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INTERNATIONAL SOCIAL SECURITY ASSOCIATION

ISSA Good Practice Awards **Africa 2017**

Competition results



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ISSA Good Practice Awards Africa 2017

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 – Africa 2017

There were 70 entries from 30 organizations in 21 countries. The Jury decided to give the Award to the National Social Insurance Fund, Cameroon, for *e-Learning*. The Jury also gave 62 Certificates of Merit, 18 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 Africa, 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

Cameroon: National Social Insurance Fund

e-Learning

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

Summary: Internal staff training courses organized by the National Social Insurance Fund (*Caisse nationale de prévoyance sociale* – CNPS) were centralized in Yaoundé, with some deployment at the level of the four regional headquarters. This compelled staff from external services to travel long distances and stay away from their duty stations and homes for several days or even weeks to attend these training courses. This model generated enormous costs for the organization in terms of travel, accommodation and subsistence. Even for micro training courses, staff had to absent themselves and were therefore unavailable for work. Hence, the adoption and implementation of an on-line training system specific to the CNPS, e-Learning – which consists of making full courses available on line, with follow-up by instructors. For the on-going assessments, instructors upload exercises online and learners equally submit their work online and subsequently corrected through the same medium.

Jury's comment: This is a very effective and efficient strategy for the massive realisation of core competences and continuous improvement of institutional capacity. Investing in people is key to an organization's performance, resilience and dynamism.

CERTIFICATES OF MERIT WITH SPECIAL MENTION FROM THE JURY

Algeria: National Social Insurance Fund for Employees

Integrated Equipment Management System – SIGAP

Priority areas: Information and Communication Technology, Service Quality

Summary: Given the constraints and difficulties encountered by applicants of disability aids, the National Social Insurance Fund for Employees (*Caisse nationale des assurances sociales des travailleurs salariés* – CNAS) is concerned to facilitate and streamline procedures and to modernize its services, and as such developed an Integrated Equipment Management System (SIGAP) with the following objectives:

- improve the reception of beneficiaries and the handling their requests, particularly those with reduced mobility;
- good governance through rationalization of expenditure.

This system is intended to meet the expectations of insured persons and their dependants, in particular disabled persons, who number around four million (all with disabilities).

Generally, the insured persons and/or their rightful claimants appear only once and at one service point to claim an entitlement, where a CNAS office and all related equipment suppliers are at hand to complete the procedure necessary to obtain the prescribed disability aid.

Special mention from the Jury: This is a pragmatic response to a universal clamour for social security services that require beneficiaries to appear once-and-only-at-one-place to claim an entitlement. That the initiative is being introduced for disabled persons makes it all the more laudable.

Algeria: National Social Insurance Fund for Employees

One-stop service centre

Priority areas: Information and Communication Technology, Service Quality

Summary: The one-stop service centre project is in line with the initiative of Algerian authorities to rethink basic public services from the citizen's point of view. Instead of functioning in an isolated fashion, our services need to be grouped into units that make benefits accessible under optimal conditions, preferably via a common interface: the "one-stop service centre".

From this point of view, the one-stop service centre can be defined as "a service structure which provides the citizen with a number of services and benefits in a single location instead of traditional responsibility of multiple bodies". The structure ensures that claims by insured persons and/or their dependants are handled properly. The one-stop service centre agent is the sole contact for the insured person or his/her dependant, regardless of the nature of the request for benefits or services.

Special mention from the Jury: This is a valuable example of how process re-engineering enables a better and more cost effective approach to public service delivery. One-stop service centres go a long way in reinforcing the organization's reputation of being truly at the public's service.

Algeria: National Social Insurance Fund for Employees

Pooling of resources of the social security organizations

Priority areas: Good Governance, Service Quality

Summary: Mutualising resources of social security institutions is a logical consequence of a government programme aimed at simplifying procedures with a view to improving public service. The constant increase in users' expectations has lent real impetus to the reform process. Reform at the same time has involved another major challenge: efficiency and maintaining the financial balance of the system.

Social security in Algeria consists of five organizations covering more than 86 per cent of the population, over an area of more than 2,382 million square kilometres. Following the administrative breakdown of the country, social security funds are mostly represented by one agency in each Wilaya; with the exception of the largest, the National Social Insurance Fund for Employees (*Caisse nationale des assurances sociales des travailleurs salariés* – CNAS), which on account of the number of employers and insured persons it manages, has some 826 local agencies in addition to its head offices in Wilaya capitals. In view of the desire to improve services, the pooling of resources between the organizations presents a very good option.

Special mention from the Jury: This is a notably pragmatic way of consolidating social security services to gain efficiency and cost effectiveness in social security administration. The “delivery as one” is a proven strategy.

Cameroon: National Social Insurance Fund

Social secretariats (partners to support the affiliation of independent workers and the informal sector with the voluntary insurance scheme)

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

Summary: A voluntary insurance scheme for independent workers and workers from the informal sector was established in 2014, in line with regulations. In an effort to make this scheme known to all concerned sectors of the population and to facilitate the enrolment of the greatest possible number, the National Social Insurance Fund (*Caisse nationale de prévoyance sociale* – CNPS) developed a system involving the accreditation of social secretariats. These intermediaries, which can be either legal or natural persons, with no particular form or

requirement (individuals, associations, companies, etc.). They enter into an agreement with the CNPS to approach, educate and reach out to any individuals likely to adhere to the voluntary insurance scheme, accompanies them in the application process and follow-up submitted applications for voluntary membership of such persons with the CNPS local offices. Such intermediaries are paid on a pro-rata basis for each application submitted.

Special mention from the Jury: This is a worthy example of a strategic public-private partnership that facilitates the implementation of social security initiatives. In this particular case, the partnership serves the dual role of further raising public awareness on social security and facilitating coverage extension in the informal sector.

Côte d’Ivoire: Social Insurance Institute – National Social Insurance Fund **Providing employers an application facilitating the automatic generation of data relating to insured individual accounts: “e-DISA”**

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

Summary: As part of its role of managing the contribution history of its insured members, the Social Insurance Institute – National Social Insurance Fund (*Institution de prévoyance sociale – Caisse nationale de prévoyance sociale – CNPS*) has developed a computer-based tool, termed “e-DISA”, to encourage employers to communicate workers’ individual data (length of service and remuneration). Introduced in 2013, e-DISA enables employers to produce workers’ Individual Declarations of annual earnings (DISA) electronically and securely.

The advantages offered by this application are:

- Automated control of calculation rules for various wage ceilings and floors;
- The export and processing of wage data from the employer’s payroll software;
- Computerization of DISA submissions;
- Reduction of DISA production times regardless of the number of staff.

“e-DISA” is a service that is offered to meet employers’ needs for assistance by addressing their expectations and facilitating the administrative formalities involved in honouring their obligations.

Special mention from the Jury: This is a simple in-house application that proves to be cost effective and realistic in updating individual contribution accounts. It reduces transaction costs for employers and modernises social security administration.

Côte d'Ivoire: Social Insurance Institute – State Employees' General Retirement Fund

Innovation in the system of collecting social contributions from the Public Administration

Priority areas: Contribution Collection and Compliance, Good Governance

Summary: The pension management system for officials and civil servants managed by the Social Insurance Institute – State Employees' General Retirement Fund (*Institut de prévoyance sociale – Caisse générale de retraite des agents de l'Etat – IPS-CGRAE*) experienced serious difficulties for a long time, leading to a cumulative deficit of more than francs CFA 288 billion as at 31 December 2012. This was largely due to the non-payment or partial payment of contributions by affiliated government agencies over a number of years.

Since 2013, the IPS-CGRAE has developed a policy to optimize the collection of social security contributions from all government agencies, based on a collaborative approach from the social contributions budgeting phase through to the effective payment of contributions.

The implementation of this strategy improved the rate of collection of declared contributions from less than 30 per cent in 2012 to 97.13 per cent as of 31 December 2016.

Special mention from the Jury: This initiative showcases an integrated strategy to improve the collection of social security contributions. Collaboration and control measures enhance the successful completion of a multi-stage contribution collection process.

Ethiopia: Private Organizations' Employees Social Security Agency

Administrative solution for coverage extension

Priority area: Administrative Solutions for Coverage Extension

Summary: The issue or challenge addressed by our practice:-Proclamation No. 715/2003 excluded a majority of private organization employees (definite period employees and management staff) from pension scheme coverage.

Special mention from the Jury: This good practice is well-grounded on the importance of extending social security coverage to all, and identifies some of the opportunities as well as risks in dealing with the challenge.

Ethiopia: Public Servants Social Security Agency

Good practice in contribution collection system: The case of the Public Servants Social Security Agency of Ethiopia

Priority areas: Contribution Collection and Compliance, Good Governance

Summary: According to the Public Servants' Pension proclamation No. 345/2003, the pension contribution was to be collected from every employer on a monthly basis and transferred to the pension fund account within a month time after the payment of monthly salaries. Even though this is clearly stipulated in the pension proclamation, it is very difficult to collect the contribution efficiently (both in terms of time and the right amount). One of the major challenges the agency faced in collecting the pension contribution was related to the system. The Agency was expected to collect the contribution from about 4000 government organizations all over the country, making the process cumbersome, time consuming and requiring a lot of labour force to enforce the contribution collection. The other challenge was the lack of a strong enforcement mechanism for employers who were not able to comply. In order to address this critical problem, the Agency has under taken a re-engineering of its business processes mainly aimed at enhancing its operational efficiency. The re-engineering of business processes has dramatically changed the pension contribution collection system, making it more efficient.

Special mention from the Jury: Effective and efficient contribution collection processes are of primary importance in enhancing the financial viability and long term sustainability of contributory social security schemes. This practice facilitates contribution compliance and the recovery of contributions that are in arrears.

Kenya: National Hospital Insurance Fund

Payment of health insurance premiums via mobile money (M-PESA)

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

Summary: The National Hospital Insurance Fund (NHIF) has been focusing its efforts to recruit members from the informal sector in a bid to achieve Universal Health Coverage. Further, NHIF has also engaged strategic partners to cover the indigents. This meant that there was need for innovations to meet the needs of this target group. One area of concern was how NHIF would collect insurance premiums from members in the informal sector. The need for members to visit NHIF offices or banks to make payments was time consuming and costly- in some instances the cost of transport was more than the premiums to be paid. To address this challenge, NHIF partnered with a mobile money service provider to facilitate the payment of premiums through mobile phones (M-PESA). NHIF integrated its system with the M-PESA platform and members were able to pay their premiums using their mobile phones and get confirmations of the same. This meant enhanced access to benefits since members were able to conveniently make their payments. This service is available across the country even in the remote areas.

Special mention from the Jury: This is a highly insightful application of mobile technology to social security administration. The reach, ease of use and security of mobile money service makes it especially empowering for workers in the non-organized sectors to remit social security contributions.

Madagascar: National Social Insurance Fund

Establishment of a research unit within the National Social Insurance Fund

Priority area: Good Governance

Summary: The National Social Insurance Fund (*Caisse nationale de prévoyance sociale* – CNaPS) of Madagascar has created a think tank devoted to social security. This innovative initiative aims at remedying the inadequacy of academic research on the subject and its inability to influence public policy. The goal is to provide high-quality services to a large number of beneficiaries.

Being strongly committed to the skills of its human resources, the CNaPS mobilized a multidisciplinary team based on the notion of a think tank, leading to the creation of the Department of Research and Compliance (*Direction des études et de la conformité* – DEC) in 2014.

As the organization's main idea-generating unit, DEC's mission is to promote the debates and reforms, indispensable for the future development of social protection in Madagascar. It aims to address the problem of non-compliance and ensure the respect of norms in the management process of the scheme.

The DEC thus ensures the level of performance required in order to satisfy the requirements of the various stakeholders, and evaluates results on an ongoing basis.

Special mention from the Jury: This good practice shows the organization's clear goal to promote and enhance evidence based decision-making processes, and support adherence to established norms and standards.

Madagascar: National Social Insurance Fund

Implementation strategy for extending coverage to producers

Priority areas: Administrative Solutions for Coverage Extension, Good Governance

Summary: In Madagascar, a large proportion of the population lacks access to social protection, especially rural producers. For more than a decade, government policy and legislation have foreseen the extension of social security coverage to the entire working population. However, only the scheme for salaried employees is in existence to provide such generalized social security coverage. To remedy this situation, the National Social Insurance Fund (*Caisse nationale de*

prévoyance sociale – CNaPS), which has several years of experience in managing social security for private-sector employees, took the initiative to conduct a number of studies with a view of establishing a pension scheme for rural producers. The strategies adopted involved capitalizing on the accumulated expertise and experience of its human resources assigned to the studies, close collaboration with the target population, and finally the submission of draft texts prepared based on the findings to the competent government bodies.

Special mention from the Jury: This is a laudable project that demonstrates a highly proactive response to close the gaps in social security policy. The approach underlines the importance of evidence based policy formulation and demand driven initiatives.

Madagascar: National Social Insurance Fund

Partnership with the State Treasury for the payment of benefits

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

Summary: The National Social Insurance Fund (*Caisse nationale de prévoyance sociale* – CNaPS) is the public institution managing the various branches (family benefits, work injuries, and occupational disease, pensions) of social protection for employees in Madagascar. It also manages the collection of contributions, and hence needs nationwide geographical presence. The priority accorded to maintaining the level of coverage and adjusting it to the needs of its members is a daily challenge for the CNaPS.

The country's underdeveloped financial infrastructure remains a problem for the distribution of social security benefits. The search for a solution must therefore focus on partners with existing experience in order to ensure economies of scale in reaching remote locations not covered by the banking network. The CNaPS hence turned to the State Treasury due to its presence in every district capital, and especially the very low operating costs. This partnership with the State Treasury has made it easier to deliver benefits to insured persons, who are no longer incur expenses on trips to collect their entitlements.

Special mention from the Jury: Social security organizations are quickly discovering the huge efficiencies of forging partnerships with relevant public sector agencies to deliver public service. This is especially true for those that have limited or no field offices in remote areas.

Madagascar: National Social Insurance Fund

Use of satellite for the internal transmission of data

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

Summary: The use of optical fibre connections provided by local telecommunication operator caused some problems with the internal transmission of data due to technical failures resulting from the saturation of the network and frequent network outages, and has affected the coverage of different locations.

The National Social Insurance Fund (*Caisse nationale de prévoyance sociale* – CNaPS) has an obligation to offer the same service nationwide as a result of its vocation to provide a public service based on the principles of adaptability (to conditions and needs), equality (in terms of service access), and continuity.

In order to be able to rely on an autonomous network and to resolve the problems of internal data dissemination, it has opted since May 2016 to use a private VSAT (very small aperture terminal) network in order to guarantee network availability, improve service quality, and promote the effectiveness of the policy of local service availability.

The use of this private network and its installation at the sites has improved the quality of data transmission. The outcome is a success rate of 99 per cent, compared to the target of 99.8 per cent.

Special mention from the Jury: This is a state-of-the-art response that enables organizations to leap-frog the limitations of a country's interconnectivity systems. It promotes self-reliance and guarantees greater efficiency and effectiveness in social security administration.

Morocco: Collective Scheme for Retirement Allowances

Implementation of a fully computerized and versatile multi-scheme, multi-product organizational and technological management platform ("*Usine Prévoyance*")

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Prevention of Occupational Risks

Summary: The Collective Scheme for Retirement Allowances (*Régime collectif d'allocation de retraite* – RCAR) has introduced a fully computerized and versatile multi-scheme, multi-product organizational and technological management platform, consisting of a multi-channel Customer Relations Centre (agencies, a call centre, web/mobile, social networks), a multi-product Payment Centre, and a computerized Back Office that is integrated with RCAR's partners. This platform guarantees customers the prompt payment of benefits, the effective handling of complaints, relevant information, and traceability for all transactions. Secondly, it provides sufficient capacity to ensure effective and efficient support for public policy on the

development of social welfare in Morocco. In particular, the incorporation of funds that are primarily of a social nature established by the authorities, the inclusion of all internal pension funds (special schemes representing nearly 90,000 beneficiaries) and the platform's positioning as manager of the future public service sector as foreseen in the systemic pension reform project in Morocco.

Special mention from the Jury: This is a strategic and ambitious project. It responds to the strict demands imposed by technological transitions and ensures the continuous improvement of service quality.

Morocco: Collective Scheme for Retirement Allowances

Integrating special schemes (internal retirement funds of several public establishments) into the Collective Scheme for Retirement Allowances (RCAR)

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

Summary: Prior to the introduction of the Collective Scheme for Retirement Allowances (*Régime collectif d'allocation de retraite* – RCAR) in 1978 and in the absence of a statutory retirement scheme to cover them, several public establishments in Morocco managed their own retirement funds (special schemes, railway workers, mining personnel, water and electricity managers). This however suffered from the following limitations and drawbacks:

- the differences in the social security benefits guaranteed under the different schemes: problem of inequity;
- the generosity of these schemes compared to other basic schemes (CNSS, CMR): problem of sustainability.

The introduction of the RCAR offered a platform that made it possible:

- to integrate these schemes into a single scheme;
- to harmonize and standardize the conditions applied and the social security benefits granted;
- to limit the implicit debts accumulated by the various schemes.

The RCAR surmounted the challenges integrating the schemes, which included a range of highly complex measures.

Special mention from the Jury: This is an effective and solid measure to guarantee basic social security coverage to the most vulnerable segments of society. It favours a progressive and sustainable extension of social security coverage.

Morocco: General Mutual Fund for Civil Service Employees

Administrative solutions for the extension of coverage: improving member access to administrative and socio-medical services

Priority area: Service Quality

Summary: Faced with the disparity and geographical decentralization of its members and poor medical coverage, the General Mutual Fund for Civil Service Employees (*Mutuelle générale du personnel des administrations publiques*) has developed its local activities through two projects:

1. local medical programmes;
2. expansion of geographical presence through partnerships with the local authorities and government.

Special mention from the Jury: Timely and predictable access to social security services and benefits are of primal importance especially to the vulnerable segments of the population. The practice is cognizant of this need and shares practical measures to enhance and facilitate access.

Morocco: Pension Fund of Morocco

Strengthening the governance system of the Pension Fund of Morocco by setting up specialized committees and certifying the Fund's various activities

Priority area: Good Governance

Summary: The Pension Fund of Morocco (*Caisse marocaine des retraites – CMR*) is managed by a tripartite Board of Directors. In 2001, a Permanent Committee was put in place to prepare Board sessions and monitor the implementation of decisions and resolutions of the Board. In addition, the Board created two support committees in 2011 to strengthen the governance of the Fund: the Asset Allocation Committee and the Audit Committee.

For more transparency and rigour in the management of its pension schemes, the CMR ensures that its activities are audited and certified by external experts to confirm the quality of its work and decisions. This involves the following:

- ISO 9001 certification of all of the CMR's scheme management activities and the ongoing migration towards the 2015 version;
- since 2005, the annual audit of the CMR's accounts;
- since 2011, the annual certification of the actuarial balance sheet;
- since 2011, the certification of portfolio management performance;
- in 2013, certification of the asset/liability management (ALM) procedure.

In 2017, the CMR further strengthened its governance system by setting up two new committees: the Actuarial Steering Committee and the Appointment and Governance Committee.

Special mention from the Jury: This good practice promotes transparency and accountability, which are two key governance principles in social security administration. The independence of committees encourages arm's length professional relationships which are conducive to good governance.

Uganda: National Social Security Fund

A Straight-Through Process (STP) for contributions collection for the National Social Security Fund (The Fund)

Priority areas: Contribution Collection and Compliance, Good Governance, Service Quality

Summary: In a fast changing world, effective data management differentiates efficient organizations from the rest. In the past, the National Social Security Fund (hereafter, The Fund) struggled with data management. This process was manual and required a team of dedicated staff. Posting of contributions to member accounts witnessed delays and some cases, totally forgotten. The result was that in June 2014, The Fund had USD 30 million in suspense accounts. The Straight Through Process (STP) project for contribution collection was implemented to ensure that:

- Contributions are instantly receipted, captured and posted to member statements.
- Contributions are accompanied by a validated schedule to ensure proper accountability.
- Member numbers are validated to control the incidence of new suspense accounts.

Data management changed in 2016. The Fund developed an application that interfaced directly with the banks and the employers. This enabled the employers to generate a schedule of contributions for members, pay bank directly to the bank, and electronically send matched paid contributions and schedule straight to The Fund. Currently, there are no amounts pending reconciliation and apportionment. A member's statement can be updated within three hours.

Special mention from the Jury: The digitalised platform for the declaration and payment of social contributions is producing impressive results. The system is a contemporary response to manage risks associated with data security and integrity.

CERTIFICATES OF MERIT

Algeria: National Social Insurance Fund for Employees

Agreement with opticians

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

Algeria: National Social Insurance Fund for Employees

Information and awareness-raising campaign for interns and apprentices on vocational training for the prevention of occupational accidents and diseases

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

Algeria: National Social Insurance Fund for Employees

Nationwide extension of the use of the "CHIFA" electronic card for insured persons and online updating

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

Algeria: National Social Insurance Fund for Employees

Prior online medical examination

Priority areas: Good Governance, Service Quality

Algeria: National Social Security Fund for Non-Salaried Workers

Automating links between pharmacists and medical checks

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

Algeria: National Social Security Fund for Non-Salaried Workers

Launch of web and mobile applications for social security

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

Algeria: National Social Security Fund for Non-Salaried Workers

Specific measures to support beneficiaries in the agricultural sector

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

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

Execution of a "physical census of beneficiaries" in all communes nationwide

Priority areas: Good Governance, Service Quality

Cameroon: National Social Insurance Fund

Anti-corruption system

Priority areas: Good Governance

Cameroon: National Social Insurance Fund

Anti-fraud system

Priority areas: Good Governance

Cameroon: National Social Insurance Fund

Risk mapping

Priority area: Good Governance

Cameroon: National Social Insurance Fund

Sapelli Support

Priority area: Information and Communication Technology

Democratic Republic of the Congo: National Social Security Institute

Pooling management system for the declaration and payment of taxes, social security contributions, and payroll-based employer contributions

Priority areas: Contribution Collection and Compliance, Good Governance, Service Quality

Côte d'Ivoire: Social Insurance Institute – National Social Insurance Fund

Dematerialization of the procurement process

Priority areas: Good Governance, Information and Communication Technology

Côte d'Ivoire: Social Insurance Institute – National Social Insurance Fund

Introduction of a client reception service in social security offices

Priority area: Service Quality

Kenya: Local Authorities Pension Trust

Assisting scheme beneficiaries to manage their benefits efficiently

Priority areas: Communication by Social Security Administrations, Service Quality

Kenya: Local Authorities Pension Trust

Enhancing customer experience and increasing penetration through a mobile application

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

Kenya: Local Authorities Pension Trust

Enhancing scheme administration efficiency through the adoption of digital records management

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

Kenya: National Hospital Insurance Fund

Enhanced benefit packages for National Hospital Insurance Fund members

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

Kenya: National Hospital Insurance Fund

Health Insurance Subsidy Programme for the poor, older persons and persons with severe disabilities

Priority area: Administrative Solutions for Coverage Extension

Libya: Social Security Fund

Extending the coverage of social protection systems in the Social Security Fund of Libya

Priority area: Administrative Solutions for Coverage Extension

Madagascar: National Social Insurance Fund

Raising awareness of social security in Catholic schools

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

Mauritania: National Sickness Insurance Fund

Introduction of a third-party reimbursement system

Priority areas: Information and Communication Technology, Service Quality

Morocco: Pension Fund of Morocco

Notification and consultation through text messaging

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

Morocco: Pension Fund of Morocco

Type I ISAE 3402 Certification for the internal audit system for the Portfolio Management Service of the Pension Fund of Morocco

Priority areas: Good Governance, Investment of Social Security Funds

Seychelles: Seychelles Pension Fund

Seychelles Pension Fund Pension calculator

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

Sierra Leone: National Social Security and Insurance Trust

Compliance enforcement strategies: The case of the National Social Security and Insurance Trust

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

Sierra Leone: National Social Security and Insurance Trust

Enhancing records management system: A case of the National Social Security and Insurance Trust

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

South Africa: Department of Social Development

Adjudication of social assistance appeals

Priority areas: Good Governance, Service Quality

Sudan: National Social Insurance Fund

Beneficiaries affairs

Priority area: Service Quality

United Republic of Tanzania: National Health Insurance Fund

Compliance enforcement through identity cards rejection: A case of the National Health Insurance Fund – United Republic of Tanzania

Priority areas: Contribution Collection and Compliance, Good Governance, Service Quality

United Republic of Tanzania: National Health Insurance Fund

Improved Community Health Funds (iCHF): Third-party relationships improving health service provision and members' recruitment

Priority areas: Administrative Solutions for Coverage Extension, Good Governance

United Republic of Tanzania: National Health Insurance Fund

National Health Insurance Fund (T) online hospital-pharmacy data link: Eliminating fraud in accredited pharmacies

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

United Republic of Tanzania: Public Service Pensions Fund

Service quality: Short-term products

Priority area: Service Quality

United Republic of Tanzania: Social Security Regulatory Authority

Complaints Management System, a tool for effective supervision

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

United Republic of Tanzania: Social Security Regulatory Authority

Risk-based supervision governance tool

Priority areas: Good Governance, Investment of Social Security Funds

Tunisia: National Social Security Fund

Automatic generation of secure Web services for data exchange

Priority areas: Information and Communication Technology, Service Quality

Tunisia: National Social Security Fund

Lean Management in social security: Project to implement a client-oriented, process-based management (MPOC) approach at the National Social Security Fund in Tunisia

Priority areas: Good Governance, Service Quality

Tunisia: National Social Security Fund

Modernization of the CNSS Information System: SI-CNSS

Priority area: Information and Communication Technology

Uganda: National Social Security Fund

The National Social Security Fund Friends with Benefits campaign initiative

Priority areas: Communication by Social Security Administrations, Service Quality

Zambia: National Pension Scheme Authority

Extension of coverage to the informal sector

Priority area: Administrative Solutions for Coverage Extension

Zambia: National Pension Scheme Authority

The e-NAPSA

Priority area: Information and Communication Technology

Zimbabwe: National Social Security Authority

Funeral benefit enhancement scheme

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

Zimbabwe: National Social Security Authority

Mobile clinic

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

ATTESTATIONS

Algeria: National Retirement Fund

Promoting the Online Retirement Portal (El Hanaa)

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

Cameroon: National Social Insurance Fund

Online registration

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

Gabon: National Health Insurance and Social Guarantee Fund

Collection of health insurance contributions in the private sector in Gabon

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

Kenya: Local Authorities Pension Trust

Leveraging on group life insurance to enhance survivors benefits

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

Madagascar: National Social Insurance Fund

Updating social benefits

Priority areas: Good Governance, Service Quality

Morocco: General Mutual Fund for Civil Service Employees

Good governance: Streamlining and securing the expenditure process

Priority area: Good Governance

Sierra Leone: National Social Security and Insurance Trust

Application of provisions to increase pension rights: The case of the National Social Security and Insurance Trust

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

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



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