



REPUBLIC OF BULGARIA
NATIONAL SOCIAL SECURITY INSTITUTE

**STRATEGY FOR THE DEVELOPMENT OF THE NATIONAL SOCIAL SECURITY
INSTITUTE 2018 – 2021**

The National Social Security Institute is a public institution, which, by virtue of the legal delegation, administers and manages the state social security system in Bulgaria. The institute is an individual legal entity and reports its activity before the National Assembly. At present, NSSI manages a budget of over 10 billion levs, pays the pensions of about 2,2 million retired people, evaluates the rights and pays pecuniary compensations and social benefits to about 1,7 million beneficiaries a year, manages the Teachers' Pension Fund and conducts the administrative servicing of the Guaranteed Receivables of Workers and Employees Fund. The National Social Security Institute is the competent Bulgarian institution in charge of applying the European regulations in the sphere of coordination of the social security systems and a number of bilateral agreements for social security. As a member of the International Social Security Association and the European Social Security Platform, the institute cooperates closely with related security administrations in other countries and uses the good international practices when performing its activities.

NSSI functions as an active mediator between the insured people, the insurers and the state. It meets the needs and expectations of the interested parties as well as the needs of the clients by offering adequate services for the benefit of the citizens and the society in general. The institute has achieved all that owing to the effective use of funds and resources, increasing its productivity in the conditions of an incessantly changing economic and technological environment.

The strategy for the development of NSSI for the period 2018-2021 is a framework document consistent with the powers of the institute and has been developed in accordance with a number of national and European strategic documents directly or indirectly related to social security and state administration, such as:

- Strategy for the development of the state administration 2014-2020;
- Europe 2020 – Strategy for smart, sustainable and inclusive growth;
- National Development Programme: Bulgaria 2020;
- E-governance Development Strategy of the Republic of Bulgaria 2014-2020

The Self-assessment Report on the application of CAF 2013 of NSSI for the period 2014-2016 is one of the documents and sources of information taken into account when working on the Strategy for the development of NSSI for the period 2018-2021. Based on the findings contained in it and the measures underlying the approved Action plan for the implementation of the measures aimed at improving the work of NSSI as a result of the conducted self-assessment on the grounds of the European model for quality management within the public sector organizations (CAF) for the period 2014-2017, activities have been outlined in order to implement the strategic objectives which are to be decomposed into the general annual operational objectives of the institute.

MISSION

The National Social Security Institute guarantees the lawful and transparent management of the public resource of the state social security and provides high-quality social security services.

VISION

An innovative social security institution that has a high level of public trust and applies the open management principles.

PRINCIPLES

- *lawfulness, equality, objectivity*
- *transparency, responsibility, accountancy, control*
- *effectiveness, efficiency, accessibility, security*

VALUES

- *Professionalism and competence*
- *Informedness and communicativeness*
- *Tolerance and teamwork*
- *Creativity and innovation*
- *Ethicality and responsiveness*

STRATEGIC OBJECTIVES OF THE NATIONAL SOCIAL SECURITY INSTITUTE 2018-2021

OBJECTIVE 1: Providing high-quality administrative services and increasing consumers' satisfaction.

OBJECTIVE 2: Improving organizational effectiveness and information security.

OBJECTIVE 3: Improving the control over the management of the financial resources of the state social security and implementing the activities of NSSI.

OBJECTIVE 4: Improving the applied communication channels, partners' relations and international cooperation.

STRATEGIC OBJECTIVE 1

Providing high-quality administrative services and increasing consumers' satisfaction.

The provision of administrative services to the citizens and the business is a fundamental responsibility of the administration. The first strategic objective reflects the main activity of NSSI which is aimed at the beneficiaries and the focus in this case has been placed on increasing the satisfaction of the consumers with the provided services, meeting their needs in the easiest and most accessible for them manner. NSSI has the ambition not only to meet the needs and expectations of the interested parties but also to ensure effective utilization of funds and resources, by increasing the effectiveness in the conditions of an incessantly changing economic, demographic and technological environment. The provision of quality and highly effective administrative services results in reducing the administrative burden, which is one of the main priorities in the work of the state administration.

Activities aimed at achieving the strategic objective:

- 1.1. Increasing the level of digitalization of the relations with clients and developing the electronic services.
- 1.2. Improving the traditional ways of servicing and contacting the clients.
- 1.3. Activating the access to registers of other administrations via the unified medium for exchanging data between the administrations.
- 1.4. Introducing the electronic data exchange (EESSI) between NSSI and the insurance institutions in the EU Member-states for applying the European regulations in the sphere of social security.
- 1.5. Optimizing the functionality of the Internet site of the institution in accordance with the normative requirements regarding content, accessibility, protection and maintenance of up-to-date information.
- 1.6. Modernizing the IT infrastructure and ensuring the continuity of the processes, increasing the speed for accessing and exchanging information.
- 1.7. Optimizing the process for accepting documents from ceased insurers without a successor and extending the scope of access to the electronic insurance archives.
- 1.8. Clearing archives space by destroying documents whose validity has expired.

Results:

1. Electronified priority administrative services.
2. Extended and modernized electronic reference services for a large number of users.
3. Increased satisfaction of the consumers with the provided services by extending the access channels and developing new electronic services.
4. Accessible and quality telephone consultations.
5. Activated access to primary registers of other administrations via the unified medium Regix.
6. Integrated electronic data exchange (EESSI) between NSSI and the social security institutions in the EU Member-states.

7. Optimized Internet site with an increased level of topicality and accessibility of the information and the services.
8. Reliable insurance archives guaranteeing and timely verifying the insurance rights of the interested parties.

Indicators:

1. Number of new electronic administrative services.
2. Number of new reference services.
3. Number of modernized electronic services (both administrative and reference).
4. Reduced waiting time for the services of the Contact Centre.
5. A minimum of 50% of customers' satisfaction with the services of the Contact Centre.
6. Number of territorial departments that have introduced queue management systems.
7. Total average mark of consumers' satisfaction.
8. Number of registers of other administrations with an activated access via the unified medium Regix which are actually in use.
9. Number/types of documents exchanged via the EESSI system.
10. Number of complaints about issued certificates for period of insurance coverage and income from the "NSSI Insurance Archives".
11. Number of visits to the reference document for ceased insurers without a successor whose payroll ledgers have been submitted to NSSI.

STRATEGIC OBJECTIVE 2

Improving the organizational effectiveness and information security.

The second strategic objective focuses on the internal processes taking place at the institute. Over the last years, NSSI has made efforts to improve their effectiveness in order to ensure the most reasonable use of the technological and human resources. Regarding the clients, a number of measures have also been taken in order to guarantee that the activities of the institute and the services satisfy the needs to the largest extent possible.

The modern interpretation of organizational effectiveness is not limited only to the traditional financial and accounting model but also involves systematic utilization of modern methods and systems for managing the business processes, the actions related to planning, assignment, execution, reporting and control for the purpose of measuring the results from the overall activity, analyzing the external and internal factors. This includes the system for determining the objectives, managing the risk within the entire organization, the systems for modelling and managing the business processes and managing the quality, the development of the organizational culture, the formation of a social responsibility policy. A major part of the activities for increasing the organizational effectiveness are related to the internal business processes and their optimization by means of a regular review of the implementation of the processes, conducting an analysis during the optimization of structures and processes and studying the effectiveness resulting from the organizational changes. Not less important are the planned objectives regarding the information technologies related to the improvement of the integration of the existing programme products.

Activities aimed at achieving the strategic objective:

- 2.1. Optimization of the working processes by accelerating the work related to the introduction of the process-oriented approach in the management of the institute.
- 2.2. Improvement of the information and technological environment at NSSI.
- 2.3. Provision of reliable protection of the quality of the information and the integrity of the data.
- 2.4. Development of unified NSSI standards for administrative servicing.
- 2.5. Improvement of the system for human resources management.
- 2.6. Development of a social responsibility policy at NSSI.
- 2.7. Conducting a functional analysis and optimization of the organizational and management structure of NSSI.
- 2.8. Optimization of the protection of classified information at NSSI for the purpose of completing the certification of Automated Information Systems/Networks for classified information at NSSI.
- 2.9. Improvement of the processes of planning and reporting the results from the implemented social security programmes and also from the activity of NSSI and introducing a balanced system of effectiveness indices.

Results:

1. Optimized basic and auxiliary working processes as a result of applying the process-oriented approach in the management.

2. Developed new as well as supplemented and improved programme modules in the information systems of NSSI.
3. Implemented improvements/modernization of the technical infrastructure.
4. Reduced internal institutional terms for decreeing the individual administrative acts in relation to the granting and the payment of the pensions as a result of the integration of a new technological order.
5. Provided reliable protection of the access, the quality and the integrity of the data in the information system of NSSI in accordance with the normative requirements.
6. Ensured reserve of the information system and a continuity plan.
7. Conducted analysis and developed unified standards for administrative servicing.
8. Established clear vision of the human resources development.
9. Provided electronic access of the consumers to the integrated data of the special register.
10. Improved processes of planning and reporting the results from the overall activity of the institute.

Indicators:

1. Level of introduction of the process-oriented approach.
2. Number of introduced new/altered modules from the information system of NSSI.
3. Number of added new functionalities in the modules of the information system.
4. Granting and changing the pensions online.
5. Certificate of conformity with the standard ISO 27001:2013 of NSSI regarding the system for managing the security of information.
6. Planned activities for implementing the policy for human resources management.
7. Executed activities related to the social responsibility of NSSI.
8. Certified automated information system for classified information at NSSI.
9. Prepared and published periodic analyses for the implementation of the budget, actuary analyses and statements.

STRATEGIC OBJECTIVE 3

Improving the control over the management of the financial resources of the state social security and implementing the activities of NSSI.

This strategic objective reflects the main activity of the institute which is to administer and manage the state social security by exercising effective control over the expenditure on the social security payments. The provision of transparency is a basic principle when reporting the activity. The efforts in this sphere are aimed at achieving and incessantly increasing the effectiveness and the efficiency of the main functions of the institute – actively using the control mechanisms for observing the insurance legislation, increasing the types and the volume of the information that the institute provides about the financial results, extending the capacity of the information system to restrict the illegal expenditure from the social security funds and preparation of analyses on relevant social security topics.

The National Social Security Institute aims at raising to a higher level the understanding of public interest and publicly acceptable behaviour in the process of spending the additional social security funds based on the provision of transparency and publicity in the work of the institute.

Activities aimed at achieving the strategic objective:

- 3.1. Implementing proactive and preventive measures for reducing the likelihood and the scope of the consequences of misusing social security payments.
- 3.2. Improving the control over the expenditure on short-term and long-term compensations as a result of introducing a new model of examining the working capacity.
- 3.3. Optimizing the capacity of the information system for restricting the illegal expenditure of the additional social security funds.
- 3.4. Developing analyses and publishing statistic data about the state social insurance.
- 3.5. Exercising control over the administrative services provided to the citizens.
- 3.6. Conducting activities for preventing and counteracting the corruption within the structure of NSSI.

Results:

1. Lawful and reasonable spending of the resources of the additional social security funds.
2. Effective preliminary, current and subsequent control when calculating and paying long-term and short-term compensations.
3. Improved formal control when working with the modules of the information system and functioning highly-specialized programme modules servicing the processes.
4. Extending the scope of the possibilities for proactive displaying of risk selections.
5. Optimized information system for exercising control and restricting the illegal expenditure of the additional social security funds.
6. Providing up-to-date and public information about the condition of the state social security.
7. Improved accountancy and budget transparency regarding the used resources and the achieved results.
8. Effective subsequent control over the administrative services provided to the citizens.

9. Introducing a system of sanctions with an actual preventive effect and establishing intra-institutional rules guaranteeing the protection of people who have submitted corruption alerts.

Indicators:

1. Reducing the number of the unlawfully paid pensions and compensations (number/share).
2. Relative share of the inspections that have established deficiency compared to the total number of the conducted inspections.
3. Share of the expenditure on disability pensions compared to the total amount of the expenditure on pensions.
4. Number of updates in the “Register of the risk insurers”.
5. Level of recoverability of the overdrawn pensions (maintaining an optimal level of overdrawn pensions +/- a tolerance of 10%).
6. Added options for making a reference based on various criteria.
7. Number of insurers and self-insured people identified as posing a risk in order to exercise subsequent control.
8. Published financial reports, developed analyses and statements on the implementation of the achieved results under the social security programmes and the activity of NSSI.
9. Number of inspections conducted by the Inspectorate regarding the effectiveness of the work of the administration.
10. Developing an anti-corruption plan of NSSI which stipulates the necessary organizational measures for prevention of and counteraction to corruption as well as a reporting mechanism for the results of its application.

STRATEGIC OBJECTIVE 4

Improving the applied communication channels, partners' relations and international cooperation.

NSSI performs its activity as an active mediator between the insured people, the insurers and the state and incessantly interacts with the environment. In order to achieve the objectives of the institute, it is important to establish effective communication, interaction and efficient partnerships for coordinated cooperation with the institutions and the authorities of the executive, judicial and legislative powers. Extremely important are also the activities aimed at maintaining regular contacts with the citizens, the businesses, the branch and non-governmental organization in relation to the duty of NSSI to provide high-quality and adequate services, trying to facilitate their use to the largest extent.

The establishment and the maintenance of a feedback from the consumers and the measurement of the results through the clients' satisfaction are crucial since they allow the timely identification of any discrepancies between the expectations and the results and the adoption of corrective measures.

The international activity and the execution of the obligations under international cooperation agreements, the exchange of experts and information as well as the relations of NSSI with foreign organizations and insurance institutions form a major part of the activity of the institute. When performing its international activities, NSSI aims at: expanding the scope of its contacts with foreign partners, concluding international contracts and establishing cooperation in order to examine and apply good practices in the conditions of the global partnership and the exchange of knowledge.

Activities aimed at achieving the strategic objective:

- 4.1. Provision of accessible information about the insurance services and the activities of NSSI as well as fostering the use of the electronic and innovative forms of servicing.
- 4.2. Monitoring and analysis of the public opinion and the recommendations of the consumers of services.
- 4.3. Maintenance and development of the partners' relations with the EU Member-states and institutions and other international organizations for the purpose of implementing joint activities.
- 4.4. Using additional financial resources from the EU operational programmes and the donor programmes for the purpose of integrating innovative solutions and exchange of good administrative practices.

Results:

1. Keeping up-to-date information about the consumers and providing timely access to it.
2. An annual communication public relations plan and popularizing the activity of NSSI.
3. Information about the public opinion and an analysis of the needs.
4. Exchange of experts and participation of the officials of NSSI in working formats of the European Commission, international meetings and events.
5. Extended scope of partners' relations with the competent institutions of the EU Member-states and the countries applying international contracts or agreements in the sphere of social security.
6. Obtained additional financial resources from external sources.

Indicators:

1. Number of publications and information materials.
2. Number of conducted media campaigns, consultation days and public events.
3. Number of website rubrics and updates.
4. Number of conducted surveys of the public opinion and reports.
5. Number of international events and participating officials.
6. Number of concluded agreements with foreign partners.
7. Number of provided consultations during the international consultation days.
8. Number of projects and annual financial value.

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The Strategy for the development of the National Social Security Institute 2018 – 2021 has been approved by the Manager by means of Order № 1016-40-1207 dated 28.11.2017 on the grounds of Resolution № 1.1 from Record № 2 dated 28.11.2017 of the Managing Council.