E-services in the General Organization for Social Insurance

Priority areas: Information and Communication Technology, Service Quality

## **Saudi Arabia: General Organization for Social Insurance**

### **Freelance Work Program**

Priority areas: Administrative Solutions for Coverage Extension, Contribution Collection and Compliance

## **Saudi Arabia: General Organization for Social Insurance**

### **RASED: Developing a field inspection system**

Priority area: Contribution Collection and Compliance

## **Saudi Arabia: General Organization for Social Insurance**

### **SANED: An unemployment insurance program**

Priority areas: Administrative Solutions for Coverage Extension, Promotion of Sustainable Employment

## **Saudi Arabia: Public Pension Agency**

### **Establishing an enterprise architecture office**

Priority area: Information and Communication Technology

## **Saudi Arabia: Public Pension Agency**

### **Implementing a public pension fund governance model**

Priority area: Good Governance

## **Singapore: Ministry of Manpower**

### **#ICanAdult – Connecting with millennials on retirement planning: A case of the Central Provident Fund Board**

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Contribution Collection and Compliance

## **United Arab Emirates: Abu Dhabi Retirement Pensions and Benefits Fund**

### **Annual declaration project**

Priority areas: Good Governance, Service Quality

## ATTESTATIONS

### **Fiji: Fiji National Provident Fund**

Streamlining the investment operations of the Fiji National Provident Fund:  
The role of the International Finance Corporation

Priority area: Investment of Social Security Funds

### **Indonesia: Social Security Administering Body for the Health Sector**

Optimizing the principle of mutual cooperation through a family bill in the  
Social Health Insurance Fund

Priority areas: Administrative Solutions for Coverage Extension, Contribution Collection and Compliance,  
Service Quality

### **Islamic Republic of Iran: Iranian Social Security Organization**

Outsourcing insurance services

Priority area: Service Quality

### **Islamic Republic of Iran: Iranian Social Security Organization**

Communication and interaction with social partners: Retraining on social  
security and labour laws and regulations, and appreciation of employers  
and entrepreneurs

Priority areas: Communication by Social Security Administrations, Good Governance

### **Islamic Republic of Iran: Iranian Social Security Organization**

Communication measures with social partners: A comprehensive  
communication system

Priority areas: Communication by Social Security Administrations, Service Quality

### **Islamic Republic of Iran: Iranian Social Security Organization**

Consolidating and summarizing circulars

Priority area: Good Governance

### **Islamic Republic of Iran: Iranian Social Security Organization**

Elimination of insurance overlaps

Priority areas: Good Governance, Information and Communication Technology

### **Islamic Republic of Iran: Iranian Social Security Organization**

Family Protection Plan

Priority area: Administrative Solutions for Coverage Extension

**Islamic Republic of Iran: Iranian Social Security Organization**

Insurance coverage extension to female-headed households

Priority area: Administrative Solutions for Coverage Extension

**Islamic Republic of Iran: Iranian Social Security Organization**

ISIC: Standardizing SSO economic activities data

Priority area: Good Governance

**Islamic Republic of Iran: Iranian Social Security Organization**

*Karaamat-e-Razavi*: A pilgrimage journey for pensioners

Priority area: Service Quality

**Islamic Republic of Iran: Iranian Social Security Organization**

*Nasim-e-Salamt* program: An old-age recreative sports program

Priority areas: Communication by Social Security Administrations, Service Quality

**Islamic Republic of Iran: Iranian Social Security Organization**

Old-age pension coverage extension: Reduced pension benefit according to minimum years of contribution

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

**Islamic Republic of Iran: Iranian Social Security Organization**

Pre-recruitment medical examinations

Priority areas: Good Governance, Service Quality

**Islamic Republic of Iran: Iranian Social Security Organization**

Promoting health knowledge among pensioners: Training workshops on common disease in ageing

Priority areas: Communication by Social Security Administrations, Service Quality

**Islamic Republic of Iran: Iranian Social Security Organization**

Social dialogue and public awareness: Communicating with students, pupils and local groups

Priority area: Communication by Social Security Administrations

**Islamic Republic of Iran: Iranian Social Security Organization**

Social security coverage extension to migrants

Priority area: Administrative Solutions for Coverage Extension

### **Jordan: Social Security Corporation**

Applying new techniques to enhance the governance practices in the Board of the Jordanian Social Security Corporation: New structure and more control mechanisms

Priority area: Good Governance

### **Jordan: Social Security Corporation**

Guarantee a better post-retirement life through pensioners' loans

Priority areas: Service Quality

### **Jordan: Social Security Corporation**

Using electronic exchange of data to facilitate the warrants of attachment on movable and immovable properties

Priority areas: Contribution Collection and Compliance, Information and Communication Technology

### **Kuwait: The Public Institution for Social Security**

Embracing a culture of governance and compliance: The ambitious aims of the Public Institution for Social Security

Priority areas: Good Governance, Investment of Social Security Funds

### **Saudi Arabia: General Organization for Social Insurance**

Public consultation on draft regulatory proposals

Priority areas: Communication by Social Security Administrations, Good Governance

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](mailto:issa@ilo.org)

[www.issa.int](http://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 320 member organizations in over 150 countries.