

## NEW ISSA PROGRAMME 2008-2010 TOWARDS DYNAMIC SOCIAL SECURITY

Dear members,

The ISSA Council at its 33rd session on 15 September 2007 in Moscow, Russian Federation, unanimously adopted the Programme and Budget for the Association for the period 2008-2010. This Programme and Budget is the result of two years of planning and comprehensive consultations with the entire ISSA membership on a **New ISSA**. It defines a new strategic vision, a set of strategic objectives and expected outcomes that reflect what the **New ISSA** wishes to achieve: to be relevant and provide a clear value added to members, and to make a real difference in the development of social security for populations worldwide.

The World Social Security Forum 2007 that brought together 1200 delegates from 126 countries demonstrated that the ISSA's strategic vision of dynamic social security should be the way forward. With the Programme 2008-2010 in hand, we are now ready to tackle the concrete challenges of working towards dynamic social security by means of interesting and ambitious activities.

I would like to thank all member organizations for their support, encouragement and input to the process of agreeing on this new work programme. From a set of proposals launched by the Secretariat in Geneva in April 2006, we have achieved a process that has resulted in what we can truly call **our** work programme. I am convinced that we will all benefit from active participation in its implementation.

With the adoption of the Programme and Budget 2008-2010, **New ISSA** transforms from an agenda of change into what ISSA represents as an institution. This is therefore the last edition in the series of *New ISSA UPDATES* that aimed at informing you on the process of building a **New ISSA**. In a dynamic Association that constantly adapts to the changing needs of member institutions, the process of renewal will always continue. The spirit of **New ISSA** has therefore become an integral part of the functioning of our Association.



ISSA Officers in Moscow

Hans-Horst Konkolewsky  
Secretary General

## Introduction

After two years of in-depth consultation with the ISSA membership, the **New ISSA** Programme and Budget 2008-2010 was adopted by the ISSA Council at its 33rd session in Moscow on 15 September 2007. The objective of *New ISSA UPDATE 4* is to brief ISSA members and other stakeholders on what they can expect in terms of services, activities and value added from the ISSA in the coming three years. *New ISSA UPDATE 4* therefore recalls the major milestones in the process of building the Programme 2008-2010, describes the new strategic framework for ISSA action based on the concept of dynamic social security, and outlines the main projects and activities designed to achieve our objectives. It concludes with an overview of the value added of the programme 2008-2010 for ISSA members.

## Milestones towards the New ISSA Programme 2008-2010

The **New ISSA** process to make the ISSA more relevant for member organizations was based on the analysis of their needs and priorities. A survey covering all member organizations provided the evidence on which a set of first orientations for the future ISSA programme were built. The Secretariat then launched an in-depth consultation process with all member organizations on these orientations. The main milestones of the process towards this **New ISSA** Programme 2008-2010 were:

- ▶ Survey of members' needs and priorities and evaluation of current activities:  
September 2005 – March 2006
- ▶ Presentation and discussion of programme orientations at the ISSA Bureau:  
June 2006
- ▶ Feedback process with all member organizations through *New ISSA UPDATE 3*:  
July – November 2006
- ▶ Regional consultations at conferences and meetings:  
June 2006 – April 2007
- ▶ Consultation and priority setting with the ISSA Bureau and the Strategic Committee of the Bureau:  
November 2006 and March 2007
- ▶ Approval of the Programme and Budget 2008-2010 by the Bureau:  
June 2007
- ▶ Adoption of the Programme and Budget at the 33rd meeting of the Council:  
September 2007

## **A new strategic framework for action – towards Dynamic Social Security**

Based on the constitutional mandate of the ISSA, the Programme 2008-2010 defines a new strategic vision for the ISSA to:

**“promote dynamic social security as the social dimension in a globalizing world through supporting excellence in social security administration”.**

Dynamic social security ties improvements in social security to the capacities of social security institutions. Sustainable and accessible social security systems that are based on integrated, proactive and innovative responses to current and future challenges are key elements of this new concept. Therefore, the activities of the ISSA and its membership to foster dynamic social security are crucial steps towards improving social security for all.

Based on the results of the member survey of the functions that the ISSA should fulfil for its members, four strategic objectives have been defined to guide the ISSA in its activities to support members in their efforts to work towards dynamic social security:

1. Provide relevant knowledge to member organizations on actions needed to work towards dynamic social security
2. Offer relevant networks and international platforms for members to exchange on ways towards dynamic social security
3. Promote dynamic social security at the international level
4. Ensure high service levels for member organizations, efficient programme delivery and good governance of the Association

## Envisaged outcomes of ISSA activities 2008-2010 and projects designed to achieve these outcomes

In pursuing its strategic vision and objectives, the ISSA needs to prioritize its sectors of activities. In dialogue with member organizations the following challenges have been defined as priorities:

- ▶ Administrative and operational efficiency
- ▶ Social security reform
- ▶ Extension of coverage
- ▶ Impact of demographic changes

In order to focus the ISSA on the impact of its activities and based on our strategic objectives and the identified priority challenges, a number of concrete desired outcomes of ISSA activities during the period 2008-2010 were determined. For each of these outcomes a number of projects suitable to achieving the outcomes were designed. These projects will constitute the main focus of the ISSA during the triennium 2008-2010.

### **Outcome 1: Improved capacity of member organizations to pursue administrative and operational efficiency**

#### **Project 1: Governance and social security**

With the aim of improving the capacities of social security administrators, taking into account the complex political, economic and social environments that they are operating in, this project will develop principles and guidelines of good governance of social security schemes.

#### **Project 2: Risk management and leadership in social security**

This project will analyse data on risk management practices in social security organizations and their integration in change management processes. The role of leadership in change management will also be studied with a view to identifying good practices and lessons learnt.

#### **Project 3: Project on information and communication technology (ICT) as a strategic management tool**

Taking up two important management aspects of ICT, this project will focus on ICT project management and the role of ICT in better achieving the objectives of social security administrations through transforming service delivery.

#### **Project 4: Compliance and contribution collection**

To assist members in achieving efficient contribution collection and in ensuring compliance, this project will focus on the identification and dissemination of good practices and innovations in this field.

## **Outcome 2: Enhanced capacity of member organizations to engage in and respond to social security reform processes**

### **Project 1: Regular monitoring of major trends in social security worldwide**

The role of the ISSA is not only to monitor and factually report on a variety of reforms, but also and particularly to identify trends and developments. This project will therefore analyze the many national reforms in social security in order to identify common trends and developments.

### **Project 2: Identifying and analyzing forthcoming social security challenges**

Being able to anticipate upcoming reform needs can be of high value for social security institutions in order to ensure the continued achievement of their objectives. Anticipating future challenges that social security will face, and carrying out the analysis that will provide member organizations with information on changes necessary to prepare for these challenges are therefore the two objectives of this project.

### **Project 3: Establishment of an international barometer on social security**

ISSA members have on several occasions voiced their interest in benchmarking. The establishment of an international barometer on social security would aim at responding to this interest by regularly providing members with qualitative information on indicators related to social security administration and management.

## **Outcome 3: Improved capacity of member organizations to work towards the extension of social security coverage**

### **Project 1: Examining the existing knowledge on coverage extension**

Coverage has been a topic at numerous ISSA meetings as well as in publications by the ISSA and other international organizations, however, there is no systematic overview and assessment of different experiences. With the aim of contributing to the knowledge base that will assist members in working towards the extension of coverage, this project will therefore take stock of existing information on good practice and lessons learnt.

### **Project 2: Establishing a task force on the extension of coverage**

This project aims to bring together representatives from ISSA member organizations from different regions in a cross-cutting task force that will establish a strategy for ISSA activities in the area of coverage. This strategy should define the priorities for action and the priority risks for extension, and guide future ISSA activities to assist member organizations in this field.

## **Outcome 4: Better preparedness of member organizations to cope with sustainability challenges**

### **Project 1: In-depth monitoring of social security reforms responding to sustainability challenges caused by demographic changes**

This project will provide members with frequent and analytical information on reform processes responding to demographic change. In addition to factual reporting on legislative changes, information will, if available, thereby also be provided on the reform background, related debates, implementation, lessons learnt and the role of social security institutions at different stages of the reform process.

### **Project 2: Demographic changes and social security – innovations, good practice and lessons learnt**

The objective of this project is to shed light on different aspects of social security's innovative responses to demographic changes and to exchange good practice knowledge and information. It will include several activities carried out separately or jointly by the various ISSA Technical Commissions and focus on challenges in different social security branches.

## **Outcome 5: Increased visibility for, and awareness of the importance of dynamic social security as the social dimension of a globalizing world**

### **Project 1: Raising the profile of social security at the international level**

This project aims to strengthen ISSA's capacity to enhance the visibility of the social security dimension in international debates related to social challenges. Strong arguments and an evidence base on the positive impact of social security on society and the economy communicated in easily accessible formats will be the backbone of this advocacy capacity. It will therefore also be of value added for member organizations in their national social security policy debates.

### **Project 2: Organization of social security summits at Regional Social Security Forums and at the World Social Security Forums**

Social security summits at ISSA's major events will provide an important occasion to promote the important role that social security plays in societies worldwide and to showcase the important contribution of social security to facing current and future socio-economic challenges in the context of globalization. Accompanied by a promotion strategy, these summits will bring together high-level representatives of worldwide or regional international organizations and senior policy-makers.

## **Outcome 6: Efficient delivery of relevant services to member organizations**

### **Project 1: Development and test of a results-based programming and budgeting methodology**

This project aims to develop a new programming and budgeting methodology for the ISSA that moves the ISSA from a focus on activities to one on results. It will also implement performance measurement as one basis for ensuring that ISSA's services are relevant and have a high impact on members.

### **Project 2: Project on establishing a service quality management system at the ISSA**

By developing a service quality management system, this project will create the tool for the ISSA to control and improve service levels and to satisfy the quality requirements of member organizations. This system will be instrumental in controlling that the ISSA Secretariat is functioning in an orderly and structured way so that time, money and other resources are used efficiently.

## **Outcome 7: Good governance of the Association**

### **Project 1: Development of a Good Governance Charta for the ISSA**

Governance is a key dimension of the functioning of any organization and good governance an important condition for its capacity to establish long-standing ties with members and other stakeholders. This project therefore aims to develop a Good Governance Charta as an important tool in improving accountability and transparency within the ISSA.

## **Main programme lines 2008-2010**

A comprehensive programme of social security research and policy analysis, good practice collection, technical and regional activities, conferences and seminars and social security promotion supports the completion of these projects as well as the implementation of a number of regular and ongoing activities of the ISSA. These programmes provide the capacities of the ISSA for achieving its outcomes and for appropriately responding to the needs and priorities of member organizations.

### **Social Security Observatory**

The Observatory programme brings together all ISSA information and knowledge production activities in order to provide primarily ISSA members but also other stakeholders with relevant knowledge on social security. It also constitutes the knowledge base necessary for the ISSA to advocate for social security at the international level. It covers ISSA's information and knowledge management, good practice collection and policy analysis programmes and is responsible for the implementation of the projects under outcomes one to five described above. It also coordinates the activities of ISSA Technical Commissions.

### **Regional networks**

Strengthening the regional dimension across all ISSA activities is paramount for improving its capacity to respond to regional variations in members' needs and priorities. This programme will therefore develop regional structures in line with these needs and priorities as the basis for the definition and implementation of relevant activities.

### **Knowledge dissemination and social security promotion**

This programme covers all activities to effectively communicate on social security as well as on ISSA's products and services. It also coordinates the responses to members' requests for technical information and support, continued learning services, the ISSA's publication programme and the ISSA Web portal and Extranet. As part of this programme, the ISSA will strengthen its capacity to provide targeted support to individual member organizations through facilitating technical information provision and member-to-member exchanges. A new ISSA Web portal will replace the current ISSA Website from 2008.

## **Building and extending partnerships**

The ISSA has a unique role to play as the only international body that brings together social security institutions, but it will be better able to achieve its objectives through collaborating with other bodies. Forging partnerships between the ISSA and international organizations active in the area of social security to the benefit of members will therefore be an important component of all ISSA activities in the future.

## **Governance and general management**

Supporting the implementation of the technical programmes of the ISSA, the governance and general management programmes support the smooth and efficient functioning of the ISSA statutory bodies as well as the overall management of the ISSA Secretariat.

## **Value added of the Programme 2008-2010 for member organizations**

By means of the programmed activities 2008-2010 the ISSA will be able to pursue the defined outcomes through providing relevant knowledge and networks to members and by creating a positive environment for social security.

## **Members will be able to benefit from the knowledge provided by the ISSA:**

- ▶ The new ISSA Web portal will constitute a one-stop shop for social security information, good practice knowledge and social security policy analysis
- ▶ A technical information service that responds to technical requests and facilitates technical member-to-member support
- ▶ Short, topical and user-friendly publications and new products in more languages
- ▶ New communication products: e-mail newsletters, press releases, promotional actions and materials

## **Members will be able to benefit from the networks and platforms provided by the ISSA:**

- ▶ Regional and technical networks accessible and open to all interested member institutions to exchange experiences, facilitated by the ISSA Extranet
- ▶ Coordinated and integrated network activities and more visibility to the outcomes of these activities
- ▶ World Social Security and Regional Social Security Forums
- ▶ Increased emphasis and number of technical seminars

## **Members will be able to benefit from ISSA's efforts to create a positive environment for social security:**

- ▶ Promotion of social security at the international level through better access points for the ISSA to key international organizations and events
- ▶ Topical promotion material outlining the contribution of social security
- ▶ More visibility for the ISSA and therefore social security at the international and regional levels

Ensuring a high value added to member organizations is key for the ISSA. Consultations with member organizations will therefore regularly be launched throughout the coming triennium to provide members with the opportunity to give feedback on the implementation of the Programme 2008-2010.