



# Tripartite Technical Workshop 2

## Governance and Administration of the National employment Injury Scheme (EIS)

8 July 2025

## Validation of Workshop No. 1 and agreed principles and *rules of the game*

- All workers in formal sectors are covered, with implementation to be rolled out progressively
- A comprehensive national Employment Injury Scheme (EIS) will be established in the long term. Immediate implementation will focus on long-term benefits, while short-term benefits will be introduced in phases
- Cost of protection will be calculated for each industry separately depending on its risks.
- The decision on commuting accidents still lacks availability of data to be considered
- Precedents set by EIS Pilot for coverage & benefits will be followed
- No discussion on costing (to be discussed in 3<sup>rd</sup> workshop)

## Specific Objectives

- 1) **Define** the structure, mandate, and operational scope of an EIS institution.
- 2) **Assess** how the EIS can be connected to existing labour and social protection institutions in Bangladesh (such as Central Fund).
- 3) **Design** a governance model ensuring tripartite oversight, sectoral inclusiveness, and strategic flexibility.
- 4) **Ensure** consistency and coordination with other branches of social insurance under development (e.g. health, maternity, unemployment).

## Methodology of the Workshop

Each session will include:

- Expert framing and presentation of key concepts
- Small group discussions on guiding questions
- Plenary exchanges to capture diverse viewpoints
- Summary wrap-ups to distill emerging consensus and differences

## Structure of Each Session

### Typical 60-Minute Flow

- **10 min** – Expert Introduction & Framing & Questions
- **15 min** – Group Work on Key Questions
- **30 min** – Facilitated Plenary Discussion
- **5 min** – Wrap-up and Key Takeaways

## Overview of Sessions

- **Session 1** – Structure, Mandate, and Sectoral Representation
- **Session 2** - Institutional Landscape, Integration and Inter-Scheme Linkages
- **Session 3** – Operational and Administration design

## Expected Outcomes

By the end of the workshop, we aim to:

- Identify areas of stakeholder agreement
- Clarify outstanding technical and legal issues
- Build momentum for legislative and institutional reform
- Inform a roadmap for the roll-out of administrative and operational structures

A large crowd of people, mostly young adults, is gathered outdoors. The image is heavily filtered with a green color. In the center, there is a white circle with a black outline containing the text "Thank you!!" in red. The background shows many people, some wearing headscarves, and some trees in the distance.

**Thank you!!**



# Tripartite Technical Workshop 2

## Governance and Administration – Introductory Session

8 July 2025

# Why Good Governance Matters?

## Social Protection Governance Environment:

Social Protection, particularly Social Security, is ever evolving as seen from its inception, purely **social safety nets** or private sector voluntary contributory systems, managed as big profit-making insurance businesses. This was then followed by the World Bank-promoted social risk management programs, which were disconnected from the lifecycle and labour market approaches. This led to the confusion about what constitutes Social Protection  
And social security.



# Why Good Governance Matters?

Good Governance of Social Protection systems is one of the preconditions for the effective realization of **human rights**.

**Good Governance** starts at the highest levels of policy making, including:

- Coordination across diverse actors
- Diverse schemes
- Varying institutions
- Different sectors
- Different levels of government
- Permeating every level of Social Protection implementation

**Good Governance, in this instance, operates against a backdrop of International Social Security Standards:**

- ILO Convention (Minimum Standards) No. 101 of 1952
- ILO Recommendation (Social Protection Floors) No. 202
- Sustainable Development Goals (Universal Social Protection)
- ISSA Guidelines

# Good Governance is pivotal to a well functioning Social Security Institution (SSI)

## Good Governance

- ensures the provision and development of an effective social security system which is part of the broader social protection agenda of a country
- addresses the principal (member or beneficiary) - agent (SSI) problem, reducing conflicts of interest by the agent and acts in the best interest of the principal
- provides a framework underpinned by guidelines to ensure a range of internal governance elements required for the effective administration of the social security contributions and benefits

**ISSA (GGG, 2019) defines governance as the manner in which the vested authority uses its powers to:**

- achieve the institutions objectives
- design, implement and innovate the organisations policies, rules, systems and processes
- engage and involve its stakeholders
- “keeping the promise” (effective delivery of social security)

## Why Governance Matters:

- Highly regulated environment
- Compliance-driven environment
- Demand for accountability, and a
- Decision making framework

## Good Governance establishes:

- Trust in the organization
- Confidence
- Greater transparency
- Expectations of members and beneficiaries met
- Well managed record keeping
- Asset protection and sound investment
- Well managed budget
- Gender equality
- Committed human capital

# ▶ **Good Governance Requires, Oversight and Management Structures**

- **Parliamentary Committee**
- **Cabinet**
- **Advisory Council**
- **Ministerial Committee**
- **Board: Executive**
- **Board: Supervisory**
- **Management**

## **Board Appointments:**

**Permanent or Term (3,5 years)**

**Executive or Non-executive**

**Government as a stakeholder**

**Parliament as a stakeholder**

**Tri-partisan membership**

**Gender Representation**

**(Public sector, Private sector, Employers, Unions, Experts, Academics)**

# ► **Board Composition: Board and Management**

**Chairperson**

**Deputy Chairperson**

**Subcommittees**

- **Management**

**Head of Management (HOD, DG, CEO: Term or Permanent)**

**Top Management (COO, CFO, and Executives)**

**Extended Management (Managers: Strategy and M&E, Social Security**

**Policy, Social Security Operations,**

**Investments, Legal, HCM, Finance**

**Fraud and Compliance, Audit, Supply Chain, ICT)**



## How Does the Governance Structure Respond to the following:

- Does the Board and committees have clearly defined terms of reference?
- Do all the Board members know the business and fully participate?
- Does the Board have a succession plan?
- Does the Board have the necessary mix of skills and competencies?
- What is the Board's risk management framework?
- Can Executives make decisions without the consent of the Board?
- Is Management being fully challenged on performance and decision making?
- What matters are reserved for Board decision?
- How well are you prepared for a governance review?
- Is the Board fully compliant: would you pass a PRISM or your regulator's scrutiny?



# Principles underpinning the Good Governance Guidelines: a virtuous cycle

Good governance subscribes to 5 principles, which are -

accountability, transparency, participation, predictability and dynamism:

- mutually reinforcing, and
- have an institutional dimension (mandatory)
- and a contractual dimension (voluntary)

**1. Accountability:** it's the ability to hold legally responsible the officials in charge of the institution

Requires:

- a constitution, legislation, strategic plans (norms and standards)
- well-functioning system
- protects the interests of stakeholders
- deters mismanagement and deviation from mandate
- enforcing prudent, efficient, and equitably managed programmes

2. **Transparency:** It's the availability and accessibility of timely, essential and accurate information to stakeholders

Requires:

- ensures that stakeholders are informed about the programmes, clarity
- and simplicity of rules, systems
- and processes of access
- it limits areas that would require discretion and arbitrariness
- honesty, integrity and competence
- it discourages wrongdoing

3. **Predictability** - it is the consistent application of the law and its supporting policies, rules and regulations.

Requires:

- well defined rights and duties of members and beneficiaries
- consistent enforcement to protect stakeholders interests
- avoid sudden changes in contribution rates and benefit entitlements

4. **Participation:** it's the active education, engagement and effective involvement of stakeholders

Requires:

- meaningful participation, stakeholder access to complete, reliable, relevant, accurate and timely information
- capacity to understand and act on the information
- effective communication mechanisms and procedures to give them a “voice”

5. **Dynamism:** it's the element of positive change in governance

Requires:

- doing things more efficiently and equitably
- confronting risks and challenges
- responding to evolving stakeholder needs
- improving the performance of the social security mandate
- reforming the social security programme

# ISSA (GGG) are the cornerstone of the whole set of ISSA guidelines

## Main governance areas:

- financial sustainability
- sound investments (management of funds)
- members coverage and contributions (collection), and members benefits (payments) and services
- resource management (human capital and ICT)

## Structure of the ISSA (GGG)

- 2 parts - 69 Guidelines
  - Part A - 25 guidelines
    - Guidelines are provided for the Board and Management
    - These guidelines are aligned to the 5 principles: accountability (1-12), transparency (13-16), predictability (17-20), participation (21-22) and dynamism (23-25)  
as well as, suggestions on governance structures and mechanisms to enable implementation

## Part B - 44 guidelines

These guidelines are specifically directed at 9 areas of social security administration

- strategic planning (26-30)
- risk management (31-35)
- internal audit of operations (36-39)
- actuarial assessment of financial sustainability (40-43)
- enforcing the prudent person principle in investment management (44-52)
- prevention and control of error, evasion and fraud in contributions and benefits (53)
- service standards for members and beneficiaries (54-55)
- human capital policies: development, retention and succession (56-62)
- ict governance (63-69)

# Member coverage and contributions, and member benefits and services

This is the *raison d'être* of SSI

Issues include:

- coverage extension
- -collection of contributions
- adequacy of benefits
- distribution of benefits
- types of risks covered by the programme
- quality standards of services for members
- prevention of fraud and corruption in the programme

# Resource management: Human capital and ICT

## Ensure proper resource management

- Availability of competent human resources
- Efficient ICT infrastructure to support programme administration and operations

## Issues on human capital management include

- Staffing and compensation
- Succession planning
- Merit and performance appraisals
- Adherence to a staff code of ethics

## Issues on ICT include:

- ICT governance
- Innovations based on ICT and emerging technologies
- Life cycle costs of ICT products and services
- Standard policies and procedures for ICT investments, contracting and ex-post evaluation
- ICT risks and continuity of social security services

## **CASE STUDY: South African Employment Injury Social Insurance**

The South African Employment Injury Insurance system consists of 2 Structures:

- 1. Compensation for Occupational Injuries and Disease (COIDA) Compensation Fund**  
3a Public Entity under the Department of Employment and Labour (Ministry of Labour, principal, supported by the Ministry of Minerals and Energy and the Ministry of Health.)
- 2. Road Accident Fund (RAF)** under the Department of Transport  
Compulsory cover for all road users, indemnity insurance.  
(Ministry of Transport supported by the Ministry of Health)

## **Legislation applicable for the Compensation Fund:**

1. Workmen's Compensation Act passed in 1914, amended in 1917,1930.
2. Workmen's Compensation Act passed in 1941
3. Compensation for Occupational Injuries and Disease Act (COIDA) passed in 1993, amended in 1997
4. Occupational Health & Safety Act and Regulations (85 of 1993)

## **COIDA:**

- Provides compensation for injuries or death which occurs in the course of employment
- Covers all employers, casual and full-time, injured, disabled, killed or become ill as a result of a workplace accident
- Excludes injuries or sickness that is less than 3 days
- Dependants can claim from the fund in the event of death
- A system of "no-fault" compensation for employees
- Collective risk sharing, instead of liability by a single employer
- Removes the conflict of interest from the contractual relationship between an employer and employee

## Administration and Governance:

- The Fund is overseen by the Department of Employment and Labour
- The Fund has a Tripartite Board with additional experts, 14 members
- The Board has sub-committees: Risk, Assessments & Benefits, Investment, Technical and Strategic & Operations
- The administrative head of the Fund is the Compensation Commissioner
- The Compensation Commissioner (CC) is administratively appointed by the Director-General
- The Compensation Commissioner is appointed to administer the Fund, and
- Approves the claim procedures and claims submissions
- The CC is supported by 6 Chief Directors: COID services, Orthotic and Rehabilitation, Medical Benefits, Financial Management, Corporate Services, and Chief Operations Officer,
- and 5 Directors: Anti-corruption and Integrity, Risk Management, Executive Support, Internal Audit, and ICT
- The Fund has an Audit Committee
- The Fund has an online system called *Compeasy* for claim registration and processing
- The Fund's revenue primarily comes from the annual assessment paid by registered employers
- These assessments are calculated as a percentage of the employees' annual earnings
- The amount of compensation is determined by factors like the severity of the injury or disease, and the employee's wages, and their relationship to the deceased (in cases of death)
- Lump-sum payments may be provided for less serious disabilities,
- Pensions (monthly) are paid for more severe and permanent disabilities
- Specific documentation is required to support claims: eg.: medical reports, death certificates

## **EMPLOYER RESPONSIBILITY:**

- Registration with the Compensation Fund, regardless of the number of employees
- Annual Assessments: Employers pay an annual assessment-based contributions, based on the total wage bill
- Reporting: employers must report workplace accidents within 7 days and occupational diseases in 14 days
- Salary: the employer pays the salary for the first 3 months after the injury and claims from the fund.

## **EMPLOYEE RESPONSIBILITY:**

- Report the incident/accident/injury immediately to his/her supervisor/employer
- Complete the claim form
- Undergo the necessary medical treatment
- Report of incidences should not exceed 12 months

## **TYPES OF COMPENSATION:**

### **Medical Costs:**

All medical expenses will be paid for up to 2 years, from the date of accident or diagnosis.

### **Temporary Disability:**

The claim for this type is 12 months, can be extended for a further 12 months if a motivation is submitted to the Commission. If, the worker can't work at all during the duration, then the worker will receive 75% of the salary/wage.

### **Permanent Disability:**

If the worker has an injury or illness from which they will never recover from. The worker would receive 75% of his/her wages if they lose either both hands or their sight (100%). The disability must be more than 30% to qualify for monthly periodic payments. Under 30% disability declaration will receive a lump sum.

### **Death Benefits:**

If the worker is a breadwinner and dies, the spouse or children and any other dependents can claim from the fund. Funeral benefits will also be paid. The total amount paid would not exceed the pension amount if the worker had remained in service.

## **FUNCTIONS OF THE FUND:**

### **1. Administering Claims:**

Processing and adjudicating claims for compensation.

### **2. Medical Adjudications:**

Overseeing the medical aspects of claims, including assessments and treatment.

### **3. Financial Management:**

Managing the funds' finances, including revenue collection and benefit payment.

### **4. Customer Care:**

Providing support and information regarding the fund and claim processing.

### **5. Legal Services:**

Offering legal support related to the Fund's operations and claims.

### **6. Compliance:**

Ensuring compliance with relevant legislation and the fund's strategic objectives.

### **7. Stakeholder Engagement:**

Stakeholder matrix and SLA with service providers.

### **8. Risk Management:**

Identifying risk. Analysis of risk incidents and risk register.

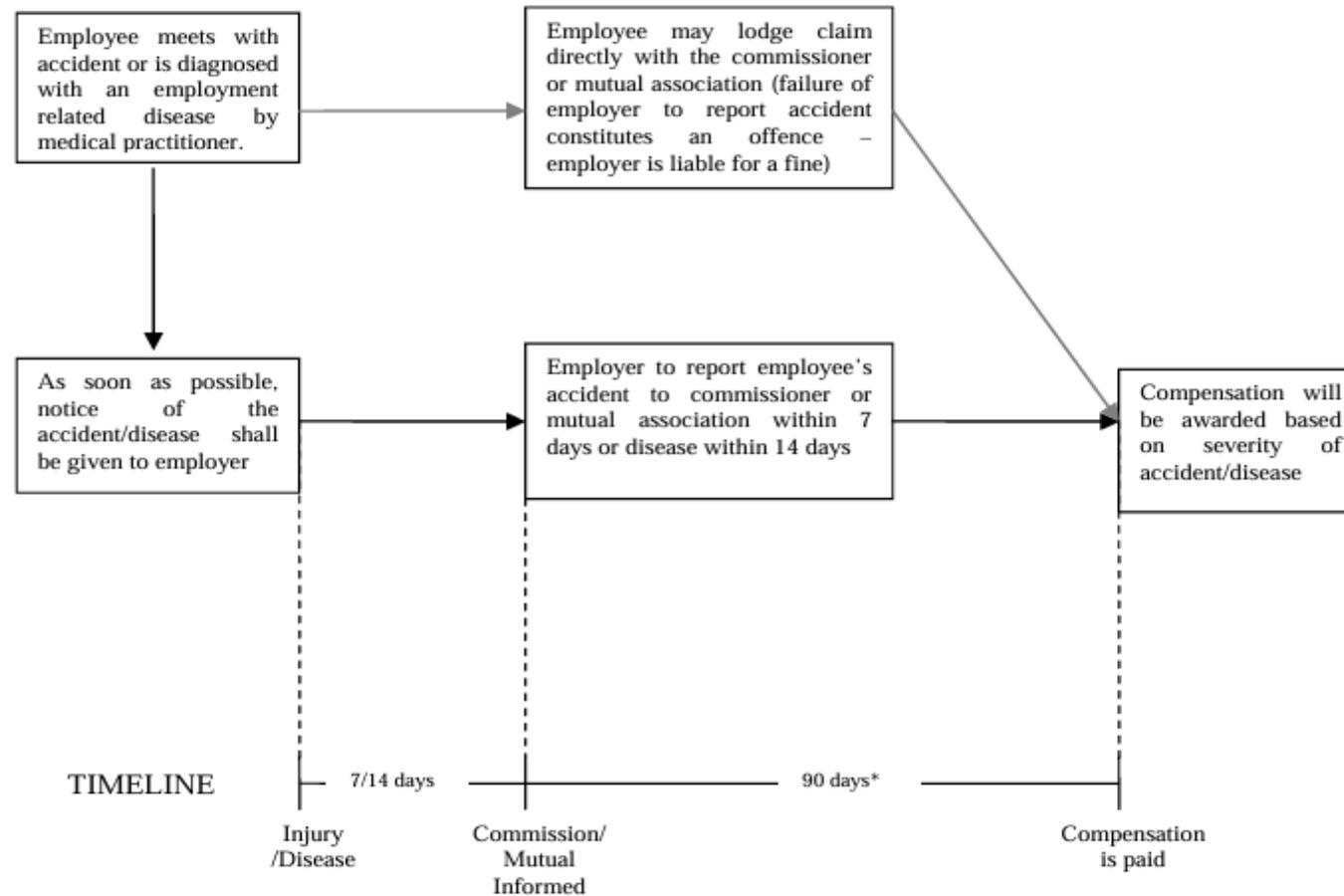
### **9. Corporate Support:**

Human Capital Management and ICT

### **10. Assets:**

Safeguarding and Investment Policy

**Figure 1 Claim Process under COIDA**



Source: COIDA and Interviews

\*Compensation Fund turnaround – Mutual Associations have faster turnaround times

**Table 3 Industry breakdown of Registered Members (1998)**

Class	Industry	Number of Employers	Number of Employees		Average per Employer
			Number	%	
1	Agriculture and Forestry	45 343	614 124	11.6	13.5
3	Fishing	245	4 688	0.1	19.1
4	Mining	1 148	90 079	1.7	78.5
5	Building and Construction	31 394	298 438	5.6	9.5
6	Food, Drink and Tobacco	9 184	272 757	5.2	29.7
7	Textiles	3 648	187 385	3.5	51.4
8	Wood	7 679	141 982	2.7	18.5
9	Printing and Paper	2 089	78 379	1.5	37.5
10	Chemical	3 951	195 436	3.7	49.5
11	Leather	756	37 060	0.7	49.0
12	Glass, Bricks and Tiles	2 976	70 724	1.3	23.8
13	Iron and Steel	31 223	579 963	11.0	18.6
14	Diamonds, Asbestos, Bitumen	2 105	20 080	0.4	9.5
15	Trade and Commerce	54 650	767 579	14.5	14.0
16	Banking, Finance, Insurance	6 362	274 627	5.2	43.2
17	Transport	11 267	377 120	7.1	33.5
18	Local Authorities	738	185 741	3.5	251.7
19	Personal Services, Hotels	38 148	467 210	8.8	12.3
20	Entertainment and Sport	2 645	37 755	0.7	14.3
21	Medical Services	9 495	188 126	3.6	19.8
22	Professional Services, N.O.S.	10 659	168 422	3.2	15.8
23	Educational Services	5 991	156 133	3.0	26.1
24	Charitable, Religious, Political and Trade Org.	5 465	80 102	1.5	14.7
	<b>TOTAL</b>	<b>287 161</b>	<b>5 293 910</b>	<b>100</b>	<b>18.4</b>

### Appendix 3 Manner of Calculating Compensation

	NATURE OF DISABLEMENT	DEGREE OF DISABLEMENT	NATURE OF BENEFITS	MANNER OF CALCULATING BENEFITS
1	Temporary	Total	Periodic Payments	75% of monthly earnings to max earning of R15,820 pm i.e. R11,865 max compensation
2	Permanent	30%	Lump Sum	15 times monthly earnings (min of R28,215 and max of R132,930 compensation)
3	Permanent	Less than 30%	Lump Sum	As calculated for 2 in the same proportion as the degree of permanent disablement.
4	Permanent	100%	Monthly Pension	75% of monthly earnings to a min earnings of R1,881 pm and max earning of R15,820 pm i.e. compensation between R1,410.75 and R11,865 pm.
5	Permanent	Greater than 30%, Less than 100%	Monthly Pension	As calculated for 4 in the same proportion as the degree of permanent disablement.
6	Fatal	Dependent no children	Lump Sum	Twice the employee's monthly pension payable under 4
7	Fatal	Dependent and child/ren	Monthly Pension	40% of monthly pension payable under 4 to dependent
8	Fatal	Dependent and child/ren	Monthly Pension	20% of monthly pension payable under 4 for first child, decreasing in % for subsequent children. Total to dependent and children not to exceed 100%
9	Fatal		Funeral Costs	A reasonable amount of funeral costs to maximum R9,200.

Source: COIDA Schedule 4, p50 and Rand Mutual(2006)

### Appendix 5 Workplace Diseases Covered by COIDA

Diseases	Work
	<b>(a) Any work involving the handling of or exposure to any of the following substances emanating from the workplace concerned:</b>
Pneumoconiosis-fibrosis of the parenchyma of the lung	organic or inorganic fibrogenic dust
Pleural thickening causing significant impairment of function	asbestos or asbestos dust
Bronchopulmonary disease	metal carbides (hard metals)
Byssinosis	flax, cotton or sisal
Occupational asthma	the sensitizing agents- (1) isocyanates (2) platinum, nickel, cobalt, vanadium or chromium salts (3) hardening agents, including epoxy resins (4) acrylic acids or derived acrylates (5) soldering or welding fumes (6) substances from animals or insects (7) fungi or spores (8) proteolytic enzymes (9) organic dust (10) vapours or fumes of formaldehyde, anhydrides, amines or diamines
Extrinsic allergic alveolitis	moulds, fungal spores or any other allergenic proteinaceous material, 2,4 toluene-di-isocyanates
Any disease or pathological manifestations	beryllium, cadmium, phosphorus, chromium, manganese, arsenic, mercury, lead, fluorine, carbon disulfide, cyanide, halogen derivatives of aliphatic or aromatic hydrocarbons, benzene or its homologues, nitro- and amino-derivatives of benzene or its homologues, nitroglycerine or other nitric acid esters, hydrocarbons, trinitrotoluol, alcohols, glycols or ketones, acrylamide, or any compounds of the aforementioned substances
Erosion of the tissues of the oral cavity or nasal cavity	irritants, alkalis, acids or fumes thereof
Dysbarism, including decompression sickness, baro-trauma or osteonecrosis	abnormal atmospheric or water pressure
Any disease	ionising radiation from any source
Allergic or irritant contact dermatitis	dust, liquids or other external agents or factors
Mesothelioma of the pleura or peritoneum or other malignancy of the lung	asbestos or asbestos dust
Malignancy of the lung, skin, larynx, mouth cavity or bladder	coal-tar, pitch, asphalt or bitumen or volatiles thereof
Malignancy of the lung, mucous membrane of the nose or associated air sinuses	nickel or its compounds
Malignancy of the lung	hexavalent chromium compounds, or bis chloromethyl ether
Angiosarcoma of the liver	vinyl chloride monomer
Malignancy of the bladder	4-amino-diphenyl, benzidine, beta naphthylamine, 4-nitro-diphenyl
Leukaemia	benzene
Melanoma of the skin	polychlorinated biphenyls
Tuberculosis of the lung	(1) crystalline silica (alpha quartz) (2) mycobacterium tuberculosis or MOTTs (mycobacterium other than tuberculosis) transmitted to an employee during the performance of health care work from a patient suffering from active open tuberculosis
Brucellosis	brucella abortus, suis or mellitensis transmitted through contact with infected animals or their products
Anthrax	bacillus anthracis transmitted through contact with infected animals or their products
Q-fever	coxiella burnetii emanating from infected animals or their products
Bovine tuberculosis	mycobacterium bovis transmitted through contact with infected animals or their products
Rift Valley Fever	virus transmitted by infected animals or their products
Hearing impairment	<b>(b) Any work involving the handling of or exposure to any of the following:</b> excessive noise
Hand-arm vibration syndrome (Raynaud's phenomenon)	vibrating equipment
Any disease due to overstraining of muscular tendinous insertions	repetitive movements

Source: COIDA Schedule 3, p48

A large crowd of people, mostly young adults, is gathered outdoors. The image is heavily filtered with a green color. In the center, there is a white circle with a black outline containing the text "Thank you!!" in red. The background shows many people, some wearing headscarves, and some trees in the distance.

**Thank you!!**



# Tripartite Technical Workshop 2

## Session 1 – Structure, Mandate, and Sectoral Representation

8 July 2025

# ▶ The governance structure of SSI

## Board

- ▶ Group of persons who, under the legislation or by-laws establishing the SSI, is the body responsible for governing the social security programs and for exercising oversight on their administration. It could be a government ministry or department, a statutory body, or a private entity

## Management

- ▶ Group of persons who, under the legislation or by-laws establishing the SSI, is responsible for the administration and daily operations of the programs, and for implementing the resolutions of the board

## **MANDATE, POWERS AND RESPONSIBILITIES:**

The Board and the Management have to act in accordance with:

1. The Constitution,
2. Legislation: Specific Acts of Parliament,
3. Policy and Frameworks,
4. Strategic Plan and Annual Performance Plans.

The organization's mandate is to create awareness, register members, collect contributions, adjudicate claims, invest the funds, provide medical support and pay benefits to its members.

## **GOOD GOVERNANCE REQUIRES:**

1. The clear definition and distinction of powers and responsibilities of the Board (Board Charter) and Management (Contracts and Performance Agreements)
2. Reduction of ambiguity, duplication and conflicts of interest.
3. The Board is the external supervisory authority, and
4. The Management is the implementing structure responsible for performing the operational functions of the SSI.

## **BOARD FUNCTIONS:**

1. Approves the Mandate for the Authority
2. Recommends the appointment of the Head of the Management to the respective authorities.
3. Oversees the appointment and termination of the executives
4. Regularly evaluates the effectiveness and performance of the appointed officials in carrying out their tasks
5. Reviews the management succession plan and the HR plan
6. Oversees the employee composition and consistent and prudent management.
7. Establishes Standards and Ethical behavior
8. Approves the structure and any major changes
9. Ensures that appropriate controls are in place
10. Approves and monitors the risk management and the control framework
11. Approves and reviews the performance of the SSI's corporate Governance.
12. Establishes procedures for approvals for significant acquisitions and major contracts outside the normal business
13. Approves all the SSI's policies
14. Approves management strategies and plans, including budgets, and monitors the SSI's performance against its strategies and plans, particularly in terms of investment management
15. Reviews system plans and disaster recovery plans
16. Approves the appointment of external auditors
17. Approves the termination of previous Board contracts

## **BOARD COMMITTEES:**

The Board is required to have several board committees to give effect to the above Responsibilities of the Board.  
For example:

- Risk and Audit Committee
- Investment Committee
- ICT Committee
- Occupational Health and Diseases Committee
- Finance and Compliance Committee

## **BOARD SELECTION:**

- The Board selection can be clearly defined in the Legislation and the charter to ensure representation (Tripartite Governance) and suitability in terms of social insurance knowledge and experience.
- To ensure appropriate representation of the employers, workers and government, the basis is currently visible in the Board of the Pilot.
- The Board composition includes full representatives and alternate member.
- Federations and Associations are usually requested for Employers and Workers, from which the nominations and selection members are recruited, this covers expanded coverage.
- The Majority sector is always a member.

## The Executive Management under the leadership of the Head:

- Accountable and responsible for the administration,
- Examples of duties and tasks of Executive Managers and Directors:
  - Strategy and Business Performance
  - Registration and Contribution Collection
  - Claims Processing and Benefit Payment
  - Risk and Assurance
  - Internal audit
  - Financial and Compliance
  - Corporate Services (HCM & ICT)
  - Board Secretariat

## Governance Policies for Management:

An **Integrity Policy**, which is signed by management and staff. The policy addresses reporting of suspicious activities or potential fraud. It further identifies behaviors that are improper, accepting gifts, nepotism and the abuse of trust, acts that could cast aspersions on the credibility of the organization.

**Code of Ethics (COE)** is an ethical guide for all the SSI human resources to use in their day-to-day interactions, decision-making and activities. The Management is responsible for creating a transparent, accountable environment in which management and staff not only refrain from performing illegal, unethical or dubious acts, but are sensitized to morally questionable transactions and business practices.

## **The Head of the Management offers Guidelines for practice of the following:**

- On commitment of officers to the SSI
- On Conflicts of Interest
- On maintenance of the SSI's records
- On the use of the SSI's resources
- On Disclosure of Information
- On the use of Public Media
- On Security
- On work-family life balance
- On the privacy of Officers
- On Human Relations at the SSI
- On Alcohol and Drug use
- On Business Relationships
- On Safety, Health and Environmental issues

## Key questions

- What should be the composition, mandate, and decision-making powers of the tripartite EIS governance Board?
- How should sectoral representation be ensured, especially as coverage expands to non-RMG sectors?
- What delegation of powers should exist between the governance board and executive management (e.g. Head of Management, secretariat)?

## ▶ **CONCLUDING REMARKS: TOWARDS A NATIONAL SOCIAL INSURANCE EMPLOYMENT INJURY SCHEME (EIS):**

1. The Bangladesh Employment Injury Scheme Pilot has laid a solid foundation for the Governance Structure of the National EIS to be established.
2. Oversight is an essential component of Governance, the Ministry of Labour and Employment, as demonstrated in pilot, should perform the function in the National EIS.
3. An independent appeals commission/tribunal is proposed which could report to the Minister.
4. The pilot has a Tripartite Governance Board. The current subcommittee on claims should be reviewed. The Board should have an oversight, policy, and strategic function, with the claims' operations being part of the administration work responsibility. As indicated during this presentation other board committees should be considered.

5. It is recommended that in the proposed National EIS Framework and the proposed legislation, the elements of the Board selection process (taking into account transparent nomination processes), eligibility criteria, representation (including, tripartite, specialist functions and gender), term of office and its functions should be clearly articulated. The average Board size is **11 to 15 members**. The Head of Management is a non-voting member of the Board.
6. Sectoral representation with regard to employers and workers upon coverage extension should not be a problem. There are Federations, Congress, and Associations representing employers and unions, from which 2 are active and 1 is an alternate. The majority sector (RMG has 4 mil workers) can have a fixed presence, if proportionality is considered.
7. A Board Charter and a Code of Conduct ensure good governance and build trust and confidence.
8. The HOM position should preferably be a 5-year contract position, renewable for 1 additional term.
9. Management should sign Contracts, Performance Agreements, Integrity Policy, and the Code of Ethics.
10. The pilot needs to transition to a National organization, capacitates and consolidates its operations thereby creating the flexibility to co-locate not to be absorbed.
11. The flexibility in governance is situational. It responds to changes in the environment. The environment and framework need to recognize this need to enable agility.

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**Thank you!!**



# Tripartite Technical Workshop 2

Session 2 – Institutional  
Landscape, Integration  
Potential and Inter-Scheme  
Linkages

8 July 2025

## **INSTITUTIONAL LANDSCAPE, INTEGRATION AND LINKAGES IN THE SOCIAL PROTECTION ECO-SYSTEM: INTERNATIONAL PERSPECTIVE OF EMPLOYMENT INJURY INSURANCE SCHEMES:**

### **4 COUNTRIES: TANZANIA, MALAYSIA, THAILAND AND SOUTH KOREA (KIDD, 2025)**

#### **TANZANIA:**

1. The Workers' Compensation Fund (WCF) operates under the Prime Ministers' (PM) office. (Constitutional and Legislative Mandate)
2. It is located in the Ministry of Labour, Youth, Employment and Persons with Disabilities is located in the PM's office.
3. Prime Minister responsible for coordination and supervision of all Ministries in the PMO.
4. It has a tripartite Governing Board (14 members) appointed by the President.
5. The Chairperson is the Director General of the WCF.
6. Composition: 3 Government, 3 Employers, 3 Trade Union, 1 Banker, 1 OHSA, 2 NGO: APD, 1 Academic.
7. 3 Committees: Operations, Finance and Investment, and Audit and Risk Management.
8. Contribution: private employers 0.65 of the wage and public sector 0.5%
9. Benefits: medical care, Temp or Permanent Disability, Constant Care Allowance, Funeral Grant, Dependents Benefit, and Rehabilitation
10. Delivery Footprint: Head Office and 4 regional offices.

## STATUS AND LOCATION OF EIIS:

Tanzania has 2 agencies located in the PMO: Ministry of Labour, Youth, Employment and Persons with Disabilities:

- The National Social Security Fund (NSSF): Medical Insurance Scheme, Disability and Survivors benefits.
- WCF: collects contributions separately from NSSF, WCF is employer funded only. NSSF is both employer and employee.

## LINKAGES IN THE SOCIAL PROTECTION ECOSYSTEM:

1. WCF operates as part of the broader SP ecosystem.
2. WCF links to other Social Security systems in the following manner:
  - Common Policy framework (policy level; harmonized approach and provides, minimum standards)
  - Distinct but some complementarity
  - Institutional coordination PM oversight on both: share joint initiatives: coverage enforcement, contribution compliance and data sharing
  - Shared strategic goals
  - Contribution Separation

**CONCLUSION:** the Tanzanian **WCF** is a **SEPARATE AND SPECIALIZED ENTITY.**

## MALAYSIA:

1. Work- related accidents and occupational diseases programs are delivered through a statutory agency, Social Security Organization (SOCSO)
2. The oversight body: Ministry of Human Resources
3. SOCSO is mandated to administer, deliver and enforce the country's social security programs for employees.
4. It has a 16 member- Tripartite Governing Board appointed by the Minister of Human Resources.
5. Composition: 5 Government: Human Resources, Finance, Health, SOCSO Director-General, 4 Employers , 4 Employees, and 3 Social Security Experts
6. The SOCSO legislation provides for the Board being funded from the reserve funds.
7. The Board Committees: Investments; Finance; Governance, Ethics, and Risk; Procurement; Personnel Management; Discipline of Officials; Remuneration and Nominations; Performance Management, Promotions and Coverage Extension.
8. Mandate covers: employment Injury scheme (with rehabilitation and return to work programs), invalidity scheme, and employment insurance system (offers income replacement and job placement) and it also promotes OSH.
9. It uses a uniform, contribution rates across sectors: 1.75% (over 60 years); 1.25% (55years) from the employer side, wage bill and 0.5% from the employees (but not for the work-related injury part).
10. EIS Benefits: Medical treatment; Temporary and Permanent Disability Benefits; Constant Attendance Allowance, Dependents Benefits, Funeral Benefits, Rehabilitation Services.
11. Management is led by the Group Chief Executive and 2 Deputies: Executive Operations and Strategy, and Corporate.
12. Delivery footprint: Head Office, 6 regional offices and state offices.

## STATUS AND LOCATION OF EIIS:

1. SOCSO is a statutory body, an agency
2. It is under the auspices of the Ministry of Human Resources
3. In December, 2022 it launched a care economy program, the Housewives Social Security Scheme
4. SOCSO operates in parallel and coordinates with other key social protection institutions.

## LINKAGES IN THE SOCIAL PROTECTION ECOSYSTEM:

SOCSO is part of National Social Protection Framework

- It is one of the Pillars, alongside:
  - i. EPF - Employee Provident Fund for retirement
  - ii. LTAT – for armed forces
  - iii. IPA - Public Service Pension Scheme
  - iv. BPR -MySalam, Bantuam Prihatin Rakyat – social assistance
- Integration through the Employment Lifecycle
  - SOCSO and EPF contributions are mandatory for the private sector workers.
  - So, the entities collaborate on employer enforcement, worker awareness, and data sharing.
- Operations and Digital linkages
  - SOCSO and EPF both use the MyFuturejobs platform (operated by SOCSO) to assist with matching and re-employment for the unemployed.
- Malaysia is trying to establish digital governance linking Social Protection programs under a Social Protection Council.

**CONCLUSION: The Malaysian EIIS is integrated into other employment social insurance schemes.**

## THAILAND:

1. The EII scheme in Thailand is administered by the government's Social Security Office (SSO).
2. The SSO is a department under the Ministry of Labour and Social Welfare.
3. The Legislation: the Social Security Act, 1990 gave rise to: retirement, maternity, sickness, unemployment, Invalidity, and death through its Social Security Fund (SSF).
4. The Workmen's Compensation Act, 1994, enabled the Employment Injury Insurance scheme to be established.
5. The WC Act establishes a WC fund and its oversight structure.
6. Oversight of the SSO is vested in the Social Security Commission, which is also tripartite, with 26 members.
7. The oversight for the WCF administration is provided for by the WCF Committee, which makes recommendations to the SSO and the Minister, and also conducts the appeals process.
8. There is also a medical committee in place for the WCF.
9. The Workmen's Compensation Fund Committee consists of 15 members, appointed by the Ministry of Labour.
10. It is Tripartite: 5 government (including a rep from the OSH authority); 3 employers, 3 workers; 2 from disability sector, 1 academic and 1 banker,
11. The secretary of the WCF Committee is the Director-General of the SSO.
12. Contributions by employers fund the program through a varied, risk-based approach, ranging from 0.2% to 1.0% of the wage bill.
13. Benefits: Medical benefits (hospital care, surgery, and recovery/rehabilitation); Income replacement benefits for work missed due to injury for up to 1 year; Permanent disability benefits; Death benefits; Rehabilitation Services, including job retraining; and Funeral benefits.
14. The service delivery footprint is the SSO offices at a regional and branch level for both the WCF and SSF.

## STATUS AND LOCATION OF EIIS:

- a. The Thai EIIS, WCF is located in the Social Security Office, but it remains distinct from the general SSF.
- b. Contributions, eligibility, and benefits are managed independently.
- c. It has its own oversight structure, WCF Committee with Tripartite and Stakeholder membership.
- d. It also has its' own medical committee.
- e. Appeals are managed by the WCF committee.

## LINKAGES IN THE SOCIAL PROTECTION ECOSYSTEM:

- The administrative overlap of WCF and SSF ensures coordination in registration, compliance, and enforcement, Despite these linkages the funds remain legally distinct.
- The laws establish different benefit structures, eligibility rules, and funding mechanisms.  
WCF is employer-funded, and the SSF is funded from both the employer and the employee.
- Employer registration is simultaneously processed through the SSO system by both the WCF and the SSF.
  - i. Employer/employee registration
  - ii. Data management
  - iii. Enforcement and inspections
- Although administered in the same building, SSO:
  - i. Funds are financially independent
  - ii. Benefits are non-duplicate
  - iii. The WCF operates its own website and digital portal

**CONCLUSION:** The Thai **WCF, whilst being able to leverage off the SSO, the program is managed independently and remains distinctly different**, hence it cannot be absorbed by the SSO in order to mainstream and integrate the SP programs.

## **SOUTH KOREA:**

1. The Industrial Accident Compensation Insurance (IACI) is the legislated EIS in South Korea.
2. The program is administered by the Korea Workers' Compensation and Welfare Service (COMWEL),
3. The Ministry of Employment and Labour is the supervisory body for IACI.
4. The 1963 Act was amended in 2024 to extend coverage to platform and gig workers.
5. There is no single Board for governance, there is a structure composed of Executive Directors,
6. These Executive Directors' head key departments of government,
7. These non-executive members represent key ministries: Labour, Health and Finance.
8. There are various committees and advisory bodies that have Tripartite representation
  - Chamber of Commerce: Social Insurance schemes and contributions Committee.
  - Trade Union Federation: The Occupational Health and Safety Bureau
  - IACI Deliberation Committee for complex cases
  - The BOD has an Internal Audit Unit.
9. Contributions paid by employers on a risk-based calculation, ranging from high to low risks.
10. Benefits: Medical, including hospitalization and medicines; Temporary and Permanent Disability Benefits; Injury Compensation Annuity; Survivors Benefits, Vocational Rehabilitation, and Funeral Benefits.
11. There are independent committees: The Occupational Disease Judgment Committee, and the Appeals Committee.
12. Delivery Footprint: Head Office, 6 Regional offices and 18 Local offices.

## STATUS AND LOCATION OF EIIS:

- a. The South Korea EIIS program is an independent legal entity, IACI Act established the COMWEL Department to administer the Fund.
- a. This department is supervised by the Ministry of Labour.

## LINKAGES IN THE SOCIAL PROTECTION ECOSYSTEM;

- South Korea's Social Protection system has 4 pillars:
  - a. National Pension administered by the National Pension Service (NPS)
  - b. National Health Insurance administered by the National Health Insurance Service (NHIS)
  - c. Employment Insurance administered by Korea Employment and Information Service (KEIS) & (MOEL)
  - d. Industrial Accident Compensation Insurance administered by the COMWEL
- There is coordination and oversight under the Ministries of Health and Welfare; and Employment and Labour
- Cross-Agency Integration:
  - i. COMWEL coordinates with KEIS and MOEL for return- to- work programs, post rehabilitation.
  - ii. COMWEL shares medical and disability data with the NHIS (for health services and premium adjustments)
  - iii. Digital platforms like the Social Security Information System link all 4 schemes for citizens access and cross-checking to avoid double dipping.

**CONCLUSION: the IACI remains independent**, there are other agencies involved in Social Protection and Social Security, but they all have different systems and risks. Comprehensive does not mean integration, or streamlined into a single program of Social Protection.

# Key questions

- What are the relevant public institutions whose functions intersect with the proposed EIS (such as, DOL, DIFE, Central Fund, BLWF, MoHFW, BRTA etc)?
- Based on the proposal made by Labour Reforms Commission, should the EIS be housed within an existing institution, or require the establishment of a new administrative entity?
- What are the barriers (legal, political, technical, or others) to institutional integration?

## CONCLUDING REMARKS: TOWARDS A NATIONAL SOCIAL INSURANCE EMPLOYMENT INJURY SCHEME:

1. The Bangladesh Pilot EIS has established a program that can be rolled out as a foundational building block for Social Insurance.
2. The country is in the process of establishing the legislative environment for Social Insurance, with its National Social Security Strategy (NSSS) in place and incrementally building its capacity to introduce more programs. These new schemes will have to follow a similar pilot process as the EIS.
3. The above processes take time to implement, the National Social Insurance Employment Injury can present the template for the progressive realization of its transition from employer liability to a fully-fledged Social Insurance scheme, which embraces the full package of benefits.
4. The presentation amplified the EIS of 4 countries, the majority recognized the difference in contributions and benefits, rules and scope, makes it a distinct program which should for the foreseeable future remain a separate and specialized entity.
5. The Ministry of Labour and Employment should continue to supervise the scheme, as demonstrated through International practice.

6. The pilot has the infrastructure that can be built upon to ensure a well -coordinated institution.
7. The Vision for the National Social Insurance Employment Injury Scheme should include the response to workplace accidents, commuting accidents and occupational diseases.
8. The benefits should also as part of the Vision for the future should include all the interventions: medical care, temporary and permanent disability, death benefits, funeral benefits and rehabilitation services (return-to-work programs).
9. Linkages should be leveraged for registration, inspectors and data sharing with the Department of Inspection for Factories and Establishments (DIFE). Linkages with the Health Ministry on occupational diseases and local clinic access. Linkages with the Ministry of Labour and Employment for interoperable systems and digital platform expansion. Linkages with the Central Fund/BLWF to be formalised.
10. To address commuting accidents, the linkage with the Road Traffic Authority with a procedural Service Level Agreement (SLA) for channelling cases.
11. Upon consolidation of the RMG sector (4mil workers), the National Employment Insurance Injury scheme in line with its National EIS Framework, strategic plans and operational plans pursue its coverage extension intention.

A large crowd of people, mostly young adults, is gathered outdoors. The image is heavily filtered with a green color. In the center, a white circle contains the text "Thank you!!" in red. The background shows people walking and standing, with some trees and a building visible in the distance.

**Thank you!!**



# Tripartite technical Workshop 2

## Session 3 – Operational and Administration Design

8 July 2025

## Organizational Design

The organizational structure is the backbone of all operating procedures and workflows at any company. It determines the place and the role of each employee in the Business, and is key to organizational development. A clear structure allows every team member to be involved. When employees know what they're responsible for and who they report to – which isn't the case in many fast-growing companies - they are more likely to take ownership for their work.

### Basic Features of Organizational Structure Designs:

- Work specialization
- Departmentalization/Documentation
- Chain of command
- Span of Control
- Centralization/Decentralization
- Formalization

## WORK SPECIALIZATION:

For this input I will only focus on work specialization, in the context of social security organizations:

The first critical position in social security is a **claims specialist**: the employee needs to assist members with establishing entitlement to benefits. The employee must have contact with the potential beneficiary in person or via an online presence. These contacts are to obtain, clarify, and verify information. This information determines the benefits and eligibility.

Another position: **Benefit Authorizer**, after the initial claims Process, this employee will allow the enrolment process for the beneficiary.

In the digital climate, the **customer service representative** is key to reducing inaccurate information and complaints management, is a key informant of the scheme's products and processes, via front desk, call centres, and various social media networks.

**Legal positions** to address grievances because of inclusion or exclusion errors.

## WORK SPECIALIZATION:

**Specialist in disability assessments:** medical, occupational and physiotherapist professionals.

**Actuarial specialist** is critical in terms of scheme sustainability. **Investment specialist** will determine avenues for the best returns to ensure scheme viability for future stability.

**Labour inspectors** for compliance, particularly with social insurance schemes. **Membership and account management specialist** for contributions and membership functions.

**ICT specialist** to digitalize the services to improve turnaround times and make the scheme accessible through a multi-channel approach.

**Payment specialist** to ensure modern payment vehicles for benefit distribution.

**Risk management specialist:** Social security is a high-risk environment and needs to have good mitigation plans in place, designed by a specialist.

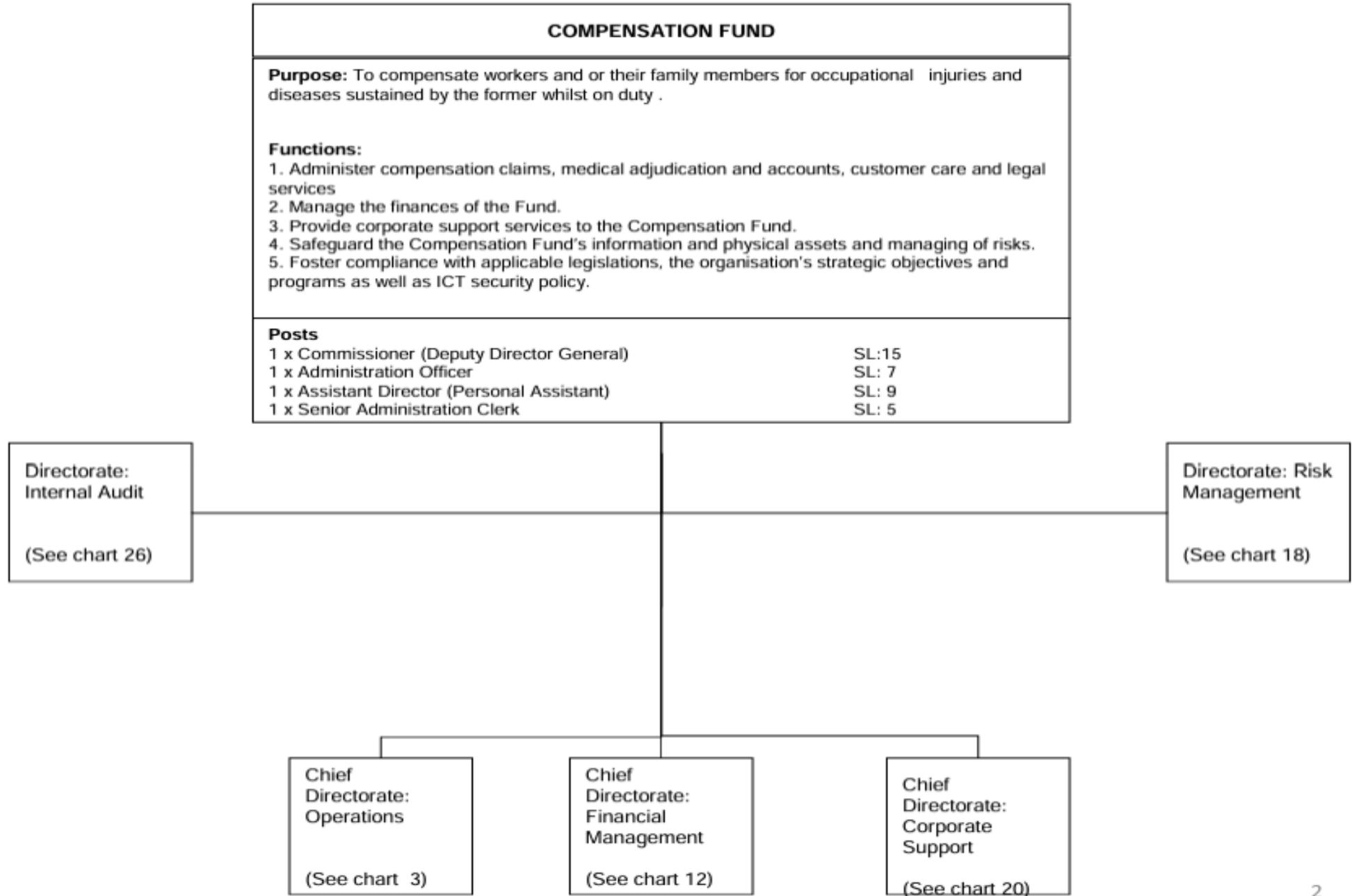
Finally, the social security schemes are informed by a strategic plan with regular monitoring and evaluation.

## EXAMPLE OF AN ORGANOGRAM FOR AN SSI:

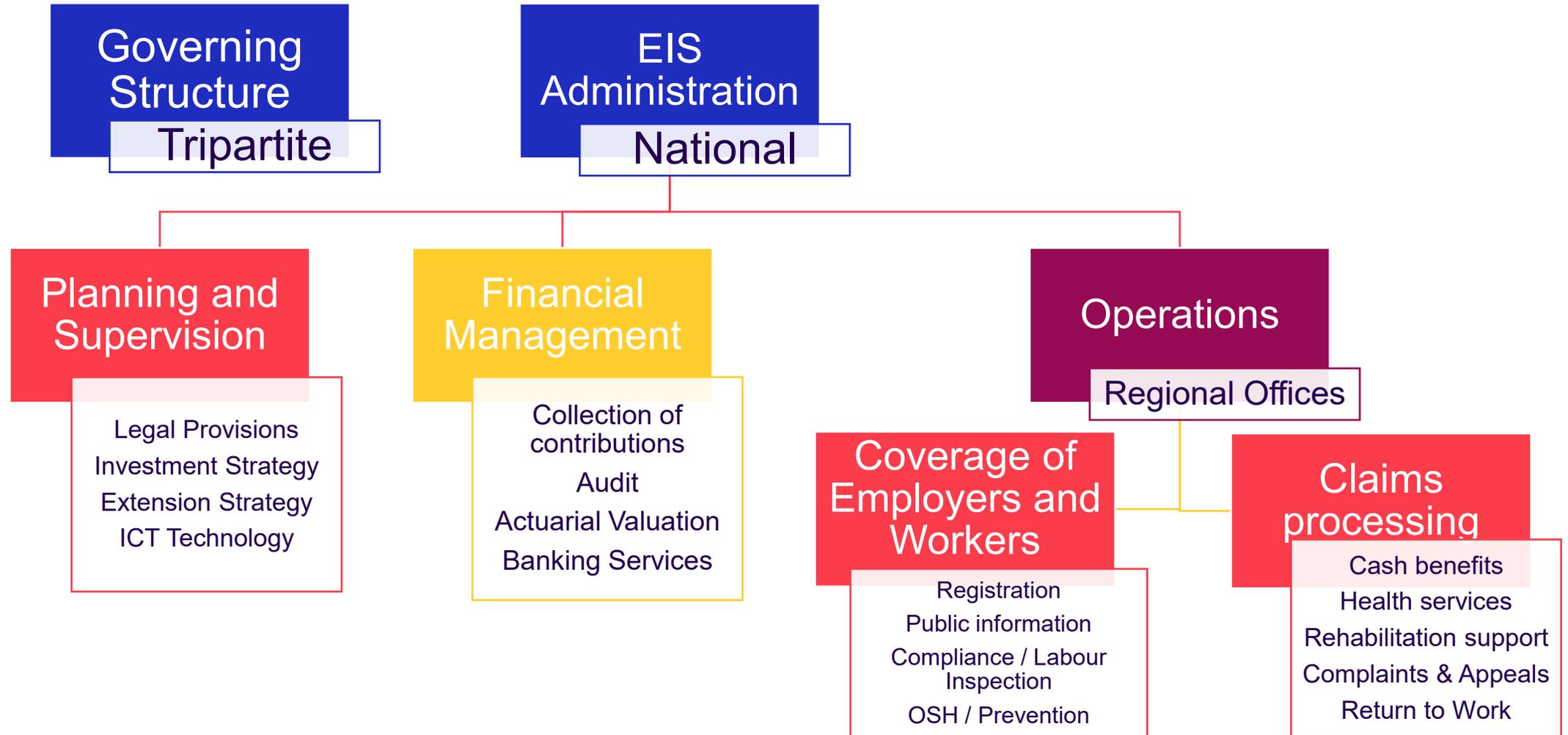
In terms of generic organograms, the mandate, legislation, strategic plans, and the functions will lay the foundation for a scheme's organogram:

The core functions in terms of the operational cycle are:

- Targeting
- Registration
- Enrolment
- Contribution collection
- Payment Distribution
- Performance Monitoring
- Complaints Management
- Stakeholder Consultation



# EIS Administration (A Proposal)



# Key questions

- Based on the design in last slide, what are the core divisions of labour the EIS administration should include?
- Should the EIS institution have offices in regions? What should be the criteria?
- How can existing/complementary processes relevant for EIS be used on:
  - Inspections as done by DIFE
  - Registration of establishments as done by DIFE, including interoperability of management information systems (MIS)
  - Development of occupational medicine in cooperation with the Ministry of Health
  - Existing Labour Welfare Centres of DOL

## CONCLUDING REMARKS: TOWARDS A NATIONAL SOCIAL INSURANCE EMPLOYMENT INJURY SCHEME:

1. The EIS pilot has set an example with the special unit which currently is conducting the work albeit as per the limited mandate.
2. The proposed National EIS needs to give effect to a Vision of a scheme that will incrementally, through progressive realization, achieve the full mandate of a Social Insurance Employment Injury Scheme.
3. In the same way, the high-level organogram proposed is comparable to the generic organogram that was presented.
4. The adjustments that are proposed are:
  - Risk Management is essential in the work of an SSI and needs to be included. It could be located in the office of the Head of the Management.
  - Complaint handling can be at the level of the Department, but the Appeals need to be elevated to either a Committee of the Board or to the Minister of Labour.
5. Still in line with the progressive realization trajectory, there should be a regional footprint, with a roll-out to match regions with high industrial activity. In many countries, because claims are managed at a National level, there is a small regional presence. This can increase if the full program is legislated for.

6. South Africa uses a delivery footprint based on a mixed model. There are 9 regions (provinces) , but only 4 regional offices. In regions with fewer factories, there is co-location with the Department of Labour.
7. The inspectorate should be included in the framework and Legislation. As an interim phase, of an evolving organization, the SLA approach can be used to collaborate with DIFE. There will always need to be an EII component in the inspection.
8. ICT will be needed as the entity's digital footprint and automated processes grow. The use of interoperable systems is only one element of the role. The future of the EIS should be to automate all processes. For example: Use AI for Call Centre services. In the interim phase, it can be a small unit at the Head office.
9. There also needs to be a health specialist to collaborate with the Ministry and Department of Health.
10. Stakeholder Management was also not on the organogram. As a growing organization, there will be stakeholders, current and new. It will also form part of the team working on the coverage extension.



**Thank you!!**