▶ Review of and recommendations on a social security inspections information system to enhance social security inspections

Strengthening compliance with social security
in the Lao People's Democratic Republic

August 2024

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Abbreviations

LSSO   Lao Social Security Organization

MIS   management information system

MoLSW   Ministry of Labour and Social Welfare

NSPS   National Social Protection Strategy

SSIIS   Social Security Inspection Information System

Acknowledgements

Summary

This report provides strategic recommendations for developing a Social Security Inspection Information System (SSIIS) for the Lao Social Security Organization (LSSO). The current LSSO information system is relatively advanced, but it lacks specific components dedicated to social security inspections. This gap presents challenges for the newly emerging social security inspectorate. The current LSSO information system does not include components to administrate the full life cycle of inspection activities, limiting its capacity to support compliance efforts, decision-making and inspections.

This report suggests the development of a robust inspection information system (SSIIS) that integrates all phases of inspection, including planning, action and follow-up. This system should include functionalities such as profile management, follow-up of administrative steps and actual inspection activities. It should allow a seamless integration with external systems like those of the Ministry of Labour and tax databases.

The new system should leverage modern information and communication technologies (ICTs) to improve data management, streamline processes and enhance communication between the social security inspectorate and other relevant stakeholders. Automation of standard procedures, such as document generation, report templates and data sharing, is emphasized.

The report outlines the need for a flexible, scalable system architecture that can adapt to legislative changes and future requirements. It should incorporate features like dashboards for real-time inspection tracking and interoperability with existing national databases.

The system's development should follow a phased approach, beginning with resource mobilization and system design in 2024, followed by pilot testing, performance evaluation and final deployment by January 2028.

A successful SSIIS will significantly enhance the efficiency of social security inspections, promote better compliance and improve the overall management of social security in the Lao People's Democratic Republic. This report provides a clear road map for strengthening social security compliance through technology-driven solutions and highlights the importance of external support and sufficient funding to realize the system's full potential.

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1. Introduction

1.1. Social protection in the Lao People's Democratic Republic

The Lao People's Democratic Republic's 9th National Socio-Economic Development Plan 2021–2025 sets as a priority inclusive economic growth, benefiting all members of society under the overall objective of graduating from least developed country status. Inclusiveness must be an integral part of growth to reduce the inequality gap and further reduce poverty. At the same time, continued economic growth means that the Government's fiscal capacity is expected to improve over the medium to long term, enabling a gradual creation and expansion of social protection for the most vulnerable groups.

The Lao Government is therefore committed to gradually aiming for universal coverage in social protection, according to the available resources and the given socio-economic context, and to working towards building a much-needed social protection floor that protects all Lao people from socioeconomic shocks, environmental disasters and vulnerabilities. In April 2020, the Lao Government adopted the National Social Protection Strategy (NSPS) to expand on achievements and better address implementation gaps in social protection as well as to prepare for responses to future challenges. The NSPS is directed by its vision, goals and strategic objectives, and is characterized by the different activities prescribed for its implementation. This strategy covers the three pillars of: (1) health insurance; (2) social security; and (3) social welfare. In December 2021, the Lao Government promulgated the Prime Minister Decree on the Organization and Functions of National Social Protection Commission, with the Commission now being the leading standing entity for the implementation of the NSPS.

In particular, the Government has demonstrated strong commitment to addressing the fragmentation of the country's social health protection schemes. In compliance with the Prime Minister Decree No. 470 and the Law on National Health Insurance, No. 60/NA (2019), the National Health Insurance scheme – which integrated the different social health protection schemes – has now been implemented almost nationwide,[1] under the oversight of the Ministry of Health's National Health Insurance Bureau. Under this new NHI model, the Lao Social Security Office (LSSO) keeps the mandate of registering formal economy workers and their dependants, and the mandate to collect contributions accordingly, with a portion of these collected funds directed to the NHI.

Ensuring compliance of employers and workers with regard to registering with the LSSO is of utmost importance to ensure adequate health and social protection coverage of the Lao population. There is an expectation from the Ministry of Health that promoting compliance with LSSO registration requirements among formal employment business entities will gradually decrease the financial burden of fully subsidizing the NHI coverage of workers in the informal economy and their dependents. An increase in social security coverage through improved inspection and enforcement is also strongly in the interest of the Ministry of Labour and Social Welfare (MoLSW) and workers' organizations to ensure that the Lao workforce is better protected against health and other risks that can affect their income and work capacity. Indeed, the LSSO also provides income support benefits to mitigate the risk of unemployment, loss of work capacity, maternity, workplace accidents and diseases, old age, and death of a family member.

1.2. Social security inspections

Compliance has been an area of concern among the Association of Southeast Asian Nations (ASEAN) Member States when it comes to extending social security coverage. The factors that contribute towards the low level of

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1   NHI coverage has been extended to every province of the country except for Vientiane Capital, which is covered by the voluntary Community-Based Health Insurance (CBHI) scheme. The CBHI is also administered by the National Health Insurance Bureau.

compliance with social security laws need to be identified. In addition, weaknesses in the capacity of the social security inspection system and its design need to be studied.

Indeed, while actual compliance is first and foremost driven by a mix of incentives (perceived value of social security, government subsidies and so on) and disincentives (related to taxes, penalties, licencing and others), the inspection function also has an important role to play to ensure that employers and employees comply with their legal obligations. Labour inspection is a public function of labour administration that ensures the application of labour legislation in the workplace. Its main role is to ensure that a country's labour law is being applied through both enforcement and the provision of technical information and advice to employers and workers, as indicated in the ILO Labour Inspection Convention, 1947 (No. 81). In the world of work, labour inspection is an important instrument of state presence and intervention to design, stimulate and contribute to the development of a culture of prevention covering all aspects potentially under its purview. The range of regulatory oversight of labour inspection is potentially huge and varies significantly from one country to another, according to national objectives and legislation. The range of topics that labour inspections usually cover include occupational safety and health, compensation (payment of wages, overtime, paid leave), working hours, fundamental labour rights, accident investigation and work injury compensation, social dialogue and industrial relations, and enrolment with social security and payment of contributions. In addition to more broad labour inspections, social security inspection plays an important role in ensuring compliance with social security laws.

In the Lao People's Democratic Republic, the Social Security Law (2018) specifies in a synthetic way the contents and forms of social security inspections. The rights and responsibilities of inspection targets are specified by laws and national inspection plans, along with measures to provide advisory services to inspection targets as well as disciplinary sanctions and fines, where necessary. The Ministerial Decision on social security inspections further details the assignments, qualifications, powers, duties and obligations of inspectors; types and methods of inspections; and the obligations and responsibilities of inspected entities.[2] A labour inspection decree has also been endorsed, and it defines the principles, regulations and measures on monitoring and inspection of the implementation of labour laws and regulations.

The Legislation Division of the LSSO is in charge of developing the legislative and regulatory frameworks on social security, and is also tasked with monitoring and supervising their implementation as well as inspecting the participation of labour units in the social security scheme. The Legislation Division also plays the role of mediator, being responsible for the social security dispute resolution. The role of LSSO on inspection is to nominate inspectors; develop processes, tools and guidelines and related sub-legislations; and carry out inspection visits.

In addition, there is a Labour Inspection Division under the MoLSW, which also enquires about labour units' compliance with social security, although only to a limited extent.[3] The labour inspectors of the MoLSW check whether a business entity is registered with the LSSO, but not whether contribution payments are regularly being made for all employees and workers who should be covered.

Since 2021, the LSSO and the ILO have been working together to build up the social security inspection function of the LSSO, and thereby contribute to better compliance with legal provisions on social security and with the ultimate objective of protecting workers' rights with respect to their social security entitlements. As a result of this collaboration, Social Security Inspections Guidelines and a Standard Operating Procedure (SOP) for Social Security Inspections have been produced. In addition, a comprehensive curriculum of training on social security inspections was developed. All nominated social security inspectors (13 in total) received training under the new curriculum in July 2024. They are all expected to start implementing strategic planning and inspection activities in selected locations in the second semester of 2024. To facilitate their day-to-day work, inspectors must have at their disposal a comprehensive inspection information system. The current report provides a set of recommendations to develop such a system.

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2   Ministerial Decision No. 4139 of 2 November 2021 on Social Security Inspection.
3   The labour inspection questionnaire includes one question on the company's registration with the LSSO.

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2. The existing social security information system

The consultant undertook a mission to the Lao People's Democratic Republic in July 2024 to take stock of the current social security inspection information system, among other objectives. Across several meetings and presentations, the LSSO's current information system was surveyed, and it was concluded that the system could be made equivalent to some other countries information systems, pending the development of API (application programming interface) plans, which would aim to offer interoperability software solutions between the LSSO and other stakeholders. The current LSSO Information System consists of a computerized database that stores critical information on workers and employers. In respect to workers, the system collects and keeps their personal data, such as their names, identity card numbers, addresses and so on. This database also includes the workers' employment history (information on enterprises where they have worked, periods of employment and wages), as well as a record of social security contributions made by workers and their employers.

The registration of the worker with the LSSO is done at the request of the employer, who is obliged to register their employees in accordance with applicable social security regulations. The process of registering a worker with social security constitutes recognition of that person as a member of the system, and each worker is given a unique registration number. Information on a given employee may be obtained by entering his/her personal data and registration number, and the system can also retrieve information on the registered employees in a given company, being able to access their contribution bases (salaries) by displaying information from the company's own database.

The database also covers the register of companies, from whose files the list of workers who are registered as employees of that company can be accessed in real time. The information covers aspects such as contributions made by employers. The file of each labour unit in the LSSO system is crucial for the management and control of workers' contributions and benefits. This file contains detailed information on the labour unit, including identification data (company's name, address and registration number). It does not contain the tax identification number, which is a major disadvantage in relation to the potential exchange of information and data between the LSSO and other bodies, especially the Tax Authority and the Register of Enterprises. The social security registration number assigned to each company is unique. Through its information system, the LSSO can consult the history of contributions made by the company for its employees, as well as the situation of the workers (registrations, cancellations, periods of temporary incapacity and receipt of benefits or pensions).

The LSSO information system provides updated data on the contributions paid by companies through payment systems established by the LSSO through the corresponding financial institutions at pre-established deadlines. Contribution control involves the verification and supervision of the contributions that companies and workers make to the social security system, and it is essential to ensuring that both workers and employers comply with their contribution obligations. The control of contributions is crucial to guaranteeing the sustainability of the system and ensures that the necessary funds are collected to finance social security benefits and services. It also guarantees the protection of workers' rights, ensuring that they receive the benefits to which they are entitled, such as pensions, unemployment benefits and disability benefits.

Finally, the system also has a pensioners file, which is a crucial database containing detailed information on all persons receiving pensions. This file includes information such as the pensioner's personal details, type of pension, record of contributions made by the pensioner, details of the amount of the pension and any revaluations or adjustments that have been made, and the pensioner's current situation.

However, the LSSO's information system is not designed for or prepared for social security inspection activity. The new emerging social security inspectorate thus lacks any specific information system, either separate from the LSSO's information system or within it. Therefore, the following sections are devoted to providing some general recommendations on how this system should work and what might be the time frame for getting the system started, provided that there is the necessary funding to support the project.

3. Advantages of having a well-functioning SSIIS

The development of the Social Security Inspection Information System (SSIIS) is expected to significantly enhance the image of the Lao social security inspectorate across multiple perspectives.

A key outcome will be the establishment of a complete, reliable and easily accessible set of information, leading to increased standardization, automation and management improvements across the board. This will drive greater efficiency in social security inspection processes, ensuring that investments in the system yield profitable returns in the short to medium term. Furthermore, the system will strengthen the detection, control and monitoring of non-compliance cases and undeclared work, while simultaneously saving costs through enhanced operational efficiencies.

By leveraging available information more effectively, the SSIIS will facilitate better management of social security operations, creating synergies between operational and management processes.

Internally, the SSIIS will increase the credibility and efficiency of public administration, while labour units and workers will benefit from more transparent and reliable services.

4. Expected scope and functionalities of an integrated Social Security Inspection Information System

Social security inspection will require an integrated information system that covers the entire life cycle of the inspectorate's activities: planning and management of inspections; inspection actions (direct and indirect inspections); administrative procedures and forms; inspection reports; settlement and sanctioning procedures; final decisions; appeals; and judicial and execution procedures.

The system should allow managers and users to access all of necessary information and use it in an efficient way, according to the various needs of the organization and the particular user profile. The system should enable the production of efficient and timely statistical data, support the follow-up of inspection conclusions which will lead to accurate decision-making and to the improvement of the quality of the social security inspections. The information system must be built in line with the latest information and communication technology (ITC) and ought to be designed as a separate and specific subsystem within the current LSSO information system.

Likewise, the Social Security Inspection Information System (SSIIS) has to be organized in such a way that it will be possible to know to which unit or to which inspector belongs a given file or act or what manager is in charge of. The system should also allow for or be prepared for carrying out certain activities in remote-work mode, in a paperless manner, while ensuring compliance with the Law on Electronic Data Protection No. 25/NA (2017).

The system should provide resources to the user via a common interface using an intranet-based system.

4.1. Expected functions

The SSIIS is intended to be a meeting and communication point for the inspection community, where the inspectorate's staff can:

▶ Carry out most of their work;

▶ Obtain resources that facilitate and streamline the inspection function;

▶ Access administrative support activities;

▶ Access an intranet, where all information of interest to social security inspection can be found;

▶ Find inspection records and files, relying on a sufficiently open and flexible recordkeeping system;

▶ Share experiences with the relevant stakeholders

▶ Obtain updated information of all the activities and initiatives of the inspectorate, the LSSO and the MoLSW;

▶ Bring together information from other organizations;

▶ Have at their disposal an electronic headquarters that can be accessed at any time and from anywhere using internet technology;

▶ Use universal criteria for coding entities, preventing duplication of workplaces, labour units and workers in the system;

▶ Access other stakeholders' databases (Tax Authority, MoLSW, Enterprises Register) through the LSSO's centralized information system, so that any consultation and the provision of data for the use of the inspectorate will be feasible.

In order to streamline procedures, the SSIIS should enable:

▶ the use of templates for documents and forms;

▶ the uploading of data from other sources;

▶ the application of standardized calculation methods;

▶ the management of transport allowances and mileages;

▶ automated control of deadlines;

▶ the monitoring of objectives; and

▶ the supply of information to third parties.

▶**Figure 1.   View of SSIIS general scheme and required subsystems**
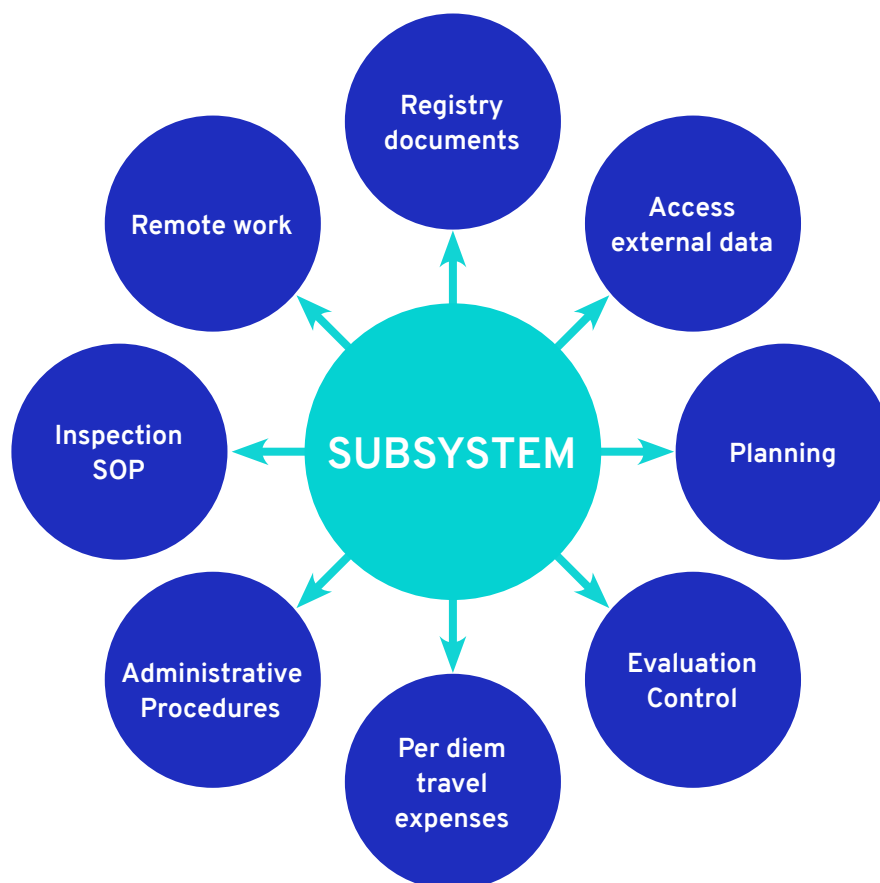
Additionally, the system will have to be linked with external management information systems (MIS) to allow for automatic access to required and authorized data. This would include linkages with MoLSW data on workers, the Civil Management Information System (CMIS), and so on.

▶**Figure 2.   Expected external linkages of the SSIIS**
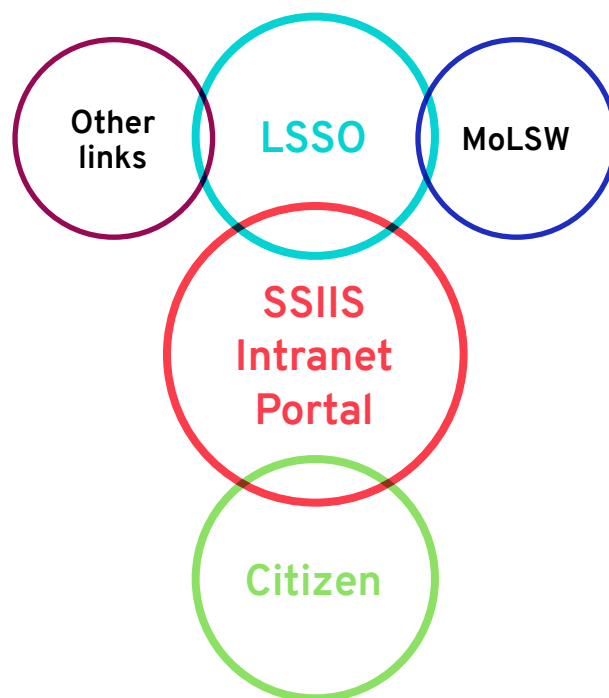
Note: "Citizen" refers to the Civil Management Information System (CMIS).

4.2. General features

The overall SSII system should allow the following features:

▶ Single code model for the entire inspectorate: For instance, the inspection service number, the labour unit's social security registration number and the labour unit's tax number – the use of any of these three codes should be enabled in order to allow the user to access the database and documentary information of labour units and their inspection records. For workers, the codes to be used should be the social security number and identity card number.

▶ Capability of integration into the LSSO's MIS;

▶ Easy navigation (web mode);

▶ Flexibility and capacity to adapt to changes in the legislative framework or in the management model, as well as to incorporate future new services and functionalities in different areas;

▶ Automatic generation of documents, as well as the downloading, importing and conversion of external data sources;

▶ Generation of alerts and warnings (deadlines);

▶ Data export utilities to office tools;

▶ Management of files and processing of historical data;

▶ Management of data and metadata

▶ Reporting; and

▶ Coordination with the rest of the LSSO's systems and adequate coordination with other agents involved in the inspection process (Directors of Provincial Labour and Social Welfare Offices, provincial/municipal Governors, and so on).

4.3. Basic requirements

The SSIIS should meet the following requirements:

▶ Be sufficiently open and flexible to support new forms or report models as well as new legal assumptions and social security regulations;

▶ Contain clear and universal criteria for coding entities (such as, companies, workers, work centres), without allowing for the possibility of duplicate entries;

▶ Have centralized information, so that any query can provide data on the entire scope of the inspectorate;

▶ Enable big data management/data intelligence to facilitate detection of non-compliance or fraud cases;

▶ Enabling online transactions through the LSSO's system (tax data, Enterprises Register, MoLSW, labour inspection, and so on);

▶ Allowing automated exchange of information;

▶ Being scalable both quantitatively (number of users) and qualitatively (new services to enable efficient and swift exchange of information with other competent bodies and to achieve greater coordination with other public administrations for the performance of inspection activity, in particular online transactions with the Tax Authority, Enterprises Register, MoLSW, labour inspection and so on);

▶ Capabilities for data analysis and reporting;

▶ Allow for future permanent maintenance; and

▶ Enable programming and planning of inspection activity, thereby supporting higher quality performance.

5. Required architecture of the system

The figure 3 below represents the structure of the core system and subsystems for the SSIIS. At the centre is the **core system**, which is supported by several interconnected **subsystems** that manage critical operational tasks. These subsystems include **Profile Management**, which handles user and inspector profiles, **Register of Documents/Follow-up** for tracking documentation and progress, **Administrative Steps** to streamline procedural tasks, and **Inspection Action** focused on conducting and managing inspections.

In addition to these core functions, the system integrates several ancillary systems that provide essential support. These include an **intranet** for internal communication, access to **data sources** for obtaining relevant external and internal data, a **help desk/mailbox** for technical support, a **portal** for user interface and accessibility, and tools for **planning and evaluation** of the inspection processes. Furthermore, **data management** plays a central role in ensuring that all system operations are supported by reliable and accessible information. The **non-compliance detection systems** consist of automated functions that provides the social security inspectorate with warnings of and information on non-compliant labour units and members.

This structured approach enhances both the functionality and the efficiency of the SSIIS.

These critical subsystems will have to be developed by an external contractor.

▶ **Figure 3.   Structure of the core system and subsystems for a Social Security Inspection Support System**
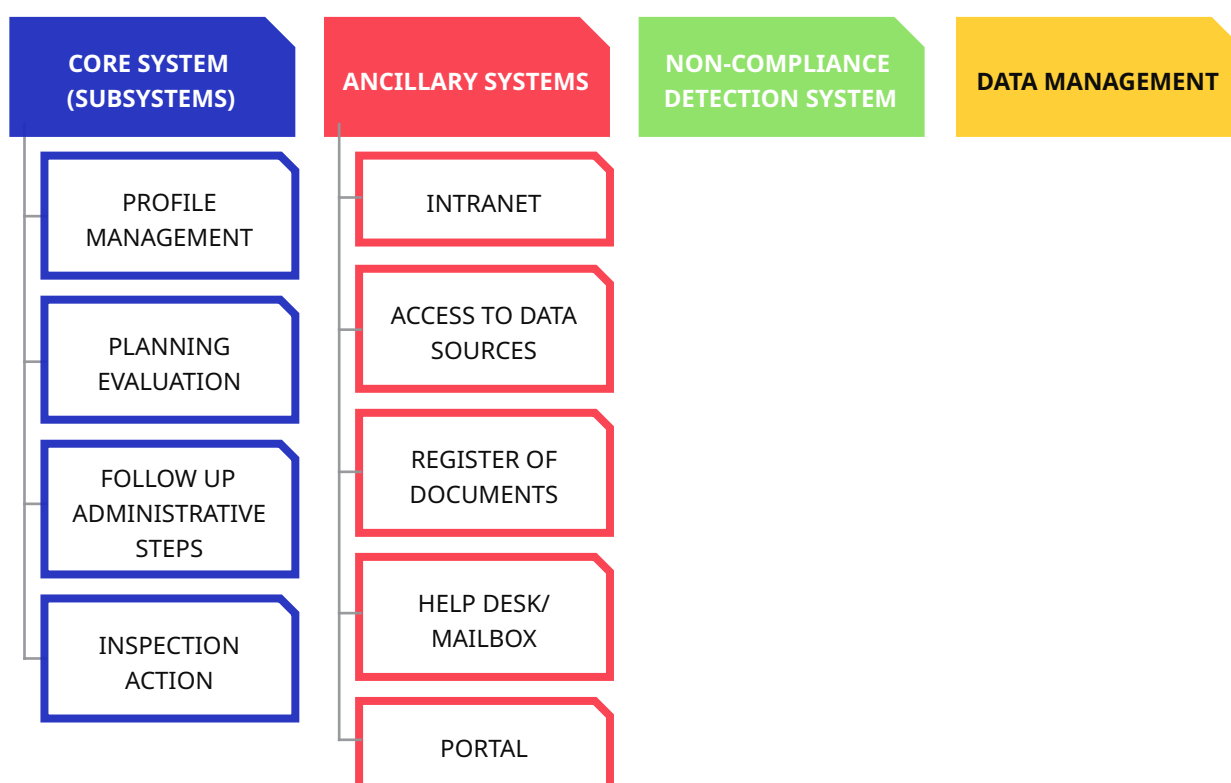
5.1. Subsystem for profile management

The access to functionalities and information offered by the system must be developed. The subsystem for profile management must award access profiles according to the responsibilities of each agent involved and the geographical area in which they operate, considering a pyramidal concept of control at both the hierarchical and geographical levels.

5.2. Subsystem for planning, evaluation and control

The subsystem for planning, evaluation and control will provide support to social security inspection planning activity by supplying information. The subsystem will take information from different sources, both internal and external, by means of systematic or on the spot access, in order to develop national and territorial targets. This will be the social security inspectorate's information system that offers statistics of the activities carried out in each sphere of action: national, regional or provincial. It should provide statistics on the activities carried out by topic and serves as an information base for the monitoring activities of the inspectorate's headquarters. Examples of key indicators include:

- ▶ the number of inspections by sector;

- ▶ the number of workers found who are not registered with social security;

- ▶ undeclared work detected, by sector or by labour unit size;

- ▶ social security debt cases ordered by volume;

- ▶ non-payment cases and causes;

- ▶ no declaration of full salaries – for example, overtime wages, holidays, working wage supplements;

- ▶ other non-compliance cases or infringements; and

- ▶ types of inspection measures (warnings, fines, obstruction cases and so on).

The analysis and design of this subsystem should be carried out by a working group made up of representatives from the different management levels of the social security inspectorate. In the medium to long term, and provided that there are sufficient financial resources, the social security inspectorate should launch a project for developing a system addressed to exploit both the LSSO's database and the SSIIS with a view to carrying out smart inspection planning and strategic compliance action.

The planning, evaluation and control subsystem should be seen in the screen as a dashboard with different levels of data access, including profiles for the headquarters level, provincial manager level and inspector level. The dashboard will contain monthly and yearly information of real inspection activity, objectives and inspection performance indicators, at both the national and subnational levels.

▶ **Figure 4.   Example of planning, evaluation and control dashboard**

Note: The example here is from the system of Labour Inspection Poland. Source: ILO 2017.

5.3. Subsystem for follow-up of all administrative steps

The main objective of the subsystem for follow-up of all administrative steps is the establishment of a uniform procedure for the different inspection and administrative steps, including the following stages:

- ▶ collecting background information;
- ▶ consolidated the list of labour units to be inspected;
- ▶ triggering the inspection action;
- ▶ the Inspection Plan;
- ▶ Approval of Inspection;
- ▶ execution of inspection;
- ▶ report and finalization of inspection;
- ▶ final decision or measures ordered by the Director of the LSSO;
- ▶ notification of decision;

- ▶ receipt of decision;

- ▶ allegations;

- ▶ modification of decision;

- ▶ actions by other institutions involved (MoLSW, provincial governor, Tax Authority, labour inspectorate, public prosecutor, Enterprise Register, courts of law and so on).

This subsystem should allow for the management and follow-up of certain steps in a remote-work (and paperless) mode. The computerized system will cover all inspection services/orders originating from different sources (National Plan, regular inspection plans, emergency and ad hoc inspections ordered or requested by authorities or institutions, and inspections requested by worker and employer complainants). The subsystem must allow the download/upload of all corresponding documents, forms and reports.

The subsystem should also allow for the notification and sending of documents by other involved authorities (LSSO headquarters, MoLSW, provincial governors and so on) and any other further administrative procedures, including judicial procedures.

5.4. Subsystem for inspection actions

The inspection actions recorded in this subsystem begin with the assignment of the inspection service to a given inspector/team of inspectors and ends with its closure. In this subsystem the following management of inspection actions functionalities should be required:

- ▶ assigning inspection services/orders to chief inspector/team of inspectors/inspector;

- ▶ inspection data (name of the labour unit, social security number, tax number, number of workers, address and so on);

- ▶ generation of related documents (approval, inspection plan, forms, etc.);

- ▶ uploading previous inspection records and reports;

- ▶ filling in and generating forms and reports;

- ▶ follow-up of deadlines;

- ▶ enquiries;

- ▶ interaction with other entities/authorities (direct access to LSSO's database, access to MoLSW database and employment services, access to Enterprises Register, access to Tax Authority or other entities);

- ▶ updating of data; and

- ▶ reviewing the results.

The actors involved in this subsystem are:

- ▶ Director of LSSO;

- ▶ Registration and Contribution Division;

- ▶ heads of inspection and corresponding division at the central level (Legal Division);

- ▶ heads of inspection at the regional/provincial level;

- ▶ inspectors who carry out inspections and act within the activity scheduled; and

- ▶ inspectors who, in relation to a new inspection, consult previous inspection records.

The idea is that the information generated within the SSIIS covers the whole of the inspection course and its various stages and deadlines (such as those given to labour units), while also allowing for the monitoring of the steps of the inspection process from the beginning on through to the final inspection action.

The subsystem for inspection actions will be seen in the screen as a dashboard of inspector service orders, which will be accessed by entering the reference number of the inspection order or inspection plan or by entering the social security or tax number of the labour unit. The inspectors should be able to see in the dashboard all the inspection services they have been assigned to and enter each of them. The dashboard should provide different background documents (for example, forms provided for in the SOP) and also new products (inspectors' reports) linked to each inspection stage and cover the following information:

- ▶ approval of and type of inspection;

- ▶ Inspection Plan;

- ▶ notification of inspection to labour unit;

- ▶ letters exchanged with labour units;

- ▶ further consultation steps and access to external databases;

- ▶ records of previous inspections (status management as in course, completion, review or closure);

- ▶ schedule of inspection service order and deadlines;

- ▶ background documents and forms;

- ▶ reports (free text and templates);

- ▶ follow-up reports (free text and templates);

- ▶ settlement reports (calculation templates and free text section); and

- ▶ legal measures reports (free text and templates).

▶ **Figure 5.   Example of inspector's dashboard**

Note: Example is from Labour Inspection Poland. Source: ILO 2017.

5.5. Web portal

Several demos and examples should be presented in order to decide which of them would serve as the basis for the SSIIS external web portal. The creation of the inspectorate's web portal could be considered as a priority action, taking into account that this web portal would have the potential to be used as a channel for easy and direct communication with citizens, allowing it to serve as means to make the inspectorate better known to the public and to other institutions by showing all the areas in which the social security inspectorate works. This portal could be a separate one or be part of the LSSO's general external portal.

This web portal setup would show the functions of the social security inspectorate regarding social security registration of workers, contributions paid by labour units and benefits received by workers. Likewise, the SSIIS portal would be regarded as the main element of communication between all the officials of the social security inspection system (managers, officials, inspectors and administrative staff).

5.6. Help Desk Centre for users

A call for tender should be launched in order to establish the necessary hardware and software for a Help Desk Centre for users. The SSIIS should have its own Help Desk Centre for the system and the applications developed within it, regardless of the existence of other general user service centres (for example, those of the LSSO and MoLSW).

The opening hours of this centre should at least cover a timeframe of Monday to Friday from 8.30 a.m. to 7.00 p.m. and Saturday from 9.00 a.m. to 2.00 p.m.

The Centre should have the following services or functions:

▶ Reception of incidents/enquiries by telephone, e-mail or WEB form.

▶ The user must be helped in the same conversation and be informed of the number assigned to the incident for subsequent follow-up.

▶ If the incident is received by e-mail or web form, the user will be informed by e-mail that the incident has been received and be provided the assigned number.

▶ Screening of the incident/query (subject, scope and so on).

▶ Informing about the outcome of or solution to the incident.

5.7. Planning through data management scheme

The SSIIS should enable data management for planning inspection activity through a control data management centre, which will ensure that all information is managed according to predefined rules. These rules guide the automatic handling of data, enabling more efficient processes through automation.

This system is fed into from several key data sources, including the Enterprise Register, social security databases, and tax databases, as well as other relevant databases. These inputs allow the system to gather the comprehensive information necessary for accurate inspection planning and management.

The integration of these data sources ensures that planning and inspection processes are well-informed, allowing for streamlined, rule-based and automated decision-making. This efficient framework enhances the control and monitoring capabilities of social security inspections.

▶ **Figure 6.   Planning through data management**
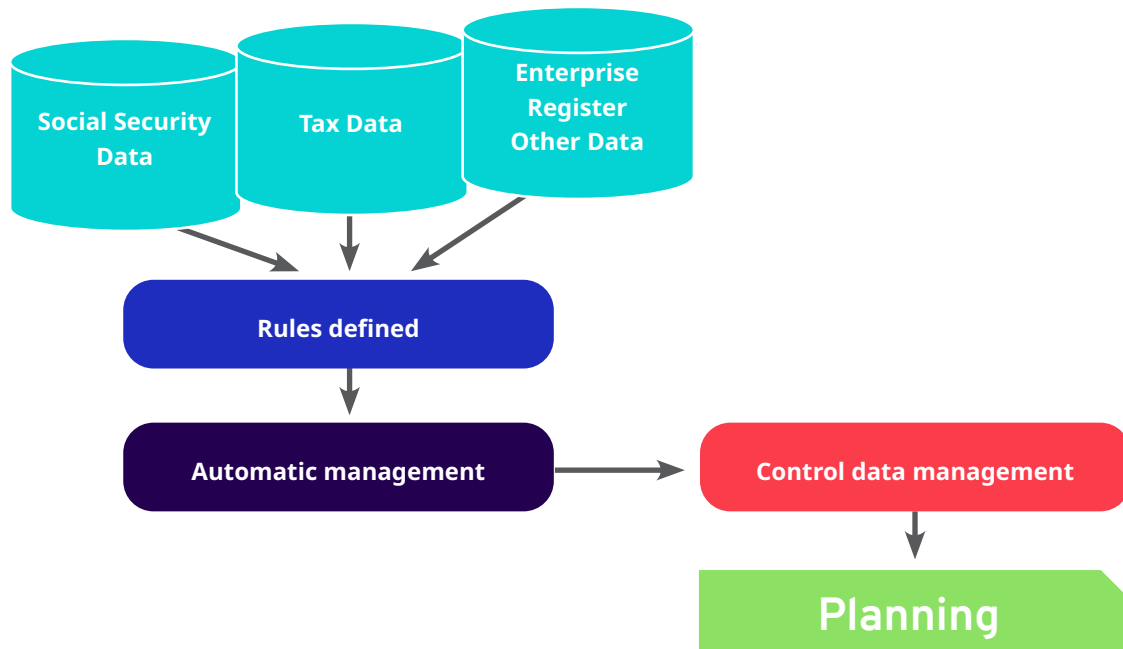
6. Conditions for successful SSIIS development

The design of subsystems should be carried out by an external contractor with the help of a working group made up of representatives of the LSSO, the Registration and Contribution Division, and the Inspection Division, including central and regional heads of social security inspection units and experienced inspectors.

The external contractor should have a proven record of successfully completing similar projects, as well as advanced knowledge in the selected technology.

The successful development of the SSIIS hinges on several critical factors. First, clear leadership is critical to guide the project and maintain accountability throughout its implementation.

Then, securing sufficient financial resources is essential to ensure the project's sustainability and operational efficiency. To oversee progress and address potential deviations, a dedicated Technical Office staffed with full-time experts, including ITC specialists and inspectors, must be created. Additionally, a project operating committee should be set up to manage the project's operations and decision-making processes. Key to success is the identification of the necessary personnel and skill profiles, followed by a comprehensive assessment of training needs. Finally, the acquisition of material resources, such as appropriate office space, a robust technological environment, and both basic and specialized software are essential for the smooth execution and management of the SSIIS.

Finally, external support will be absolutely necessary, which will encompass the hiring of external experts with proven solvency in similar projects. Figure 7 present a simplified and schematic summary of these requirements.

Figure 7.   **Requirements for SSIIS project development**

REQUIREMENTS FOR SSIIS PROJECT DEVELOPMENT					
Proper monitor and evaluation	User-friendly system	Proper interoperatibility	Remote online use	Internal/external clients follow-up	Legal amendments for data exchange and interoperability
Adoption of internal procedures	Updated hardware	Updated software	Financial resources	Integrated software	Human resources and required skills / Political will

7. Project timeline

It is suggested that the development project be structured to follow a clear sequence of phases, ensuring thorough preparation and deployment of a fully operational system by 1 January 2028. The journey begins in 2024 with an in-depth analysis and planning stage, comprising a state-of-the-art assessment, requirements analysis and technological architecture definition. This phase is crucial in identifying the project's scope, technological needs and foundational framework.
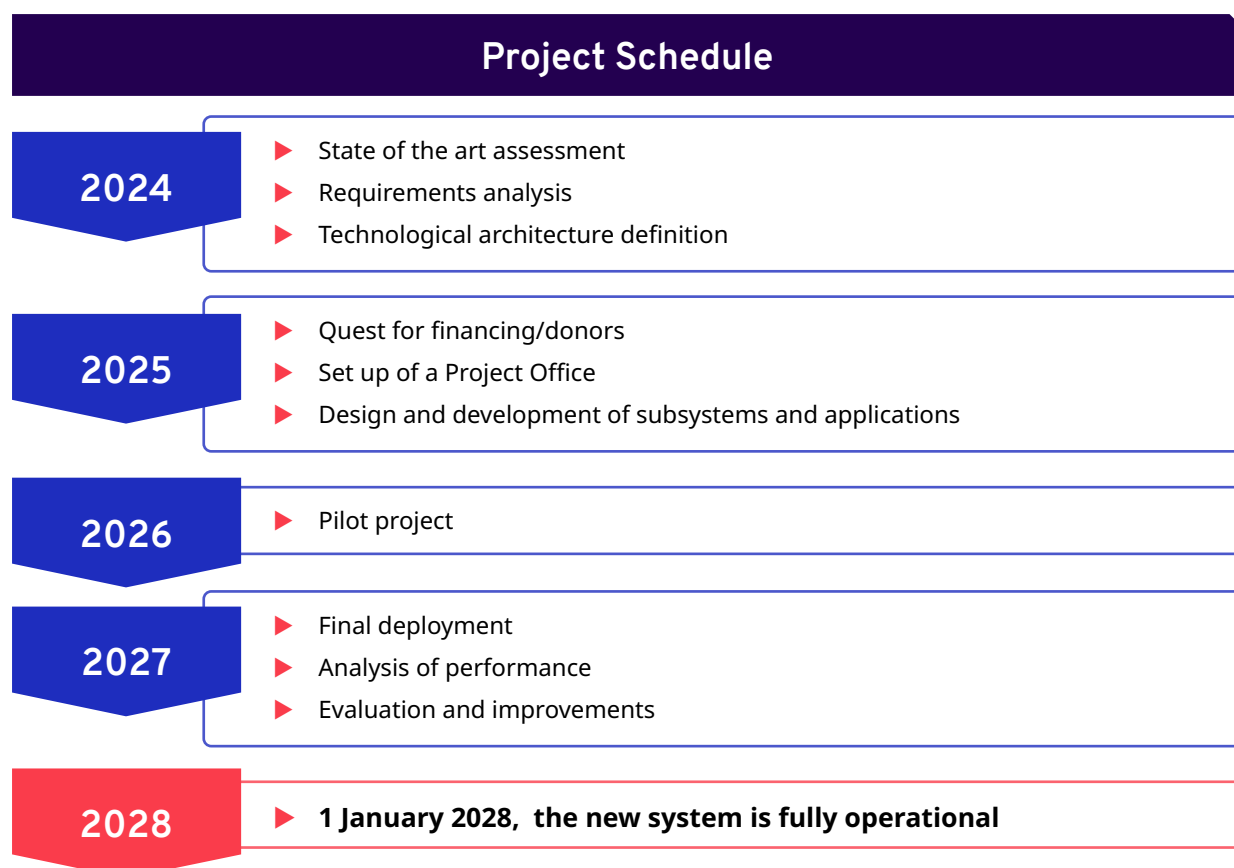
In 2025, efforts should be directed toward securing necessary resources, both financial and technical, with a research for financing/donors and the setup of a dedicated Project Office. Concurrently, work would begin on the design and development of subsystems and applications, laying the groundwork for the system's architecture.

By 2026, the project would transition into the pilot phase, where initial testing and refinements occur, ensuring that subsystems work as intended and meet the project's goals. This phase will help identify any issues or necessary adjustments before full-scale deployment.

In 2027, the focus would shift to evaluating the system's performance through rigorous performance analysis, which will lead to final evaluation and improvements based on real-world feedback. This iterative process will ensure that any shortcomings are addressed before the final rollout.

The project culminates in 2028, when the system is fully deployed and operational on 1 January, marking the successful conclusion of several years of coordinated effort.

Figure 8.   Suggested project schedule

Project Schedule

2024
- ▶ State of the art assessment
- ▶ Requirements analysis
- ▶ Technological architecture definition

2025
- ▶ Quest for financing/donors
- ▶ Set up of a Project Office
- ▶ Design and development of subsystems and applications

2026
- ▶ Pilot project

2027
- ▶ Final deployment
- ▶ Analysis of performance
- ▶ Evaluation and improvements

2028
- ▶ **1 January 2028, the new system is fully operational**

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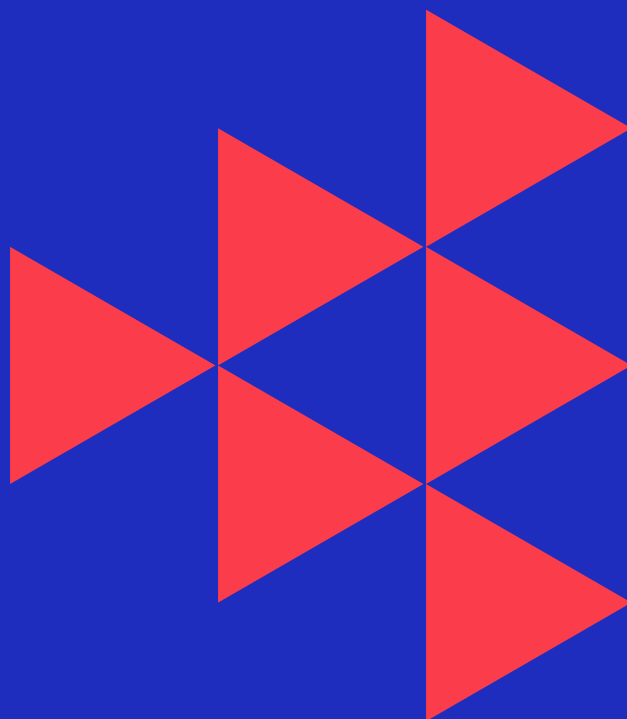
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