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
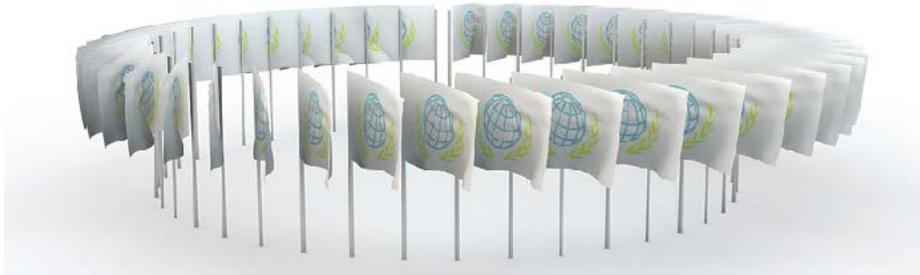
158 countries

HQ ILO Geneva

Founded in **1927**

17 Liaison Offices and focal points

3,000+ participants in ISSA events each year (average)

45 Staff in Secretariat

13 Technical Commissions

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)

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ISSA Guidelines

Contribution Collection and Compliance
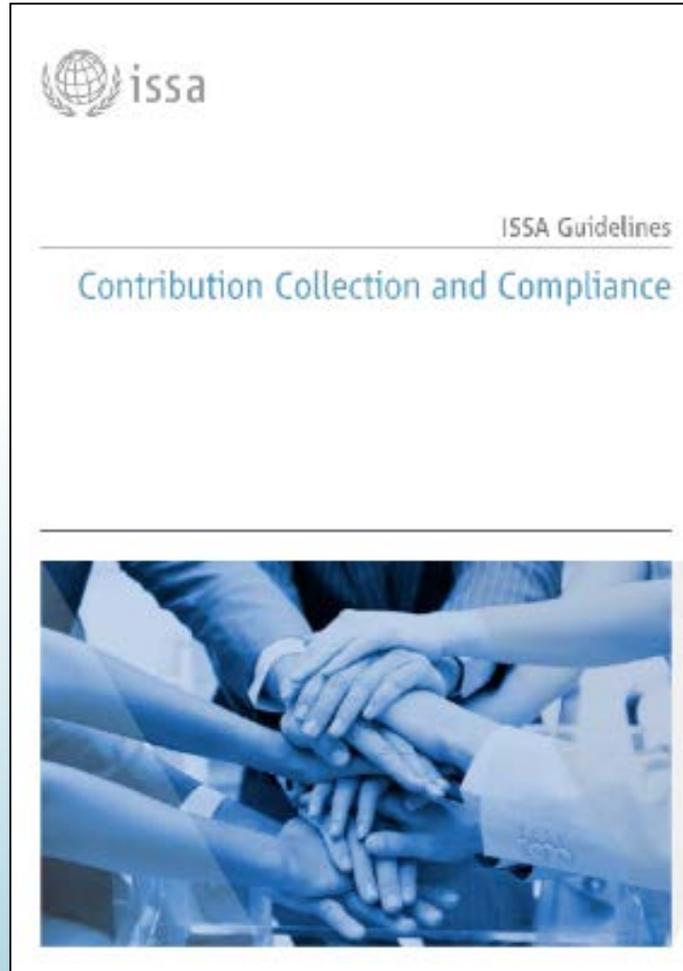
- **Development methodology:**
  - Based on best practices.
  - Overseen by social security institutions through working groups.
  - Guidelines and related knowledge updated and extended regularly.
  - Follows a formal process involving an ISSA's government body.

A.1. ICT Governance
▸ Guideline 1. ICT governance framework
▸ Guideline 2. ICT governance processes

A.2. ICT Management
▸ Guideline 3. ICT strategy and innovation prospective
▸ Guideline 4. Operationalizing social security functions through ICT
▸ Guideline 5. ICT management processes
▸ Guideline 6. Managing service continuity

A.3. ICT Investment and Value Management
▸ Guideline 7. Defining concept of value and approaches to optimize its realiz
▸ Guideline 8. Managing ICT investments through a portfolio-oriented approac
▸ Guideline 9. Monitoring and evaluation of ICT-enabled investments

A.4. ICT Service Delivery
▸ Guideline 10. Software development and application management
▸ Guideline 11. Implementing e-services
▸ Guideline 12. Managing technical support
▸ Guideline 13. ICT operations management
▸ Guideline 14. Service desk and request fulfilment
▸ Guideline 15. Managing events, problems and incidents

A.5. Data and Information Management
▸ Guideline 16. Developing a data governance framework
▸ **Guideline 17. Developing a master data model and system**
▸ Guideline 18. Data integration and sharing
▸ Guideline 19. Data quality management
▸ Guideline 20. Mechanisms for information retrieval and analysis

B. Key Technologies

B.1. Interoperability
▸ Guideline 21. Institutional interoperability framework
▸ Guideline 22. Workplan for the implementation of interoperability-based so
▸ Guideline 23. Institutional interoperability application model
▸ Guideline 24. Institutional semantic interoperability
▸ Guideline 25. Interoperable shared data services (basic registries)
▸ Guideline 26. Institutional technical standards on interoperability

B.2. Data Security and Privacy
▸ Guideline 27. Management framework for information security
▸ Guideline 28. Data privacy policies and regulations
▸ Guideline 29. Security measures for data privacy
▸ Guideline 30. Comprehensive access control system
▸ Guideline 31. Security in database systems
▸ Guideline 32. Security in networks and communication systems
▸ Guideline 33. Security in application development
▸ Guideline 34. Security in ICT operations

B.3. Mobile Technologies
▸ Guideline 35. Institutional framework for the application of mobile technolo
▸ Guideline 36. Variety of mobile services to be provided
▸ Guideline 37. Mobile device-based user identification
▸ Guideline 38. The mobile device as a gateway for payments and contribut
▸ Guideline 39. Using advanced hardware components included in mobile devices

Guideline 17. Developing a master data model and system

The institution develops a unique master data model, which standardizes the definition of the core objects and relationships (e.g. persons, employers, enrolment periods, benefits). A corresponding ICT-based 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 o programmes. The model can be viewed as the intersection of the sets of information items used in the soci programmes. On the other hand, objects associated with specific programmes and their operations should 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 informatio covering the core objects for social security operations. Although it varies depending on the scope a 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 relationship), registration periods characteristics of the affiliation, etc.

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

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

▼ Mechanism

■ The ICT unit should define and implement a master data model and implement a corres 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 metadata should be developed.

■ To ensure the accuracy of the specification, the master data model should be represen semi-formal language (e.g. OWL, UML, Entity–Relationship Model).

■ The implementation of a database including the referred information should be based o management systems (RDBMS), ideally using the master data model as metadata. Gi master databases, 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.

External references

DAMA Data Management Body of Knowledge (DAMA DMBOK)

DAMA. 2009.
English.
International
Keyword(s): .
available online http://www.dama.org/i4a/pages/?pageid=3364

Master Data Management Book

Loshin; David. 2008.
English.
International
Keyword(s): .
available online http://mdmbook.com/

OWL. Web Ontology Language. W3C OWL Working Group

W3C.
English.

Good practices

Social Security Institution Data Bank
Sosyal Güvenlik Kurumu | Turkey | 2010
Implementation year: 2009

Modernization and establishment of the SII information system for better performance and fight against corruption
Social Insurance Institute | Albania | 2013
Implementation year: 2013

Individual accounts project
Caisse nationale de retraite et de prévoyance sociale | Tunisia | 2011
Implementation year: 2011
Topics: Administration / Management, Compliance and contribution collection, Information and communication technology
PDF: EN | FR | DE | ES

Electronic records management
Caisse nationale de retraite et de prévoyance sociale | Tunisia | 2011
Implementation year: 2009
Topics: Old age / Pensions, Administration / Management, Information and communication technology
PDF: EN | FR | DE | ES

The New Business Process in contribution collection
Social Security and National Insurance Trust | Ghana | 2011
Implementation year: 2010
Topics: Administration / Management, Compliance and contribution collection, Information and communication technology
PDF: EN | FR | DE | ES

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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.

Registration	
Contribution Collection	
Benefits admin	**Applications receipt**
	Controls/ Eligibility
	Adjudication
Payment	
Appeals / Complaints	
Process evaluation	

Steps on guidelines application
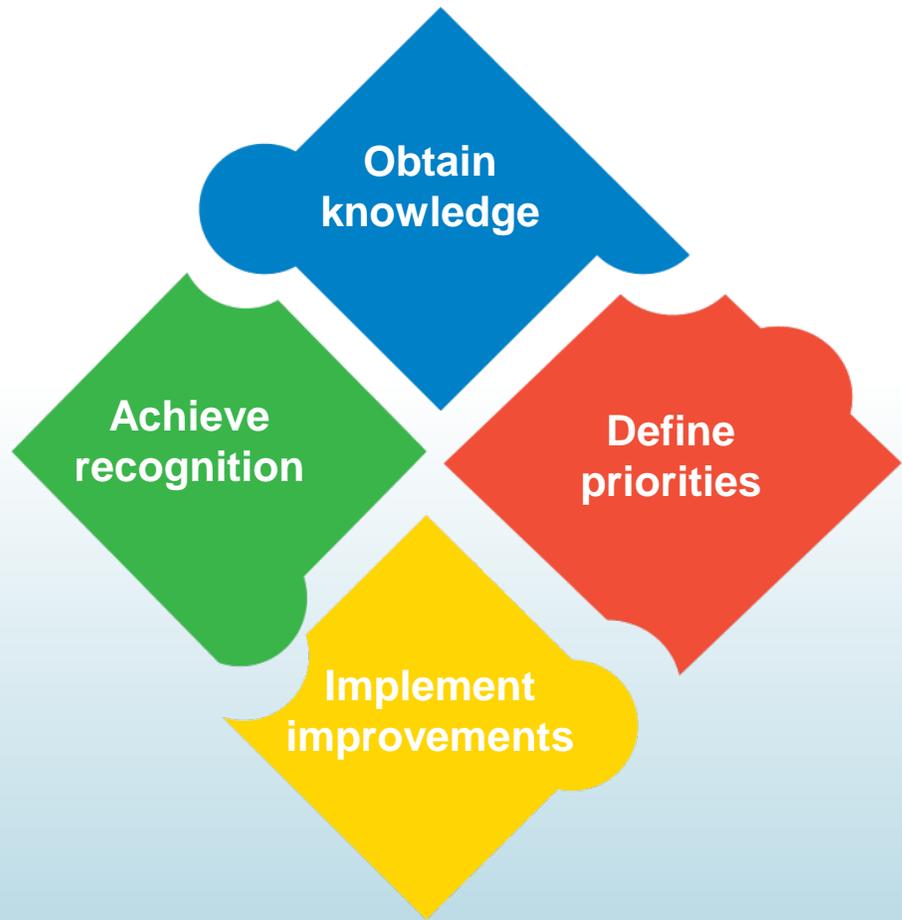
1. Select the set(s) of **Guidelines** important to your organization.

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**.

Obtain knowledge

Achieve recognition

Define priorities

Implement improvements

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
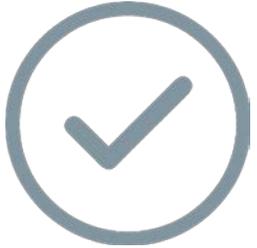
- ISSA recognition for institutions that have implemented ISSA Guidelines

- 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):**

SIAD's topical structure	*ISSA Guidelines*
Internal Governance	Good Governance
Investment and Management of Funds	Investments
Information & Communication Technology	Information & Communication Technology
Core Business Processes: - Member and Beneficiary Identification - Registration - Contribution Collection	• Contribution Collection & Compliance • Coverage Extension to difficult groups • Service Quality.
Core Business Processes - Benefit Management: - Old-age & Disability pensions, Unemployment, Maternity, Sickness, Work Injury.	• Coverage Extension to difficult groups • Service Quality. • ICT – Business Processes
Control and Compliance	Error, Evasion and Fraud, Contribution Collection & Compliance
Grievance Redress	Service Quality, ICT – Business Processes
Communications	Communications

  - **Based on SIAD's results:**
    - Identification & application of relevant ISSA Guidelines to carry out the necessary transformations and improvements. Preparation for the *ISSA Recognition.*

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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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