ISSA Guidelines - Excellence in Social Security Administration

Pension administration systems - Thursday, Nov 7 2019

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International Social Security Association

Pensions Core Course
Outline

• The ISSA at a glance

• Overview of the ISSA Guidelines and related services.

• Areas covered by the ISSA Guidelines.

• Applying the guidelines

• Summary
The International Social Security Association

• The leading international organization for social security institutions, departments and agencies
• Headquarters in Geneva (ILO)
• Founded in 1927, ISSA counts today 320 members in over 158 countries
• Provides information, research, expert advice and platforms for members to build and promote dynamic social security systems and policy worldwide
The ISSA at a glance

- 320 member organizations
- 158 countries
- Founded in 1927
- 3,000+ participants in ISSA events each year (average)
- 45 Staff in Secretariat
- 17 Liaison Offices and focal points
- 13 Technical Commissions
- HQ ILO Geneva
The ISSA Centre for Excellence

• Set of ISSA services to encourage, facilitate and support member institutions’ work towards administrative improvements.

• Offers a package of services to provide institutions with practical support to overcome the four typical challenges:
  • To obtain the necessary knowledge to set the right objectives;
  • To assess gaps and needs, and define a prioritized action plan;
  • To implement improvement initiatives;
  • To evaluate progress and receive recognition for achievements.

• The services of the Centre for Excellence are based on the ISSA Guidelines for Social Security Administration.
  ➢ Find out more: www.issa.int/excellence

• Key ISSA services for the MoU with the World Bank to carry out activities providing advice and support to social security institutions towards improving their administrative efficiency and extension of coverage.
ISSA professional guidelines and standards

- **Sets of Guidelines:**
  - Good Governance
  - Admin. solutions for coverage extension
  - Contribution collection and compliance
  - Quality of social security services
  - ICT in social security
  - Communication
  - Actuarial Work
  - Investment of social security funds
  - Promotion of Sustainable Employment
  - Prevention of Occupational Risks
  - Return to Work and Reintegration.
  - Workplace Health Promotion
  - Error, Evasion and Fraud (2019)

- **Development methodology:**
  - Based on best practices.
  - Overseen by social security institutions through working groups.
  - Guidelines and related knowledge updated and extended regularly.
  - Follows a formal process involving an ISSA’s government body.
Guideline 17. Developing a master data model and system

The institution develops a unique master data model, which standardizes the definition of the concepts and relationships (e.g., persons, employers, enrolment periods, benefits). A corresponding ICT-based master data system fosters the consistency of such information. The master data model should be of a highly stable specification covering information items used in most of the programmes. The model can be viewed as the intersection of the sets of information items used in the social security programmes. On the other hand, objects associated with specific programmes and their operations should be included in the model (e.g., benefit payment information, variants on benefits).

Structure

- The management should commission the ICT unit to implement a master data model and information system covering the core objects for social security operations. Although it varies depending on the scope and characteristics of the social security system, this usually includes:
  - Persons’ data, including family ties, role (e.g., employee, retired person, relative of worker);
  - Employers’ data;
  - Social programmes;
  - Relationships between persons and employers, working periods, etc.;
  - Relationships between persons and social programmes (affiliation registration periods, characteristics, affiliation, etc.);

- A specialized organizational structure should be established to administer the master data system. To establish accountability, the roles and responsibilities of the units have to be well defined and documented.

- The master data model and information system should be based on institutional models and institutional data governance frameworks: the service-oriented architecture (SOA)-based application model, interoperable shared data services (basic registries), and data secure institutional technical standards.

Mechanism

- The ICT unit should define and implement a master data model and implement a core system. The project should involve business experts in addition to ICT staff.
- The project should identify the core information items (for social security operations) in the metadata to be developed.
- To ensure the accuracy of the specification, the master data model should be represented in a formal language (e.g., OWL, UML, Entity-Relationship Model).
- The implementation of a database including the referred information should be based on the master data management systems (RDMS), ideally using the master data model as metadata. Various specialized technologies have been developed for them.
- ICT staff (in the main) should administer the master data system, and business staff should carry out data stewardship and data specification tasks.
Selected areas covered by guidelines (1)

• Good governance (GG)
  – Governance principles for the Board and Management.
  – Board and CEO roles related to:
    • Risk Management, Service delivery, ICT Governance, Internal Audit, Strategic planning, Human Resources, Investments and Actuarial activities.

• Administrative solutions for coverage extension (EXT)
  – Approaches to include into the social security systems difficult-to-cover population groups (e.g. self-employed, rural, domestic, etc.).
  – Guidelines are organized by business process:
    • Programme design, Registration, Contribution Collection, Benefit delivery.

• Contribution collection and compliance (CCC)
  – Governance, strategy, operational processes, fraud control, improvement.
  – Focus: compliance, consistency with benefits, and operational processes.

• Addressing error, evasion and fraud (EEF)
  – Governance, strategy, fraud control in CC, fraud control common to all branches, fraud control in Benefits
  – Focus: Integrated strategies and measures for prevention, detection and deterrence of EEF.
Selected areas covered by guidelines (2)

- Quality of social security services (SQ)
  - Framework for delivering quality social security services.
  - Being expanded to one chapter for each current guideline.

- Communication by Social Security institutions (COM)
  - How social security institutions should address the external and internal communication.
  - Principles, Governance, role of a Comm Unit, Internal & external communication.

- ICT in social security (ICT)
  - Governance and Management, value management & invest. Data Management.
  - Key technologies: Interoperability, Security, Mobile, Analytics
  - Social Security components:
    - Master Data in Social Security.
    - Implementation of social security business processes
    - e-Health.
    - Implementation of international social security agreements.

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\begin{array}{|c|c|}
\hline
\text{Benefits} & \text{admin} \\
\hline
\text{Registration} & \text{Applications receipt} \\
\text{Contribution Collection} & \text{Controls/Eligibility} \\
\text{Benefits} & \text{Adjudication} \\
\text{Payment} & \text{Appeals / Complaints} \\
\text{Process evaluation} & \\
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Steps on guidelines application

1. Select the set(s) of **Guidelines** important to your organization.

2. Define an application plan based on your institutional priorities, strategies and projects.

3. **Implement the Guidelines.**
   - Participate in the ISSA **Academy workshops** for peer-to-peer problem solving meetings.
   - Build institutional capacity through the **Diploma training**.
   - Connect with the ISSA **Support Centre** for advice and access to experts in your field

4. Evaluate your progress and gain **ISSA Recognition**.
Guidelines application - Supporting services

**ISSA Academy**

- **Workshops:**
  Practical collaborative problem-solving meetings based on ISSA Guidelines and on peer-to-peer discussions.

- **Diploma training programme:**
  Courses for capacity-building on the ISSA Guidelines and their background knowledge for the institutions’ staff.

**ISSA Recognition**

- ISSA recognition for institutions that have implemented ISSA Guidelines
- Certification-like assessment on the application of a set/book of guidelines by an institution.
- The institution has to provide evidences following a manual showing that the individual guidelines have been applied.
- Represents commitment to excellence both internally and externally
Applying the ISSA guidelines: Scenarios (1)

- Improvements in specific areas (e.g. Communication, ICT).

- Business Process Re-engineering (e.g. Contribution Collection, Service delivery)

- Modernization programmes.
  - Focusing on certain business processes and support functions.

- Implementing new schemes:
  - Covering all the required processes and support functions.

- Support for the standardization practices and procedures.

- Reference material for institutional training and internal communication.
Applying the ISSA guidelines: Scenarios (2)

- In administration diagnostics and improvement programmes.
  - Connection with the WB’s Social Insurance Administrative Diagnostic toolkit (SIAD):

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<th>ISSA Guidelines</th>
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<td>Core Business Processes:</td>
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<td>• Contribution Collection &amp; Compliance</td>
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<td>- Registration</td>
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<tr>
<td>- Contribution Collection</td>
<td>• Service Quality.</td>
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<tr>
<td>Core Business Processes - Benefit Management:</td>
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<tr>
<td>- Old-age &amp; Disability pensions, Unemployment,</td>
<td>• Coverage Extension to difficult groups</td>
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<td>Maternity, Sickness, Work Injury.</td>
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<td></td>
<td>• ICT – Business Processes</td>
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<td>Control and Compliance</td>
<td>Error, Evasion and Fraud, Contribution Collection &amp; Compliance</td>
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<td>Grievance Redress</td>
<td>Service Quality, ICT – Business Processes</td>
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- Based on SIAD’s results:
  - Identification & application of relevant ISSA Guidelines to carry out the necessary transformations and improvements. Preparation for the ISSA Recognition.
Summary

• Started in 2010, the ISSA Guidelines and related services constitute a rich package to support ISSA member institutions.

• The guidelines provide practical recommendations on relevant social security administration areas.

• The WB-ISSA MoU provides the means to carry out high-impact activities in social security administrations including assessment, improvement actions and capacity building.
Thank you very much

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