



issa

INTERNATIONAL SOCIAL SECURITY ASSOCIATION

Annual Review

2014/15



The ISSA at a glance

The International Social Security Association is the world's leading international organization for social security institutions, government departments and agencies. The ISSA promotes excellence in social security administration through professional guidelines, expert knowledge, services and support to enable its members to develop dynamic social security systems and policy throughout the world. The ISSA was founded in 1927 under the auspices of the International Labour Organization.

800+
participants
in ISSA events



32,366

International Social Security
Review articles downloaded



372

good practices
in social security
from 85 countries in
the ISSA database



88

years since the
creation of the ISSA
in 1927



ISSA CENTRE FOR EXCELLENCE IN SOCIAL SECURITY ADMINISTRATION

Launch of the
Centre for Excellence and the
ISSA Guidelines

Launch of
Technical Advice
and Support

Establishment of
Roster of Experts

First Academy
workshop

2013

November

2014

February

2014

March

2014

October

8
Guidelines for
Social Security
Administration



327
member organizations in
157
countries (June 2015)



144,693

visitors

1,155,377

page views
ISSA web portal



First Academy diploma
training

Launch of the
recognition programme

Introduction of new
ISSA Guidelines

2015

June

2016

First half

2016

November

The year in review

The pace of change for social security organizations continues to accelerate, as social and economic transformation place new demands on social security administrations. The ISSA's response has been one of dynamic innovation and of refocusing on its core mandate of promoting excellence in social security.

While many social security systems continue to face sustainability challenges related to demographic developments and fiscal constraints, the extension of social security has been bolstered by renewed political commitment and the strengthened prominence of social protection in international development agendas in many regions. Globally, social security is increasingly recognized as an essential investment and not simply as a cost to society, and as a crucial instrument of economic and social justice.

Despite diverse and complex contexts, social security administrations are united by their commitment to innovate and strengthen performance. Following the pioneering series of ISSA Guidelines setting out international professional standards for core areas of administration launched in 2013, the ISSA has taken significant steps to strengthen its practical support to member institutions. The introduction and promotion of knowledge, learning and exchange services by the ISSA Centre for Excellence were at the heart of these efforts.

The ISSA Technical Advice and Support service was opened in January 2014, providing streamlined access to expert advice and support for member organizations. The ISSA Academy was inaugurated in October 2014, offering a diverse calendar of practical workshops centred on implementing projects using the ISSA Guidelines. In 2015, we launched the diploma training programme in partnership with internationally-renowned training institutes, providing expert training for social security staff on the ISSA Guidelines. A new programme to

recognize ISSA member institutions for their implementation of the ISSA international professional standards will be piloted in late 2015 and phased in during 2016.

The last year has witnessed an exciting start to the new ISSA programme of activities. The first in the cycle of regional social security forums, in Africa (Casablanca, December 2014), attracted a record number of participants, and reflected the particularly positive perspectives for social protection on the continent. The ISSA international research conference (Jerusalem, November 2014) offered a platform for experts and policy-makers to debate and analyse some of the most critical current issues facing social security.

With almost 4,000 participants from 143 countries, the unprecedented success of the World Congress on Safety and Health at Work (Frankfurt, August 2014), jointly organized with the International Labour Organization and the German Social Accident Insurance (DGUV), affirmed the strength of the global prevention network and the inspiring vision of zero serious and fatal work-related accidents.

This *Annual Review* presents these and other highlights of the ISSA's dynamic programme of activities during the last twelve months. Looking ahead, innovation and commitment to supporting excellence in social security administration continue to characterize our vision and programme as we seek to better serve our membership.

We express our gratitude to all member organizations, technical commissions, partners and staff who have contributed to an outstanding programme in the last year, and who testify to the high level of commitment and engagement which is the strength of our Association.



Errol Frank Stoové
ISSA President

A handwritten signature in black ink, appearing to read "Errol Frank Stoové". The signature is written in a cursive style.



Hans-Horst Konkolewsky
ISSA Secretary General

A handwritten signature in black ink, appearing to read "Hans-Horst Konkolewsky". The signature is written in a cursive style.



EVENTS

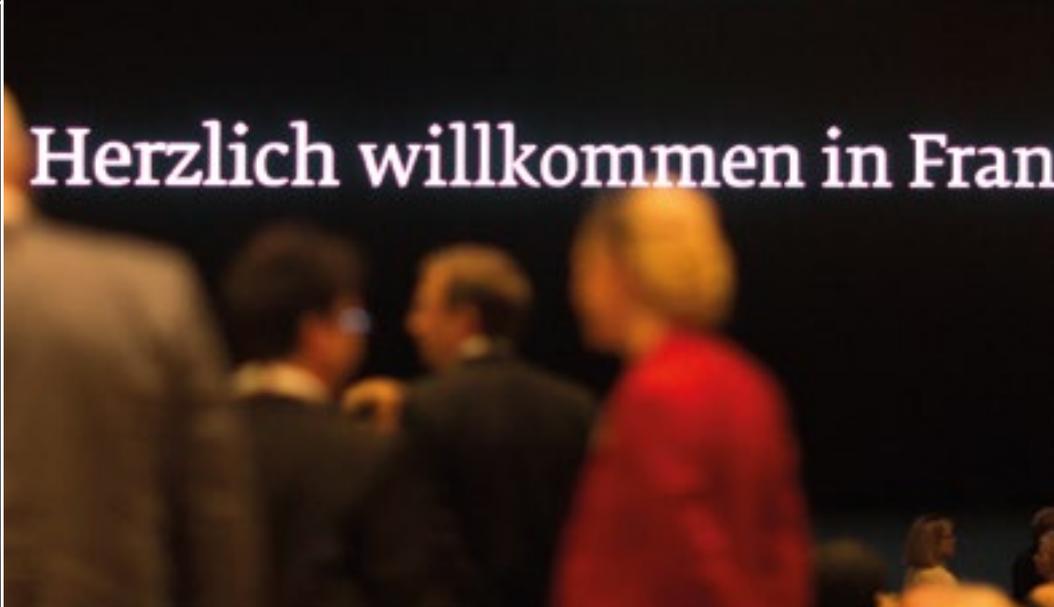
The year in images

Visual impressions from the ISSA programme 2014/15



XX. Weltkongress für
Sicherheit und Gesundheit
bei der Arbeit 2014

Globales Forum Prävention



Herzlich willkommen in Fran





CENTRE FOR EXCELLENCE

Champions of excellence in social security

ISSA members are demonstrating that high-performing administrations are a key condition for sustainable and effective social security



The first year of activity of the ISSA Centre for Excellence received an enthusiastic response from member organizations, as CEOs, managers and administrators actively engaged with the range of new products and services aimed at strengthening good governance, high performance and improved service quality in social security administration.

The Centre for Excellence extended its innovative range of services to member institutions. More than 80 organizations from 55 countries participated in the ISSA Academy workshops in the first six months following its launch, and initial member feedback shows high levels of satisfaction with the content, quality and relevance. In 2014, a group of world-class training institutions joined forces to establish the ISSA Consortium to provide high-level diploma training courses on the ISSA Guidelines in several regions.

The technical advice and support service, based at the ISSA Secretariat, responded to more than 100 requests from member organizations for knowledge, analysis and expertise. The ISSA recognition programme, to be piloted in late 2015, will enable members to assess their implementation of international standards.

Initial feedback confirms that member institutions in all regions have adopted one or more of the ISSA Guidelines, some at Board level, and many have integrated these international professional standards into their strategic planning and quality management systems. Members expressed their overwhelming support for this ISSA strategic focus, and further consultations are expected to refine priorities for the next stage of development of the Centre.

Through targeted knowledge resources, practical member services and the introduction of new Guidelines, the Centre for Excellence will continue to develop its scope and provide a unique and integrated resource for social security institutions, regardless of mandate, size or geographic location.

2013 November

Guidelines

At the heart of the Centre for Excellence, the ISSA Guidelines represent internationally-recognized professional standards in core areas of social security administration. The Guidelines currently cover eight areas.

2014 February

Technical advice and support

The ISSA Technical Advice and Support team responds to the needs of member institutions for additional technical advice and support in the implementation of the ISSA Guidelines.

2014 March

Roster of experts

The roster of experts pools knowledge and talent from ISSA member organizations, as a resource for capacity building and member-to-member consultation.

2014 October

Academy workshops

The Academy workshops provide social security professionals an opportunity to exchange experiences and identify solutions to organizational challenges, based on the ISSA Guidelines.

2015 June

Academy diploma training courses

High-level residential diploma training courses on the ISSA Guidelines are offered in collaboration with qualified external training partners to assist managers to build professional capacities within their organizations.

2016 First half

Recognition

The ISSA recognition programme will offer formal evaluation and recognition for institutions that are using the ISSA Guidelines. Following an assessment of the level of compliance with the Guidelines, an institution will be able to achieve recognition of its administrative excellence.

2016 November

New ISSA Guidelines

Additional Guidelines covering new areas of administration, or updating existing Guidelines, will be presented to member institutions at the World Social Security Forum.

International professional standards in social security

ISSA members are successfully applying the ISSA Guidelines in core areas of social security administration



As the cornerstone of the Centre for Excellence, the ISSA Guidelines bring together for the first time internationally-recognized professional standards on what constitutes excellence within a specific administrative area of social security. The Guidelines are complemented by selected case studies, good practices and other references.

Examples from all regions confirm that member organizations are consulting and adopting the Guidelines, whether as the result of a Board decision to use the Guidelines as an administrative benchmark. Governing bodies of institutions in Mexico, Morocco or the Philippines have committed to implementation of the Guidelines. Senior managers have started to apply the Guidelines or have undertaken a self-assessment in a specific administrative area in organizations in Australia, Ireland, Jordan, Netherlands and Oman. New knowledge products and service areas are being developed to assist members in their implementation of the Guidelines.

The ISSA recognition programme, which will allow organizations to assess their implementation of one or more of the ISSA Guidelines through an external evaluation process, will be piloted in late 2015, and is expected to be opened to all ISSA members during 2016.



Guidelines on Social Security Administration

- Good Governance
- Contribution Collection and Compliance
- Information and Communication Technology
- Investment of Social Security Funds
- Return to Work and Reintegration
- Service Quality
- Prevention of Occupational Risks
- Workplace Health Promotion



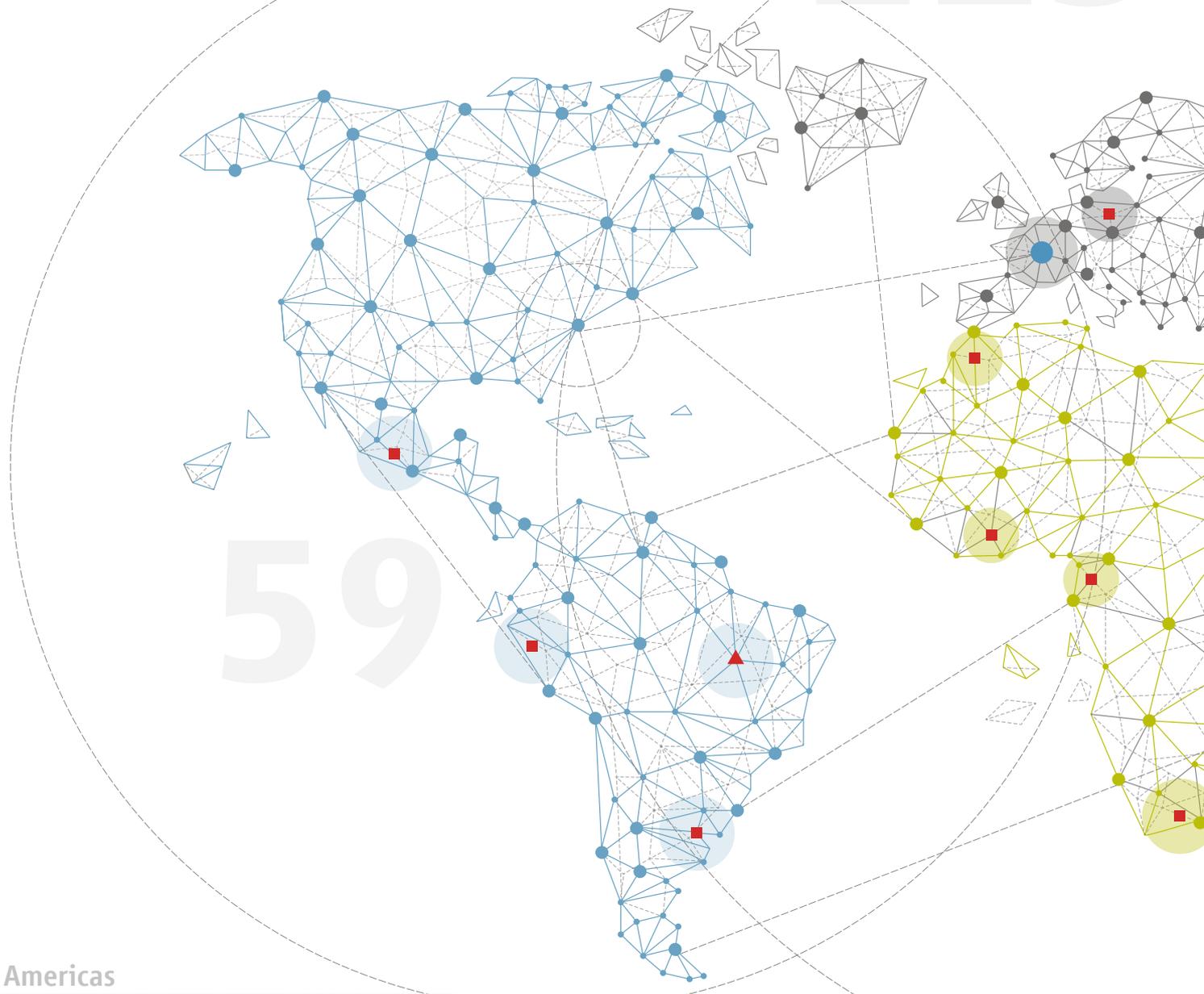
New and updated Guidelines (available late 2016)

- Actuarial Work (in partnership with the ILO)
- Communication by Social Security Institutions
- Extension of Social Security Coverage
- Information and Communication Technology (updated content)
- Job Retention and Return to Work from Unemployment
- Prevention of Occupational Diseases (updated content)



The ISSA around the world

115



Americas

Liaison Office for North and Central America

Hosted by the State Employees' Social Security and Social Services Institute
Mexico, Mexico

Liaison Office for the Andean Countries

Hosted by the Derrama Magisterial
Lima, Peru

Liaison Office for the Southern Cone of the Americas

Hosted by the National Social Security Administration
Buenos Aires, Argentina

Focal Point for Portuguese speaking countries

Hosted by the National Institute of Social Security
Brasilia, Brazil

Europe

ISSA European Network

Steering Committee chaired by the Social Insurance Institution
Warsaw, Poland

Eurasia

Pending relocation

Affiliate members
42

Associate members
17

Total
59

Affiliate members
86

Associate members
29

Total
115

AFRICA

AMERICAS

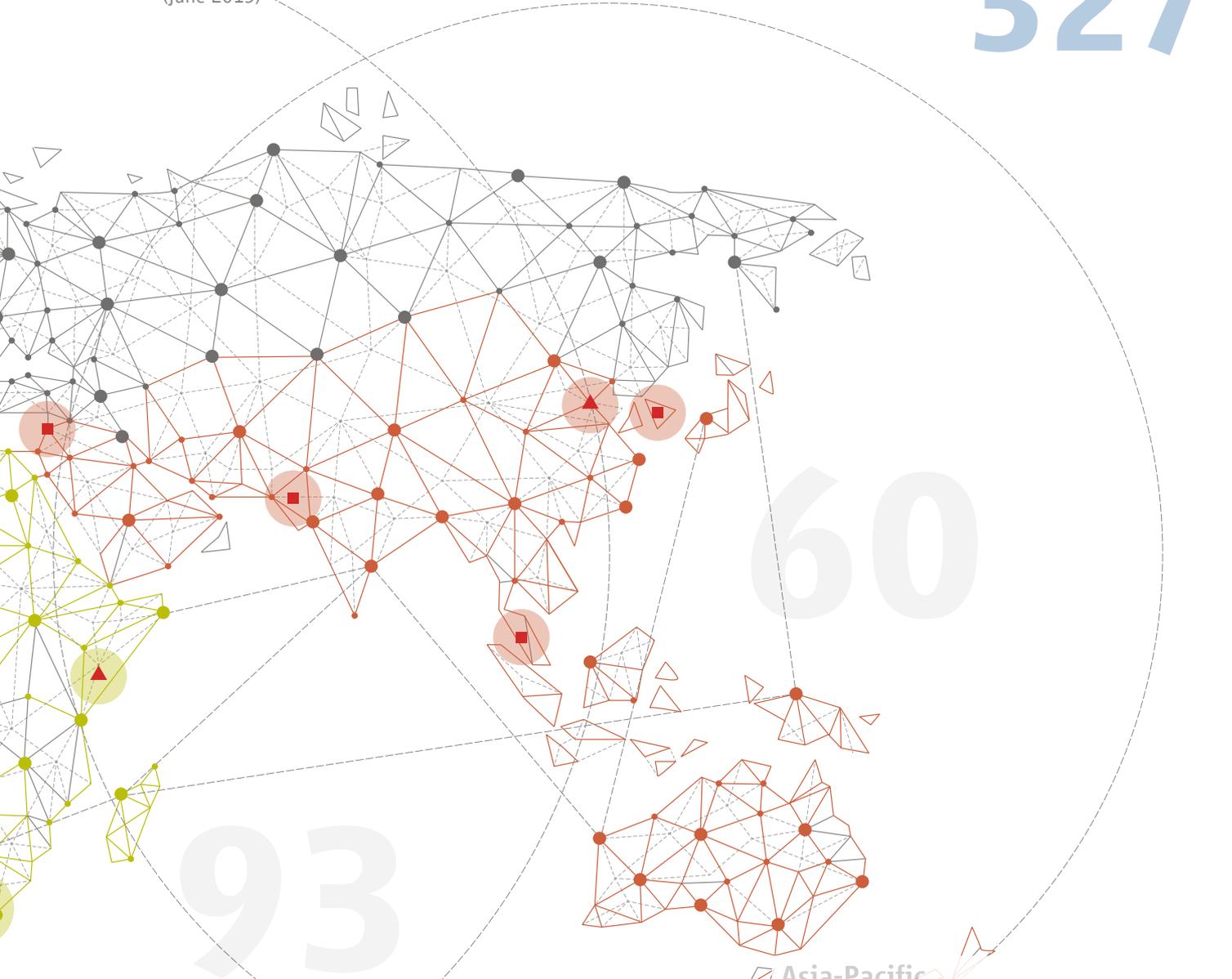
ASIA-PACIFIC

EUROPE

ISSA member organizations

(June 2015)

327



Africa

Liaison Office for North Africa

Hosted by the National Social Insurance Fund for Employees
Algiers, Algeria

Liaison Office for West Africa

Hosted by the Social Insurance Institute - National Social Insurance Fund
Abidjan, Côte d'Ivoire

Liaison Office for Central Africa

Hosted by the National Social Insurance Fund
Yaoundé, Cameroon

Liaison Office for Southern Africa

Hosted by the Department of Social Development
Pretoria, South Africa

Focal Point for East Africa

Nairobi, Kenya

Asia-Pacific

Liaison Office for Arab Countries

Hosted by the Social Security Corporation
Amman, Jordan

Liaison Office for South Asia

Hosted by the Employees' State Insurance Corporation
New Delhi, India

Liaison Office for South East Asia

Hosted by the Social Security Organisation
Kuala Lumpur, Malaysia

Liaison Office for East Asia

Hosted by the National Health Insurance Corporation
Seoul, Republic of Korea

Focal Point for Chinese Members

Hosted by the Social Insurance Administration of the Ministry of
Human Resources and Social Security
Beijing, China

Affiliate members
81

Associate members
12

Total
93

Affiliate members
46

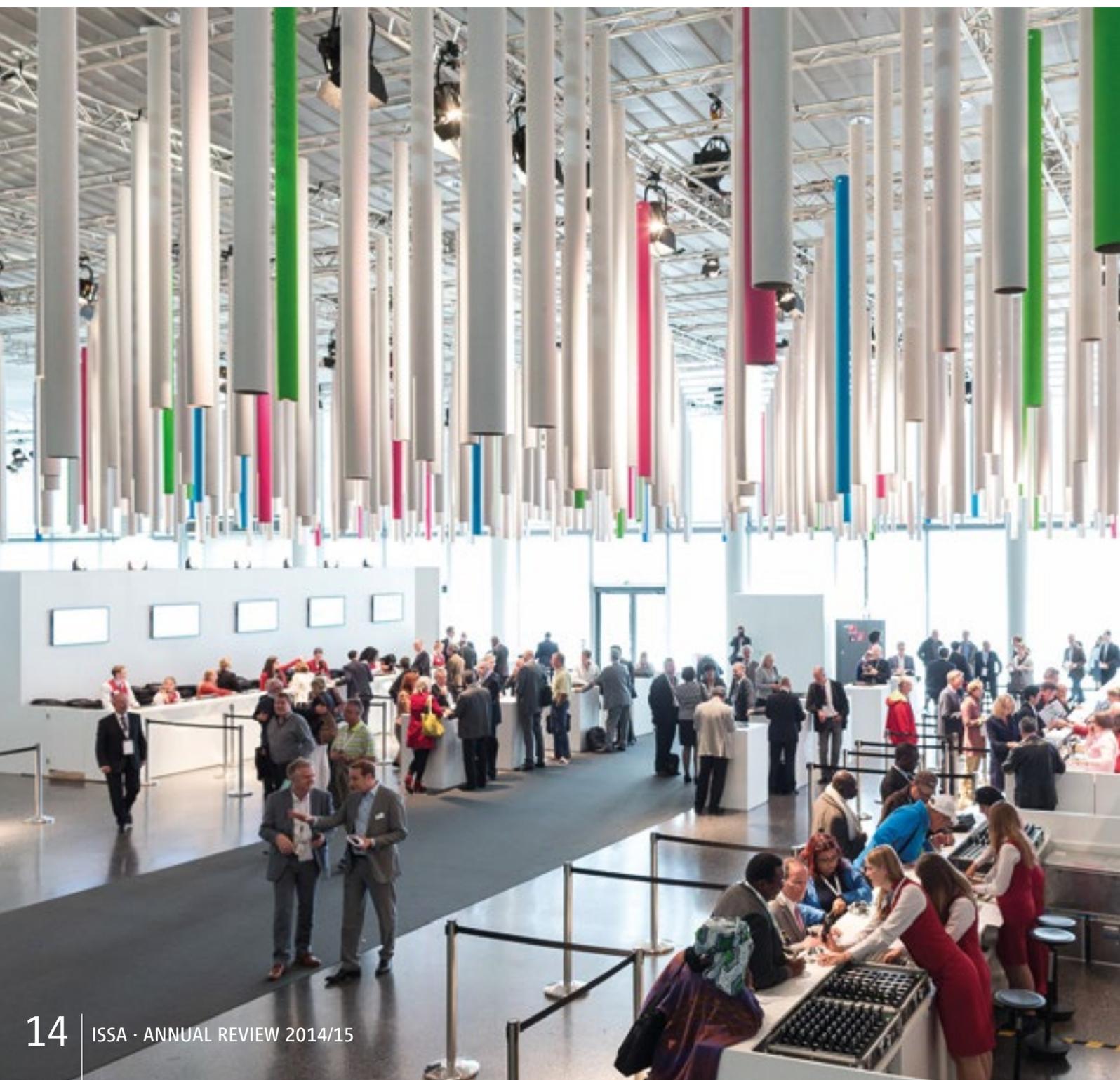
Associate members
14

Total
60

PREVENTION

A global culture of prevention

The ground-breaking XX World Congress on Safety and Health at Work reaffirmed the international commitment to build a global culture of prevention, as social security shifts its role from "payer" to "player"



A commitment to “Vision Zero” – a world without fatal or serious workplace accidents – and a global prevention culture were key outcomes of the XX World Congress on Safety and Health, which took place from 25 to 27 August 2014 in Frankfurt, Germany.

Co-organized by the ISSA with the International Labour Organization (ILO) and hosted by the German Social Accident Insurance (DGUV), the event involved almost 4,000 participants from 143 countries – the largest in the Congress’s 55-year history.

In the context of a rapidly-changing economic environment, the working population continues to face a multitude of both traditional and new work-related health challenges, resulting in a significant burden to national economies.

According to the ILO, represented for the first time at the World Congress by its Director-General Guy Ryder, levels of occupational accidents and diseases remain “intolerable” as they claim more than 2.3 million victims each year. The Director-General committed to reinforcing occupational safety among the core priorities of the Organization.

The Congress reaffirmed the concept of person-centred prevention as a key strategic element in a modern and holistic view of prevention which ensures safe workplaces, but also promotes health and well-being, employability and return to work.

As most of the costs of compensation, health care and rehabilitation fall on social security systems, the ISSA also called for social security programmes to shift from being a “payer” to becoming a “player”, and to place greater emphasis on prevention strategies.

The ISSA’s international Guidelines relevant to key areas of prevention were presented at the Congress. The Guidelines support social security organizations in contributing to a global prevention culture and securing the sustainability of their schemes.

Among other initiatives, the ISSA is also partnering with other international organizations to strengthen safety and health standards at all stages of global supply chains, as increased economic globalization requires international and integrated solutions to manage occupational risks.

www.issa.int/prevention



KNOWLEDGE

Research and development for excellence in social security

The ISSA continued to support research, analysis and knowledge-sharing in priority areas affecting social security administrations



The ISSA developed its analysis of trends and challenges influencing social security administrations, and has coordinated research in several key areas of priority for member organizations.

Ensuring the adequacy and sustainability of social security systems was on the agenda of the ISSA International Research Conference, hosted by the National Insurance Institute of Israel in Jerusalem from 3 to 5 November 2014. The Conference attracted social security experts and academics from over 35 countries.

Participants analysed the social and economic impacts of social security and the effective design of benefits and their delivery. The conference reaffirmed the importance of ensuring public confidence and trust in social security by ensuring that policies are evidence-based.

The extension of social security coverage remained a central focus, and the ISSA published a practical handbook of administrative measures to ensure the effective coverage of migrant workers, who represent a significant proportion of the workforce in many regions, and a complex challenge for both social security policies and schemes.

The ISSA continued to analyse how external factors – or megatrends – will impact social security systems over the coming decades, and how social security administrations can anticipate and mitigate their impacts on society. The second report in the *Social security and megatrends* series considered some of the potential consequences of climate change and natural resource scarcity on social security.

In other areas, a new phase of analysis of social security reserve funds was completed. The ISSA Reserve Fund Monitor assesses and analyses diverse aspects of reserve fund management including asset allocation and performance; it provided essential information to member organizations to assist in the running of their reserve funds.

A special double issue of the ISSA's journal, the *International Social Security Review*, explored some of the essential roles that national social security systems play in contributing to social and economic objectives through the lens of the ISSA's strategic concept of Dynamic Social Security.

www.issa.int/megatrends



AFRICA

Excellence in social security in Africa

The ISSA Regional Social Security Forum for Africa expressed optimism for the development of social security on the continent



Improvements in the design and administration of social security systems which are making a positive social and economic impact on the lives of millions of Africans were the focus of the Regional Social Security Forum for Africa, which took place in Casablanca, Morocco, from 3 to 5 December 2014.

The ISSA report on developments and trends in social security presented at the Forum, *Africa: Strategic approaches to improve social security*, recognized that the region has seen significant progress in the extension and delivery of social security. Greater innovation, coordination and efficiency of social protection programmes have been accompanied by major steps in the political commitment to strengthened social protection in the region, the report noted.

ISSA Vice-President Said Ahmidouch described social security in Africa as being at a “crossroads”, as social protection is gaining central prominence in national development agendas, and social security institutions are increasingly characterized by innovative approaches and intelligent application of new technologies. Institutions will need to continuously improve their efficiency and effectiveness, he said, to ensure sustainable systems and extension of coverage in the long term.

ISSA Good Practice Award for Africa

Selected from a record number of entries, the prestigious Award was presented ex aequo to two institutions during the ISSA Regional Social Security Forum for Africa.

The Ministry of Social Security, National Solidarity and Reform Institutions won recognition for its entry on the *Introduction of the Social Register of Mauritius*.

Morocco’s Collective Scheme for Retirement Allowances won recognition for its *Fully flexible multichannel customer relationship management*.

Eight organizations were also given a special mention in recognition of their achievements. The competition attracted 58 entries from 29 organizations in 22 countries.

www.issa.int/rssf-africa2014



Promoting and developing knowledge for excellence in social security

The ISSA web portal

the ISSA web portal provides comprehensive information, news, data and analysis on social security administration worldwide. Exclusive services, including a personalized My ISSA space and full access to the ISSA Centre for Excellence, the ISSA Guidelines and other key resources, are available only to ISSA members.



www.issa.int

International Social Security Review



First published in 1948, the *International Social Security Review* is the world's major quarterly publication in the field of social security. Articles by leading social security experts present international comparisons and in-depth discussions of topical questions and comparative analytical studies of social security policies and systems. In addition to normal issues, the journal publishes special and thematic issues addressing policy and administrative themes central to the interests of ISSA member organizations.

Online access: Since 1967 for articles published in English; for 2008–2013 for articles published in French, German and Spanish. ISSA members benefit from free access to the Review via My ISSA.

The Review is published in English. Abstracts of all new articles are available in English, Arabic, Chinese, French, German, Portuguese, Russian and Spanish.

www.issa.int/review

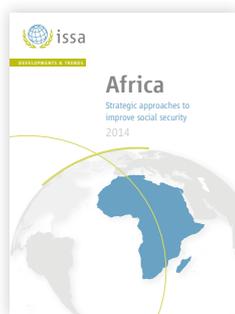
Social Security Programs Throughout the World



The combined findings of this series, which includes volumes on Asia and the Pacific, Africa, the Americas and Europe, are published at 6-month intervals over a 2-year period. Each volume provides an overview of the features of social security programmes in the particular region. *Social Security Programs Throughout the World* is the product of a cooperative effort between the US Social Security Administration and the ISSA.

Available in English

www.issa.int/SSPTW



Developments and trends in social security

Starting with Africa, the reports in this series identify, synthesize and analyse the most important recent developments and trends in social security at the regional and global levels. The reports identify the key challenges facing social security in each region, using extensive data and concrete examples collected by the ISSA Secretariat.

Available in English. Other language versions vary according to the region.

www.issa.int/DT

Social security and megatrends reports



Climate change and natural resource scarcity

The report considers the impacts of climate change and natural resource scarcity on social security systems – both direct and indirect – and highlights policy and administrative responses to them.

Available in English. Executive summary available in: English, Arabic, Chinese, French, German, Russian and Spanish

Labour market megatrends and social security

The report considers how social security administrations can both mitigate and influence the impact of these megatrends in the labour market.

Available in English

Handbooks on the extension of social security coverage



Administrative challenges in covering certain population groups can constitute serious hurdles for social security organizations. The ISSA Handbooks provide a practical resource for decision-makers, managers and experts involved in social security administration and measures to extend social security coverage.

Handbook on the extension of social security coverage to migrant workers

Available in English, French, German, Spanish and Russian

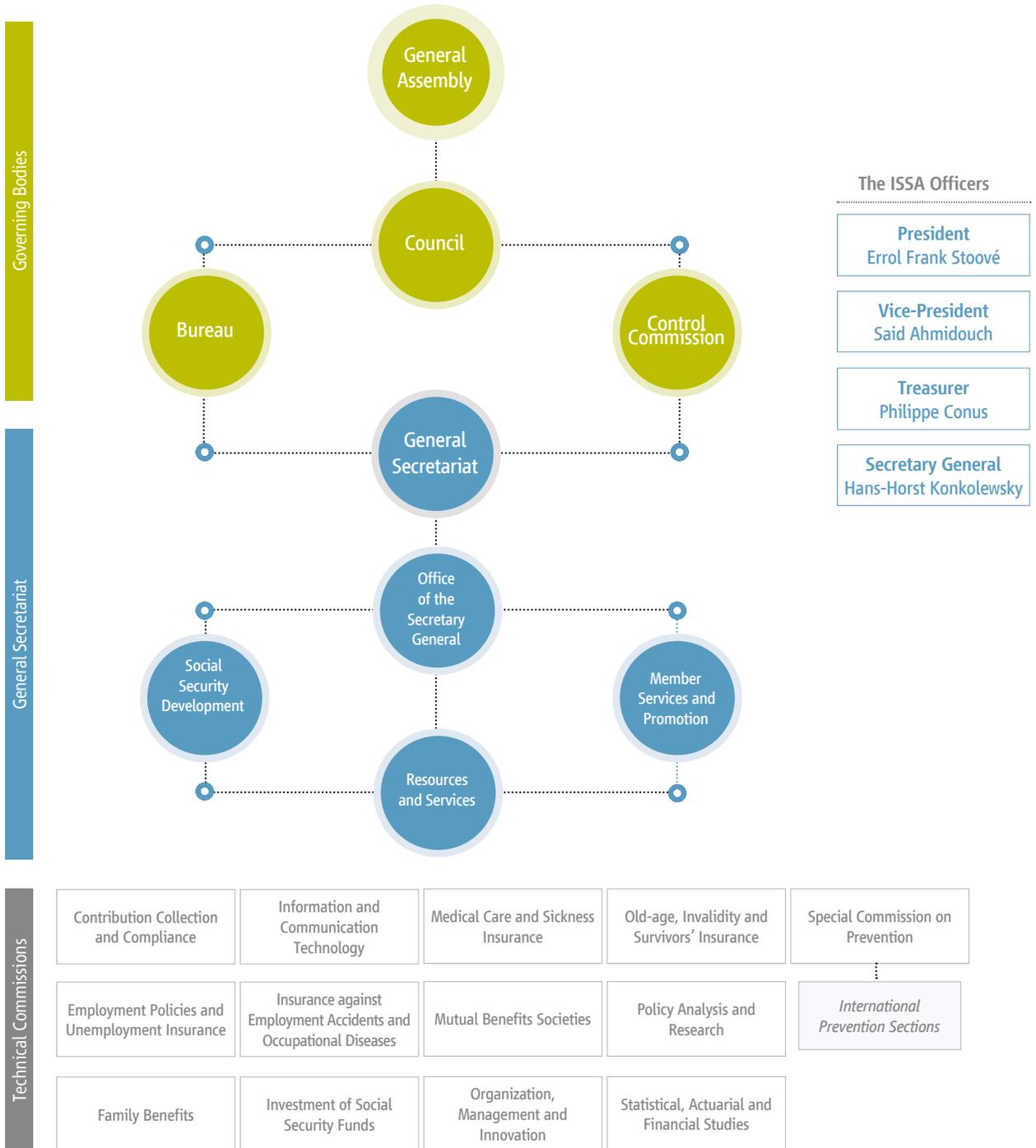
Handbook on the extension of social security coverage to the self-employed

Available in English, French, German and Spanish

www.issa.int/megatrends

www.issa.int/handbooks

ISSA governance and organizational structure





Promoting excellence in social security
Promouvoir l'excellence dans la sécurité sociale
Promoviendo la excelencia en la seguridad social
Förderung von Exzellenz in der sozialen Sicherheit
За повышение стандартов в социальном обеспечении
促进卓越的社会保障
دعم التميّز في الضمان الاجتماعي

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www.issa.int/join

