

Human centric social security administration and service delivery 以人为本的社会保障管理和提供服务

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Project improving China's institutional capacity towards
universal social protection
提升中国社保经办服务能力，实现全民社会保障项目

The Future of Social Security 社会保障的未来

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Outline 提纲

1. Lessons of crisis to social security administration

危机对社会保障管理的启示

2. Accelerated decision making 加速决策

3. Disruptive policy and implementation changes

颠覆性的政策和实施变革

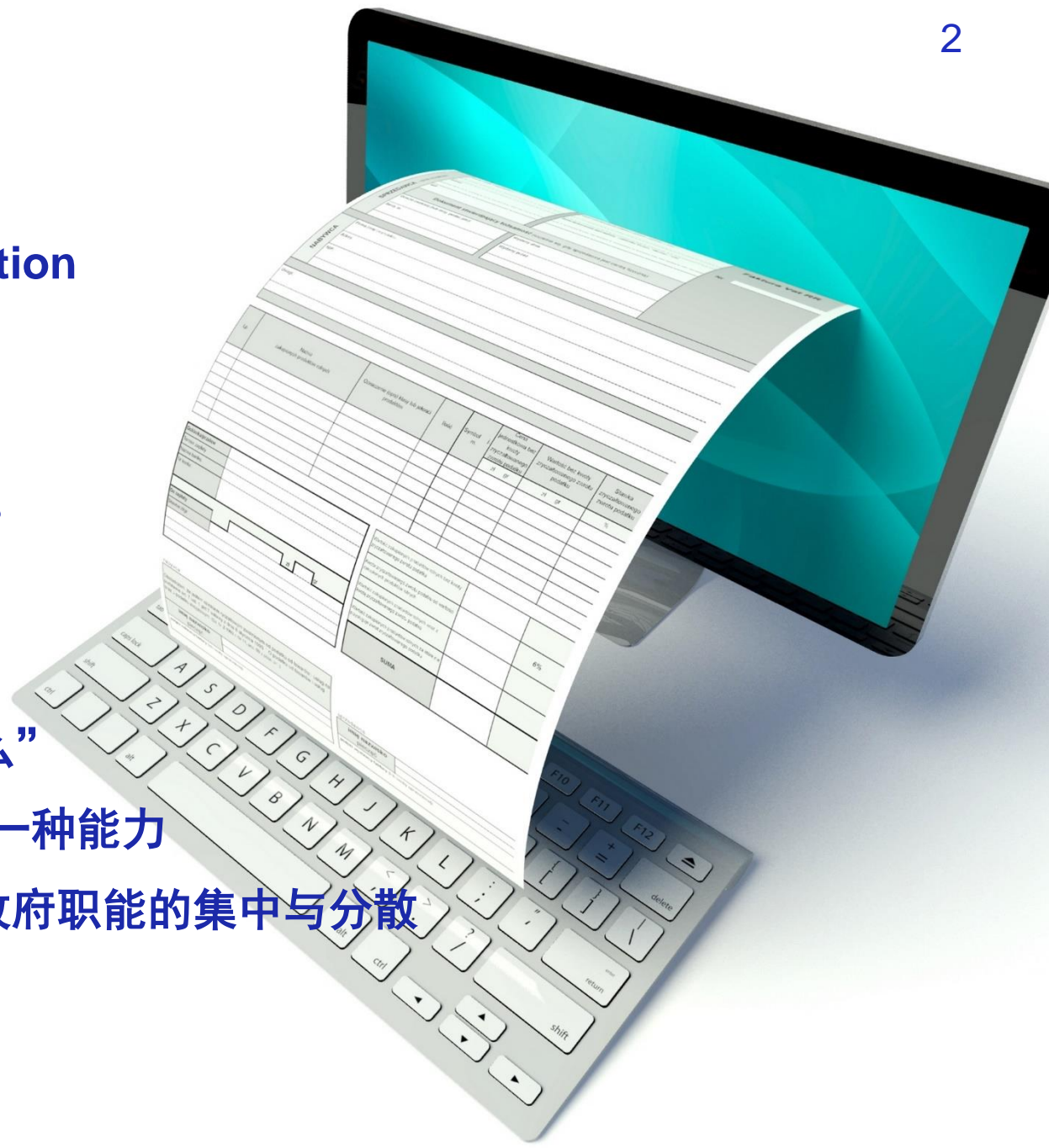
4. Future strategic choices 未来的战略选择

4.1 Why before what 先“为什么”再“是什么”

4.2 Digitalisation as a capability 数字化作为一种能力

4.3 Centralization versus decentralization 政府职能的集中与分散

4.4 Accountability 责任



Lessons of crisis for social security administration 危机对社会保障管理的启示

Importance of basic social security

基本社会保障的重要性

- Confidence in public services increased 对公共服务的信心增强
- Closer insured - social security relations 参保人与社会保障的联系更紧密
- Rapid innovation and scale up 快速创新和推广
- Mobilization of resources 调动资源



3. Disruptive policy and implementation changes 颠覆性的政策和实施变革

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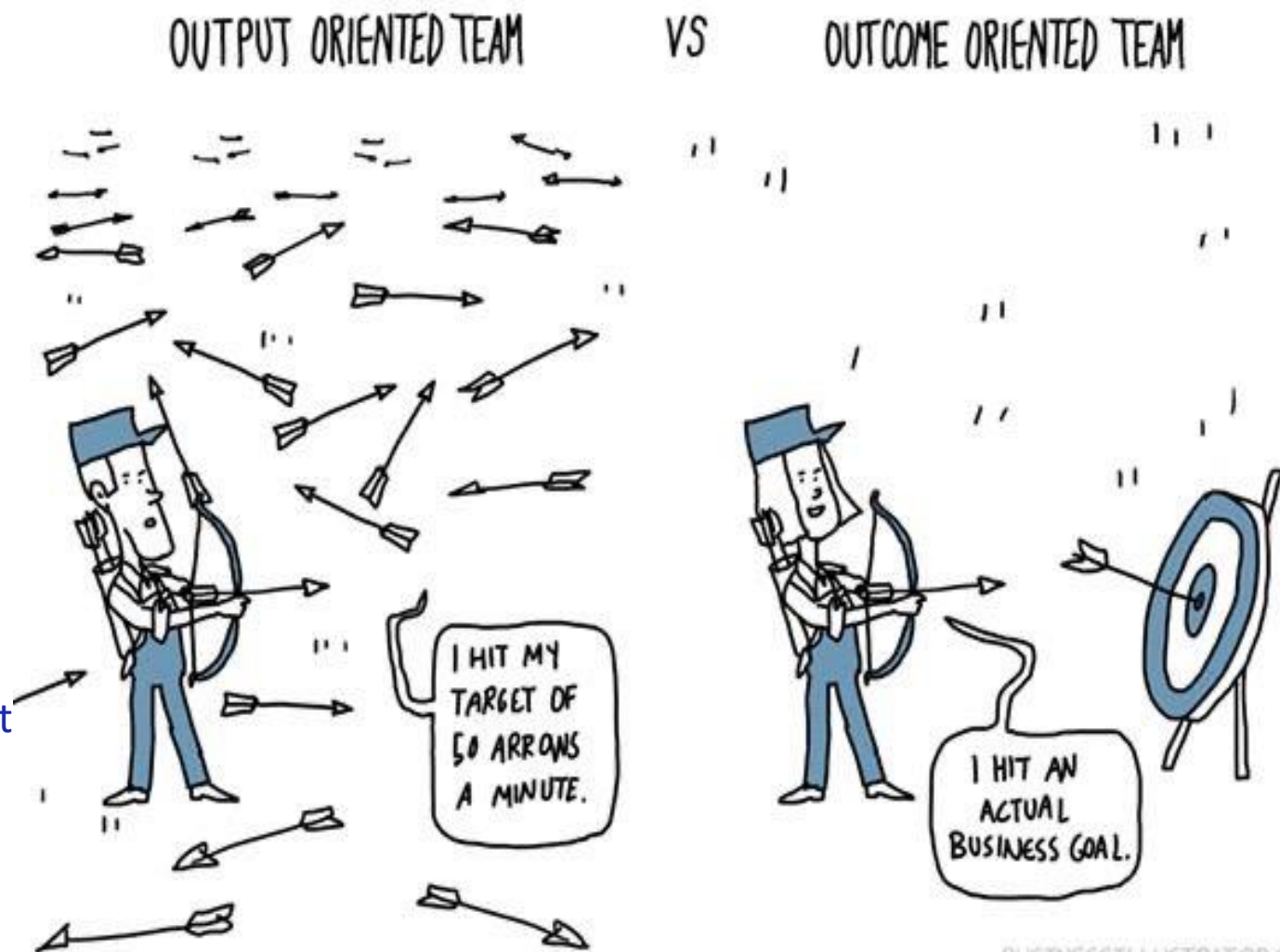
(not only program outputs 而不仅仅是计划的产出)

Expanded protection 扩展保护

- Uncovered groups 未覆盖的群体
- Improved recipient experience 改善领取人体验

Outcome focus 聚焦结果

- Programs adapted to circumstances 适应环境的计划
- Rapidity of response, level and duration of support 响应的速度、支持的水平 and 持续时间
- Whole government approaches 整体政府方法



3. Disruptive policy and implementation changes 颠覆性的政策和实施变革

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**Expanded
protection** 扩
展保护



**Outcome
focus** 聚焦结
果



**Data and digital assets were
central planks**

数据和数字资产是核心:

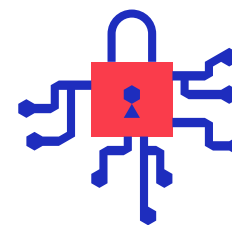
More data points enable personalized
interactions

更多数据点支持个性化交互

Data sharing allow integrated
service delivery

数据共享允许一体化服务提供

Real time decision making
实时决策



**Reduced errors and improved
security**减少错误并提高安全性



**Reduced implementation costs
降低了实施成本**

4. Future strategic choices 未来的战略选择

- **Focus on “last mile”** of coverage: non-take up of rights, equity and adequacy 关注社保覆盖的“最后一英里”：不行使权利、公平和充分性
- How to **strengthen governance, legal** and regulatory frameworks in new digital era? 如何在新的数字时代**加强治理、法律和监管框架**？
- How to **consolidate human centric service** delivery in a human rights framework? 如何在人权框架内**巩固以人为本的服务提供**？
- Role of digital in business:
 - How to ensure organization and administration that is fit for purpose? 如何确保组织和管理符合目的？ What is the best combination of digital transformation and technology infrastructure?

数字转型和技术基础设施的最佳组合是什么？



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4.1 Why before what 先“为什么”再“是什么”

- More than customer convenience 不仅是用户便利

Also: 同样还为了

- Social impacts including poverty, inequality 社会影响，包括贫困和不平等问题
- Inclusion and Equity 包容性和公平性
- Solidarity and social justice 团结与社会公正
- Lawfulness, fairness and transparency. 合法性、公平性和透明度。
- Quality public goods or services 高质量的公共产品或服务
- Respect for human dignity and fundamental rights 尊重人的尊严和基本权利
- Participation and contestability accountability 参与及可竞争性问责制

Example. Social Security Scotland
示例：苏格兰的社会保障



Source: Social Security Scotland Digital and Technology Strategy 2018 – 2021

来源：苏格兰社会保障数字和技术战略2018–2021年

Risks of digitalisation 数字化的风险

- Exclusion of digital excluded populations 将某些人群排斥在外
- New forms of exclusion from new technologies and applications
新技术和应用程序产生新的排斥形式
- Data misuse, abuse, theft 数据错用、滥用、盗窃
- Digital innovations ill fitted business and organizational culture
数字创新与业务和组织文化脱节
- Accountability systems not always robust 问责制度并不总是健全
- High operational risk or cost ineffectiveness of some solutions
某些解决方案的运营风险高或成本效率低下



4.2 Digitalisation: a capability 数字化：一种能力

Digitisation:

automation programs
directed at efficiency
and productivity
improvements

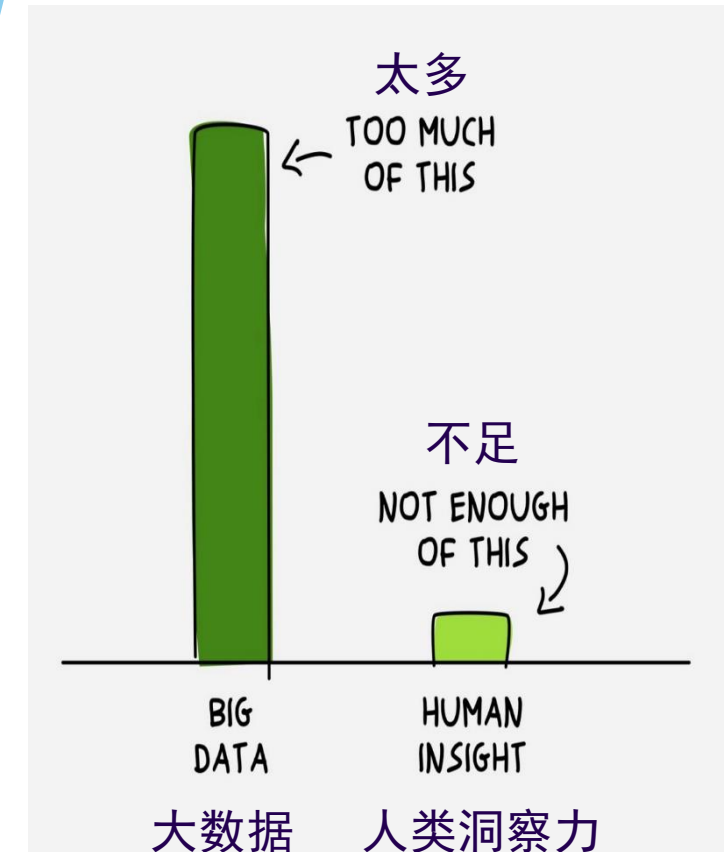
数码化：旨在提高效率
和生产率的自动化程序

Human centrality:

needs and wants of
citizens, customers, or
members at the centre
of the service response
以人为本：将公民、客
户或会员的需求置于服
务响应的中心

Digitalisation is the **capability**
to govern and manage social
security within a human
centred framework supported
by ongoing automation
initiatives, behaviour insights
and data analytics.

数字化是指在以人为本的框架
内治理和管理社会保障的**能力**，
由持续的自动化举措、行为洞
察和数据分析支持。



Federated data driven approach 联邦数据驱动方法

- **Cloud-based computing, identity management and related security and access controls**

基于云的计算、身份管理和相关的安全和访问控制

- **Standardised application program interfaces**

标准化应用程序接口



Modern case management systems: 现代案例管理系统

Integration and sharing of data across approved actors
在获得批准的参与者中间整合和共享数据

Integrated interventions across range of whole of government
measures. 在整个政府措施范围内实施综合干预

Example of compounded needs: 复合需求示例

Obsolete skills, 过时的技能

Caring duties, 照顾责任

Disability, 残疾

Chronic health problems, 慢性健康问题

Housing stress. 住房压力



Accountability

1. Rights of data subjects

- Right to information
- Right to access
- Rights to rectify, block and erase
- Right to object
- Rights related to profiling and automated decision making
- Right to submit a complaint and to an effective remedy
- Right to compensation and liability
- Right to data portability
- Protection against theft (cybersecurity)
- Ethical use of data
- Recourse against profiling and the negative effects of decision-making based solely on automated processing.

Accountability 责任

2. Reasoned decision making 理性决策

- Complexity of human circumstances cannot be fully coded.
人类环境的复杂性无法完全编码。
- **In naturally connected systems**, information is shared and exchanged between agencies and processed with minimal or no human interaction **在自然连接的系统中**, 信息在机构之间共享和交换, 并在最少或没有人机交互的情况下进行处理
- Human input is essential at different stages of the data Lifecycle.
在数据生命周期的不同阶段, 人工输入至关重要。

Data Lifecycle 数据生命周期



Accountability 责任

3. Responsible Artificial Intelligence 负责任的人工智能

- Use of AI is designed to **augment rather than replace human decision-making** capability.

人工智能的使用旨在**增强而不是取代人类的决策能力**。

- **Explainability of computer-generated decisions (especially Machine Learning)**

计算机生成决策（尤其是机器学习）的可解释性

Augmentation can help improve discretion, compassion, reasoning, judgement, and empathy which are essential for equity, fairness, and fiscal responsibility within social security administration.

增强能力有助于提高自由裁量权、同情心、推理、判断和同理心，这对社会保障管理中的公平、公正和财政责任至关重要。



Netherlands Child care allowance 荷兰儿童保育津贴

- Childcare allowance claim with the Dutch tax authority.向荷兰税务局提出儿童保育津贴申请
- **Self-learning algorithm** from 2013. 2013年启用自学习算法
- People were incorrectly labelled as likely to commit fraud.人们被错误地标记为可能进行欺诈
- Many fell into debt and causing significant distress and hardship.许多家庭陷入债务，并造成了巨大的困扰和困苦

Conclusions结论

- Data and digital assets have emerged as central planks of new models of social security administration.

数据和数字资产已成为新的社会保障管理模式的核心。

- There are enormous opportunities and also unprecedented risks with digitalisation, which call for **asserting the human centrality of social security service delivery**.

数字化带来了巨大的机遇，也带来了前所未有的风险，这就要求在提供社会保障服务时坚持以人为本。

- *Digitalisation* calls for models of decision making that ensure reasoned human-machine interactions at different stages of the data Lifecycle.

数字化需要决策模型来确保在数据生命周期的不同阶段进行合理的人机交互。

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