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INTERNATIONAL SOCIAL SECURITY ASSOCIATION

ISSA Good Practice Awards **Europe 2019**

Competition results



www.issa.int/goodpractices

ISSA Good Practice Awards Europe 2019

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 – Europe 2019

There were 76 entries from 25 organizations in 20 countries. The Jury decided to give the Award to the Auxiliary Unemployment Benefits Funds which submitted a good practice on behalf of the public social security institutions of Belgium entitled *United IT of Belgian administrations for social security*. The Jury also gave 61 Certificates of Merit, 17 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 ENTRY

BELGIUM: AUXILIARY UNEMPLOYMENT BENEFITS FUND

United IT of Belgian administrations for social security

A good practice of the public social security institutions of Belgium, submitted by the Auxiliary Unemployment Benefits Fund

Priority areas: Communication by Social Security Administrations, Contribution Collection and Compliance, Information and Communication Technology, Service Quality

Summary: Thanks to a huge business re-engineering process involving 3,000 actors in the Belgian social sector, a maximum number of social benefits and subsidiary rights is granted automatically, thus dispensing with the need for citizens and their employers to make any declarations, and drastically reducing the administrative burden for citizens and companies.

Based on a common and concerted vision, the actors in the Belgian social sector are taking full advantage of new technologies to improve and re-organize radically their mutual relationships and processes.

The electronic data exchange amongst the actors in the social sector and between these actors and the companies and citizens takes place by way of an integrated functional and technical interoperability platform which complies with strict security standards and is based on modern technologies such as service and object orientation, component-based development, multi-channel service provision, open standards, reutilization, cloud computing, and Information and Communication Technology (ICT) synergies within social security institutions.

The model is seen worldwide as a new paradigm in long-term multi-actor collaboration for an effective and efficient social protection system. It has been replicated by other governmental domains and in other countries.

Jury's comment: From being one of the oldest and most complex social security systems in Europe, Belgium has achieved tremendous success in re-engineering a delivery system that involves 3,000 public and private institutions at the federal, regional and local levels. Today, the numbers speak for themselves: one million online messages daily, 99.98 per cent availability of 24/7 electronic services with at least 99.87 per cent of online services processed in less than 1 or 2 seconds by using a single IT service integration platform at a national level. Faster, better, cheaper services delivered anytime, anywhere: truly, this is world-class, amazing service.

CERTIFICATES OF MERIT WITH SPECIAL MENTION FROM THE JURY

Austria: Federation of Austrian Social Insurance Institutions

Prevention and rehabilitation of occupational skin diseases – BK 19: A step-by-step cross-facility process to prevent occupational skin diseases in the long term

A case of the General Institute for Insurance against Employment Accidents and Occupational Diseases (AUVA)

Priority areas: Prevention of Occupational Risks, Return to Work and Reintegration, Service Quality

Summary: Around 5 million Austrians are insured with the General Institute for Insurance against Employment Accidents and Occupational Diseases (*Allgemeine Unfallversicherungsanstalt* – AUVA). According to the occupational disease (BK) list Section 177 of the Austrian General Social Security Act (ASVG) Annex 1, BK No. 19 – skin diseases (BK 19) – have been the second most commonly recognized occupational disease in Austria for decades.

The previous offer for a recognized occupational disease comprised an external dermatological assessment and the range of services of occupational rehabilitation measures and pension payments, etc. There was a complete lack of training and counseling for those affected. A holistic concept based on the “Osnabrücker Model” has now been developed to prevent occupational skin diseases in the long term. The ultimate goal is always to keep the affected person in their job. The new model was gradually implemented in the individual provincial offices from 2015 onwards and has been implemented throughout Austria since its inception. Since May 2018, all secondary and tertiary prevention measures have been available to all persons with work-related skin diseases insured with AUVA. The new comprehensive package of measures has significantly reduced recognition, pension access, and occupational rehabilitation measures.

Special mention from the Jury: This good practice highlights the fundamental role of health education and the decisive, positive impact of prevention and early intervention. It minimizes lost days, staff turnover, job losses and other economic costs and, more importantly, human suffering from occupational skin diseases are mitigated.

Azerbaijan: State Social Protection Fund under the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

Unified subsystem for electronic application and assignment of targeted state social aid (VEMTAS)

A case of the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

Priority areas: Administrative Solutions for Coverage Extension, Combatting Error, Evasion and Fraud in Social Security Systems, Information and Communication Technology, Service Quality

Summary: The main purpose of establishing an information system is to facilitate citizen access to state targeted social assistance (STSA) and eliminate possible negative cases.

Special mention from the Jury: This good practice demonstrates the many and highly significant benefits that an electronic information and application system brings in the administration of social benefits. The VEMTAS has provided conditions for introducing anti-corruption measures, improving transparency, increasing control over financial resources and improving public trust.

Belgium: National Employment Office

100 per cent digital customer service for career break programmes

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Promotion of Sustainable Employment, Service Quality

Summary: The career break programmes offer workers the chance to interrupt their careers temporarily or reduce their working hours by half or to four-fifths of the time to achieve a work-life balance, and receive replacement income from the authorities in the meanwhile. More than 400,000 people or about 10 per cent of all employed workers in Belgium use these schemes every year. All phases of this process have been computerized to provide the customer with fast, modern, economical and quality service: a telephone platform handles phone calls and e-mails, the National Employment Office (*Office national de l'emploi* – ONEM) website collects all the details of all relevant information for workers and their employers, and easy-to-use apps allow workers to simulate their rights, send their applications and electronically check their personal files. Decisions are then sent to a secure e-mailbox. Monthly payments are automated and computerized statements for tax and social security purposes are automatically sent. Compliance with applicable regulations are made by cross-referencing databases.

Special mention from the Jury: Career break programmes are remarkable and highly laudable initiatives because they enable workers to achieve a work-life balance without unduly risking their financial security. Digitalizing these programmes in order to make them faster and more accessible, reliable and secure can only further enhance the quality of service provided by the institution.

Belgium: National Employment Office

Development of a diversity code and creation of the “respect tool”

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Service Quality

Summary: The National Employment Office (*Office national de l'emploi* – ONEM) is responsible for managing unemployment insurance schemes and career break schemes (parental leave, etc.). Like most social security institutions, it is confronted by a great diversity of customers and staff. In 2016, ONEM created a reference tool in the field of diversity: the Diversity Code. It includes concrete rules on how employees should behave when dealing with colleagues and customers, taking into account differences in language, age, gender, skin colour, religious beliefs, sexual orientation, social status and disability.

The code formalizes the institution's commitment to diversity and the fight against discrimination. In order to implement the code within the organization, ONEM has opted for an original and innovative approach based in particular on corporate theatre and serious games (education through games). The project was awarded the 2016 Diversity Award for best practice in diversity in the Belgian Federal Civil Service.

Special mention from the Jury: In addition to raising awareness on the sensitivities that differences in backgrounds and individual characteristics bring, what is laudable about the initiative is that the organization deliberately addresses the challenge through the use of highly creative and interactive methods such as theatre and serious games to build the capacities of its officers and staff.

Belgium: National Employment Office

The New Way of Working at ONEM

Priority areas: Communication by Social Security Administrations, Good Governance, Information and Communication Technology, Promotion of Sustainable Employment

Summary: In 2013, the National Employment Office (*Office national de l'emploi* – ONEM) launched a strategic project, “New Way of Working” (NWOW), in order to adapt its organization and working methods to the new world of work. The strategy was to try and transpose a global concept of NWOW.

The number of teleworkers went from 13 per cent in 2013 to 44 per cent in 2018, and teleworking is permitted two days a week. The principle of the shared workstation is gradually extending to all offices, reducing the space needed, generating savings and allowing employees to choose a work environment suitable for the tasks to be performed. The deployment of remote communication applications (chats, video-conferencing, etc.) and the digitalization of processes have made it possible to establish a form of work without the constraints of time and place.

NWOW has brought about a change in corporate culture: more collaboration in the workplace, greater independence, relationships of trust, etc. This project also has a societal impact by limiting travel and facilitating work/life balance.

Special mention from the Jury: This good practice showcases a forward-looking organization that is proactively adapting dynamic work stations, teleworking (up to two days per week), digitizing processes and leveraging IT communication applications. The goal is to transition the organization to the efficiencies of the new world of work that is not constrained by place nor time.

Finland: Social Insurance Institution

The Kela Tips: An innovative communication concept for the social media era

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Service Quality

Summary: How can specific customer groups be reached with content that is relevant, interesting and understandable enough to be read and shared in social media channels? How can this be done in the context of social security?

The Social Security Institution of Finland (*Kansaneläkelaitos* – Kela) is developing a new communication concept for social media. The concept “The Kela Tips” is a structured format for social media articles.

Every Kela Tip has:

- a clear target group, e.g., students, families, young people in need of rehabilitation, etc.;
- customer oriented content, where information is gathered from around the organization for the customers’ needs in mind and not the other way around;
- a headline that works in social media, e.g., “Does someone in your family have memory loss? Find out how social benefits can help”;
- clear, understandable language;
- a publish and share plan;
- key performance indicators (KPIs).

Special mention from the Jury: This is an impressive example of how an organization uses social media to inform members of their social security rights (to over 100 different benefits) and how to apply for them. Captivating and relevant questions are asked to find potential beneficiaries, for example, to target and inform young people of their rights, the Kela asks “Do you find it hard to plan your future steps alone?”

France: National Family Allowances Fund

Coverage extension: The fight against non-take-up of benefits

Priority areas: Administrative Solutions for Coverage Extension, Combatting Error, Evasion and Fraud in Social Security Systems, Good Governance, Service Quality

Summary: Extending social security coverage to people who do not have it is a priority. This concerns people falling outside the social security systems in many countries. In France, the problem also involves people not claiming the benefits to which they are entitled. This is what is known as the non-take-up of benefits.

Unclaimed social benefits undermines the effectiveness of public policy, equal access to rights for everyone and the fight against poverty.

The National Family Allowances Fund (*Caisse nationale des allocations familiales* – CNAF) has always devoted considerable resources to make it easier for people to exercise their rights to social security benefits. Since 2014, together with the family allowance funds (*caisses d'allocations familiales* – CAFs) around the country, it has organized “rights meetings”, offering those most affected an overview of their social rights and supporting them in all relevant procedures.

In 2017, it mobilized a new tool to step up the fight against the non-take-up of benefits: data mining.

The results of the first experiments were successful and the solution was rolled out in 2018.

Special mention from the Jury: This good practice highlights the deep commitment of the organization to serve its mandate of providing social security coverage to the citizens, especially to the most vulnerable ones. The initiative shows tenacity and determination to fight poverty and isolation by seeking out those who, for one reason or other, do not avail of their social benefit entitlements.

Germany: German Federal Pension Insurance

Medically and Professionally-Oriented Rehabilitation (MPOR): A concept for the structured implementation of work-related strategies in medical rehabilitation

Priority areas: Return to Work and Reintegration, Service Quality, Workplace Health Promotion

Summary: The German Federal Pension Insurance (*Deutsche Rentenversicherung* – DRV) provides medical rehabilitation services in order to guarantee the long-term ability to work of the people it insures. A concept entitled “Medically and Professionally-Oriented Rehabilitation” (MPOR) was developed in order to provide specific support in the handling of work-related problems. This concept emphasizes the employment aspects of rehabilitation.

The benefits of MPOR have been attested in a number of studies and documented in routine care for musculoskeletal disorders as far back as 2014. Its success is impressive: MPOR has been able to increase the likelihood of a successful return to work by 20 percentage points. In concrete terms, this means that the provision of five MPOR services brings one more person back into stable employment at the end of the rehabilitation process. This, in turn, reduces the

number of people in Germany claiming disability pension benefits. MPOR therefore results in a more efficient use of expenditure for rehabilitation by the DRV.

Special mention from the Jury: This good practice showcases the very careful, deliberate and ultimately successful implementation of a work-based strategy in medical rehabilitation that returns people to work and reduces the risk of a reduction in their earning capacity, thereby reducing the number of people on disability pension benefits in the medium term and, most importantly, improving the quality of life.

Germany: German Social Accident Insurance

“Die Goldene Hand”: Prevention prize of the German Social Accident Insurance Institution for the trade and logistics industry (BGHW)

Priority areas: Communication by Social Security Administrations, Prevention of Occupational Risks, Workplace Health Promotion

Summary: Contribute to occupational safety and health protection in the workplace, apply online and win *“Die Goldene Hand”* (The Golden Hand), the prevention prize awarded by the *Berufgenossenschaft Handel und Warenlogistik* (German Social Accident Insurance – BGHW)! It’s easy to apply and several hundred companies have taken the opportunity to participate in this award, in existence since 2015.

“Die Goldene Hand” has thus become the most important prize for safe and healthy workplaces in Germany for trade and goods logistics.

More than 300 guests are present when the BGHW rewards these good ideas with total prizes worth 60,000 euros at a gala event.

The event itself sets the standard in communication. In addition to a TV spot, there is a live broadcast and viewer communication via social media. That is how new forms of customer communication are created.

All these measures also lead to sustainable internal communication on the part of the company and to greater awareness of preventive occupational health and safety.

The prize winners are characterized primarily by having simple but creative ideas that can be adopted by other companies as best practice models. Video clips are created and made available to the public on www.diegoldenehand.de and social networks. The awards ceremony can be viewed at Re-Live on the BGHW Facebook channel.

Special mention from the Jury: This good practice shows how to create greater awareness for occupational health and safety; promote the use of creative solutions to safety-related problems such as reducing accidents in the workplace and preventing accidents while commuting to and from work; and embed occupational health and safety in an organization’s communications strategy.

Ireland: Department of Employment Affairs and Social Protection

Customer satisfaction surveys: Listening to the voice of the customer

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

Summary: The Department of Employment Affairs and Social Protection (“The Department”) is the largest payment organization in Ireland. It also operates the public employment services and directly funds a wide range of employment programmes and citizen advisory services.

Since 2015, the Department has carried out customer satisfaction surveys in order to understand how its clients interact with the unemployment supports and the employment services offered through *Jobseekers* via its own service provision and contracted service provision. Almost 20,000 people have engaged with the customer satisfaction surveys since their initiation. The surveys provide an essential feedback mechanism and inform how the Department tailors and develops its services, while receiving early warning of emerging issues and challenges.

The Department’s innovative approach to service delivery was recently recognised with the award of “Best use of innovation in customer or employee engagement” by *Confermit* in the Achievement of Customer Excellence awards, recognising the survey for its work in the development of a “Voice of the Customer” metric.

Building on its success with *Jobseekers*, the customer satisfaction survey will be extended to additional customer groups in 2019.

Special mention from the Jury: This good practice showcases the high importance that the Department places on customer feedback. Moving beyond mere data analysis, the surveys conducted by the Department are based on rigorous methodologies and highly innovative features such as verbatim customer narratives which enable the shaping of policy and service delivery according to public needs.

Ireland: Department of Employment Affairs and Social Protection

Treatment benefit reform and transformation to digital delivery: Extension of benefits to additional customers and extension in the range of benefits available

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Information and Communication Technology, Service Quality

Summary: The Treatment Benefits scheme operated by the Department of Employment Affairs and Social Protection (“The Department”) provides dental, optical and audiology services and medical appliances to qualified people. In late 2017, following suspension for a number of years, the Irish government restored these Treatment Benefits to all eligible citizens and extended them to self-employed contributors for the first time. This provided a real challenge: how to deliver the required change in a tight timeframe – with limited resources, anticipated high claim volumes, and the need to move from an old legacy IT system.

The project fundamentally redeveloped the scheme administration and improved service delivery to customers and stakeholders (dentists/opticians/audiologists). The service offering

is radically changed, with digital delivery as the main delivery channel providing dentists/opticians/audiologists with a self-service portal (seven day availability) to check eligibility, submit claims and receive payments.

Developing a new system within six months, capable of scaling to meet claim load increases – from 490,000 claims in 2016 to in excess of 1.2 million claims in 2018, with 96 per cent delivery online – was a major achievement.

Special mention from the Jury: This good practice shows that almost anything can be achieved when the right minds and the right technologies are put together: service that is capable of processing three times the volume of claims but with the same number of staff; a system that service providers would adopt and use voluntarily; and transitioning service to a new IT platform with absolutely no disruption in service.

Malta: Ministry for the Family, Children’s Rights and Social Solidarity

Making work pay

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Good Governance, Promotion of Sustainable Employment

Summary: In 2014, the Government of Malta enacted a host of active labour market policies termed “Making work pay”, with the aim of boosting the potential of the Maltese economy, reducing welfare dependency by incentivising inactive or unemployed persons to work and, in the process, enabling Maltese citizens at large to enjoy a higher standard of living.

Ensuring that people are supported to achieve their employment potential and ambitions is one of the most significant labour market and social policy challenges for policymakers today.

The principle behind the efforts is that “Making work pay” should mean that all working families can consistently afford at least the basic necessities, as they are encouraged to step up their work effort, thus seeing real increases in their financial capability.

To this end, the Government embarked on a strategy in four priority areas:

- build skills and independence;
- provide work support;
- promote job retention and re-entry to work; and
- engage employers.

Special mention from the Jury: This good practice underlines the message that gainful employment is the best protection against poverty and provides the best form of financial security. It is a highly creative and innovative approach where benefits to those who start earning the minimum wage taper off over a period of three years to 65/45/25 per cent, respectively, to transition persons from social dependency to active labour market participation.

Poland: Social Insurance Institution

Implementation of only-electronic medical certificates of incapacity for work

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Summary: Since 1 December 2018, the Polish legal system has made it a statutory obligation to issue medical certificates of incapacity for work only in electronic form (e-ZLA). One week after the regulation came into force, more than 99 per cent of medical certificates of incapacity for work were issued electronically.

The achieved result is a huge success, considering that only 6.4 per cent of certificates were issued electronically in the previous year.

Such an outcome is an effect of all the activities undertaken by the Social Security Institution (*Zakład Ubezpieczeń Społecznych – ZUS*) to prepare all stakeholders (doctors, medical facilities, medical applications manufacturers, employers, patients, ZUS employees) for the changes. In addition, ZUS disseminated the e-ZLAs in advance of the statutory date when doctors are obliged to use the form. ZUS activities are often unique and innovative, and consist of quick responses to the needs of project stakeholders. The project enabled ZUS to actively engage with customers and to undertake for the first time many operations outside its own facilities.

Special mention from the Jury: There are a number of advantages in communicating and involving stakeholders in the design and testing of new processes. Among other things, they provide insights and help discover and address user risks which improve the likelihood of a project's success. In the case of this good practice, user rate went from 6.4 per cent to 99 per cent a week after the initiative was launched.

Poland: Social Insurance Institution

Implementation of the Retirement Counsellor Service

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

Summary: A project that provides (a) the customers of the Social Security Institution (*Zakład Ubezpieczeń Społecznych – ZUS*) with a dedicated service that informs them of factors and variables that affect the decision on when to retire, and (b) the counsellors with a retirement calculator tool that allows estimating the pension amount under various options, has delivered its expected outcomes and related benefits.

An individual approach to customers and the personalization of information on their retirement has allowed ZUS to support them in their conscious choice of when to end their professional activity.

The results of customer satisfaction surveys indicated an increase in customer satisfaction with the services provided, both in the area of customer service and in the area of pension benefits.

Project products and IT changes (retirement calculator and modified calculators on the ZUS electronic services platform and on its website) helped to increase the maturity of services provided by ZUS through electronic channels.

Special mention from the Jury: This good practice is an example of an institution that enables clients who are contemplating retirement to make well-informed choices based on simulations of possible options. The counselling service is highly creative, accessible electronically or in person, and is supported by a team of highly qualified retirement counsellors.

Poland: Social Insurance Institution

Mystery Shopping research in the area of customer service

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

Summary: In 2012–2013, the Social Insurance Institution (*Zakład Ubezpieczeń Społecznych* – ZUS) commissioned a research to apply the Mystery Shopping method in the area of customer service. As a fully objective method to assess customer service, the research enabled ZUS to check whether applicable customer service standards were being observed. It also allowed ZUS to issue clear guidelines aimed at improving the quality of customer service. In addition, the research report provided strategic information to the ZUS Management Board. Thanks to the Mystery Shopping method, ZUS has filled knowledge gaps on customer needs acquired by means of customer satisfaction surveys. Currently – although on a smaller scale – Mystery Shopping surveys are carried out by ZUS through its Customer Service Department.

Special mention from the Jury: This good practice is a fresh and innovative take on a perennial concern: service quality. The approach uses mystery shoppers to check on such details as front line working conditions, staff competencies, the physical environment of the service areas, etc. The overriding goal is for every member to have an excellent experience with the organization.

Sweden: Swedish Pensions Agency

Efterlevandeguiden.se: A guide for those left behind

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Good Governance, Service Quality

Summary: The Guide *Efterlevandeguiden.se* is a website with aggregated information from the authorities to help those who have recently lost someone close. Launched in September 2016, the service is a unique initiative and collaboration between three Swedish government agencies, namely, the Swedish Social Insurance Agency, the Swedish Pensions Agency and the Swedish Tax Agency.

As a survivor, it may be difficult to know which authority is responsible for what, and who to contact. The Guide collects the information on one website. It describes in the form of a checklist the high priority actions to take when someone close has passed away. The focus is on practical things, e.g., information about what it means to administer the estate of the deceased or to make an estate inventory.

The Guide has received a lot of attention, prizes and commendations, and has become appreciated by survivors and those who meet people in mourning.

Special mention from the Jury: Sensitivity and empathy are hallmarks of quality service, especially at critical life events. This is what this good practice is all about. By taking the point of view the customer and using a human centric design process, the collaboration of three government agencies has elevated social security services in Sweden to the next level.

Turkey: Social Security Institution

Registration by SMS of employees who work less than ten days in home services

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Contribution Collection and Compliance, Good Governance, Information and Communication Technology

Summary: With this project, we aimed to ensure insurance registration (which has been quite troublesome) and collect contributions by short message service (SMS). Through this, we have been able to inform the insured person, register the daily insurance premium, and reflect this on the operator's (employer) telephone bill. The transaction amount is reflected on the mobile bill of operator and transferred to the Social Security Institution of Turkey (*Sosyal Güvenlik Kurumu* – SGK) by the mobile telecommunication companies, namely, Turkcell, Vodafone or Türk Telekom. This makes premium collection easier.

Moreover, the SMS project expands coverage, prevents and tightens the informal or black market in this field, and makes access to services easier by no longer needing notifications of workplace declaration, recruitment registration statements, monthly premium and service certificates for premium accrual and payments, and declarations of separation from employment.

Special mention from the Jury: This good practice is an excellent example of the use of SMS to overcome the challenge of extending social security coverage to individuals who would otherwise fall through the cracks. While the current programme addresses workers in household services, it definitely has huge potentials in addressing the needs of other difficult-to-cover groups.

CERTIFICATES OF MERIT

Azerbaijan: State Social Protection Fund under the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

E-subsystem for medical and social expertise and rehabilitation (TSERAS)

A case of the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Information and Communication Technology, Return to Work and Reintegration, Service Quality

Azerbaijan: State Social Protection Fund under the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

Success of the self-employment programme in Azerbaijan

A case of the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

Priority areas: Administrative Solutions for Coverage Extension, Combatting Error, Evasion and Fraud in Social Security Systems, Contribution Collection and Compliance, Promotion of Sustainable Employment

Belgium: National Employment Office

Implementation and maintenance of an environmental management system

Priority areas: Communication by Social Security Administrations, Good Governance, Promotion of Sustainable Employment, Workplace Health Promotion

Belgium: National Employment Office

Skills and talents management model

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Good Governance, Promotion of Sustainable Employment, Service Quality

Belgium: National Employment Office

Training course on treating adequately people in situation of poverty

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Promotion of Sustainable Employment, Service Quality

France: National Family Allowances Fund

Communication on fraud and prevention of incorrect payments

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Communication by Social Security Administrations, Service Quality

France: National Family Allowances Fund

Establishment of an agency to collect unpaid alimony

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

France: National Family Allowances Fund

Occupational integration nurseries

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Promotion of Sustainable Employment, Service Quality

France: National Family Allowances Fund

Standardized scheme to encourage local innovations

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

France: National Family Allowances Fund

Visiocont@ct: exchanges with users via video-conferencing

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Information and Communication Technology, Service Quality

France: National Family Allowances Fund

Web Walkers

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Communication by Social Security Administrations, Service Quality

Germany: German Federal Pension Insurance

Electronic tax audit: Electronic acceptance and verification of employer data

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Contribution Collection and Compliance, Information and Communication Technology

Germany: German Federal Pension Insurance

Optimization of notification and information letters from the German Federal Pension Insurance

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Service Quality

Germany: German Federal Pension Insurance

The Reduced-Earning Risk Index (RI-EMR): A procedure for the early identification of needs and implementation of appropriate rehabilitation strategies

Priority areas: Prevention of Occupational Risks, Return to Work and Reintegration, Service Quality

Germany: German Social Accident Insurance

A quality and strategy management system for rehabilitation and benefits (SQMS RuL)

A case from the German Social Accident Insurance Institution for trade and distribution of goods (BGHW)

Priority areas: Good Governance, Return to Work and Reintegration, Service Quality

Germany: German Social Accident Insurance

Comparative quality analysis of rehabilitation facilities through a social security agency: An external quality assurance procedure as part of inpatient and outpatient medical rehabilitation following musculoskeletal injuries

A case of the German Social Accident Insurance Institution for the administrative sector (VBG)

Priority areas: Return to Work and Reintegration, Service Quality

Germany: German Social Accident Insurance

Vision Zero: Zero accidents – Healthy work!

The innovative prevention strategy of the German Social Accident Insurance Institution for the raw materials and chemical industry (BG RCI)

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Guernsey: The Committee for Employment and Social Security

The States of Guernsey Uploads App in relation to social security

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Service Quality

Guernsey: The Committee for Employment and Social Security

The Supporting Occupational Health and Wellbeing (SOHWELL) Programme

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Hungary: Hungarian State Treasury

Microsimulation

Priority areas: Actuarial Work for Social Security, Information and Communication Technology, Service Quality

Hungary: National Institute of Health Insurance Fund Management

Personalized healthcare services

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Service Quality

Italy: National Employment Accident Insurance Institute

AERMeS: App for Ergonomic Risk Methods Selection

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Italy: National Employment Accident Insurance Institute

Cognitive computing and natural language: Extracting knowledge from paper documents

Priority areas: Information and Communication Technology, Prevention of Occupational Risks, Service Quality

Italy: National Employment Accident Insurance Institute

Evaluation of occupational exposure to electromagnetic fields in Magnetic Resonance Imaging (MRI) environment

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Italy: National Employment Accident Insurance Institute

General Data Protection Regulation No. 2016/679 (GDPR) and data transparency: A quality approach

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Italy: National Employment Accident Insurance Institute

INAIL's innovative communication on prevention and social reintegration through storytelling

Priority areas: Communication by Social Security Administrations, Prevention of Occupational Risks, Service Quality

Italy: National Employment Accident Insurance Institute

Italian disabled workers' survival: Life tables for sub-groups

Priority areas: Actuarial Work for Social Security, Administrative Solutions for Coverage Extension, Good Governance

Italy: National Employment Accident Insurance Institute

Safety 4.0 – A&IOH (Augmented Interactive Aid for Occupational Hazards)

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Italy: National Employment Accident Insurance Institute

Safety at work training? Take it easy, the future is in your hands

Priority areas: Communication by Social Security Administrations, Prevention of Occupational Risks, Service Quality

Italy: National Employment Accident Insurance Institute

Set-up of instruments for evaluation of architectural risk on workplaces

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Kazakhstan: State Social Insurance Fund

Model for child care provision

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Latvia: State Social Insurance Agency

Personalized letters and informative campaign

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Communication by Social Security Administrations, Contribution Collection and Compliance, Service Quality

Poland: Social Insurance Institution

E-Contribution (*e-Składka*): Changing the rules for payment and settlement of contributions collected by ZUS – Introduction of individual numbers of contribution accounts

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Contribution Collection and Compliance, Information and Communication Technology

Poland: Social Insurance Institution

Fraud risk management

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Contribution Collection and Compliance, Good Governance

Poland: Social Insurance Institution

**Improving the language of communication with the customers:
The “Straight from ZUS” promotional slogan**

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

Poland: Social Insurance Institution

Organization of own programming team within ZUS

Priority areas: Good Governance, Information and Communication Technology

Poland: Social Insurance Institution

The Customer First: The customer service policy at ZUS

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

Portugal: General Directorate for Social Security

“Social Security With You”: The Portuguese social security modernization strategy

A case of the Ministry of Labour, Solidarity and Social Security

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Russian Federation: Federal Compulsory Health Insurance Fund

The Institute of Insurance Agents

A case of the Federal Compulsory Health Insurance Fund of the Russian Federation

Priority areas: Service Quality, Workplace Health Promotion

Russian Federation: Pension Fund of the Russian Federation

Implementation of good actuarial practices in the Pension Fund of the Russian Federation

Priority areas: Actuarial Work for Social Security, Good Governance, Investment of Social Security Funds

Russian Federation: Pension Fund of the Russian Federation

Public services of the Pension Fund of the Russian Federation (PFRF) for pension granting and payment: No need for applicant's presence at a local PFRF office

Priority areas: Administrative Solutions for Coverage Extension, Combatting Error, Evasion and Fraud in Social Security Systems, Information and Communication Technology, Service Quality

Spain: Instituto Nacional de la Seguridad Social (Federation of Administrative Bodies of Spanish Social Security)

Intensification plan to strengthen control over temporary incapacity benefit

A case of the National Social Security Institute, Federation of Administrative Bodies of Spanish Social Security

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Good Governance, Information and Communication Technology

Sweden: Federation of Unemployment Insurance Funds

Good governance: Improving information gathering and benefit claim processes to ensure equal treatment of citizens

A digital transformation of the Federation of Unemployment Insurance Funds (*Sveriges a-kassor*)

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Good Governance, Information and Communication Technology, Service Quality

Switzerland: Suva

UV protection for outdoor workers: Successfully changing behaviour by using a practical scientific approach

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

ATTESTATIONS

Azerbaijan: State Social Protection Fund under the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

Preventing informal employment in Azerbaijan

A case of the Ministry of Labour and Social Protection of the Population of the Republic of Azerbaijan

Priority areas: Administrative Solutions for Coverage Extension, Contribution Collection and Compliance, Promotion of Sustainable Employment

Belgium: Auxiliary Unemployment Benefits Fund

Artificial intelligence (AI) as an inexpensive tool for quality control

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Information and Communication Technology, Promotion of Sustainable Employment, Service Quality

France: National Family Allowances Fund

An approach for listening to users

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Communication by Social Security Administrations, Good Governance, Service Quality

France: National Family Allowances Fund

Department plans for services to families and overall territorial agreements

Priority areas: Good Governance, Service Quality

France: National Family Allowances Fund

Making it easier for the CAFs to help people in situations of illiteracy and computer illiteracy

Priority areas: Administrative Solutions for Coverage Extension, Good Governance, Service Quality

France: National Family Allowances Fund

New website mon-enfant.fr

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Service Quality

Hungary: Hungarian State Treasury

Data reconciliation

Priority areas: Actuarial Work for Social Security, Information and Communication Technology, Service Quality

Italy: National Employment Accident Insurance Institute

A simple method to extract the real dependencies between data and software applications

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Good Governance, Information and Communication Technology, Service Quality

Italy: National Employment Accident Insurance Institute

Assisting in safety: We care about you

Priority areas: Communication by Social Security Administrations, Service Quality, Workplace Health Promotion

Italy: National Employment Accident Insurance Institute

Management system for occupational health and safety: Operational guide for small-sized companies

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Italy: National Employment Accident Insurance Institute

Remediation of asbestos cement roofing

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Italy: National Employment Accident Insurance Institute

Remediation of friable asbestos containing material

Priority areas: Prevention of Occupational Risks, Service Quality, Workplace Health Promotion

Kazakhstan: State Social Insurance Fund

Long-term simulation model of a compulsory social insurance system

Priority areas: Actuarial Work for Social Security, Administrative Solutions for Coverage Extension, Good Governance

Poland: Social Insurance Institution

The regional councils as a mechanism to monitor the implementation of key tasks

Priority areas: Combatting Error, Evasion and Fraud in Social Security Systems, 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
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