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INTERNATIONAL SOCIAL SECURITY ASSOCIATION

Programme of activities 2011-2013

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CHAPTER 1: The ISSA – promoting and developing dynamic social security worldwide

Access to social security is a human right and social security is essential for individuals, societies and economic progress.

However, the majority of the world population is not covered by any social security protection. Globalization, demographic changes, changes in the structure of international and domestic labour markets, technological innovations, changing family structures and increasing client expectations create major challenges for existing social security schemes. These challenges have been compounded by the financial and economic crisis.

In this evolving context, social security institutions are called upon to innovate and proactively respond to the challenges in order to maintain and extend the protection they provide to populations.

As the leading international organization fostering cooperation of social security institutions at the international level, the International Social Security Association (ISSA) assists its global membership in this important task. The ISSA focuses on technical and administrative improvements in social security among its membership and works towards strengthening the role of social security institutions in national social security policy debates. In the pursuit of its **constitutional mandate** to promote and develop social security throughout the world, the ISSA makes a unique contribution to the improvement of social security outcomes on the basis of social justice.

In pursuing this constitutional mandate, the ISSA is guided by the **strategic vision** to:

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

Dynamic social security refers to social security systems that are accessible, sustainable, adequate, socially inclusive and economically productive, and that are based on performing, well-governed, proactive and innovative social security institutions. In line with the nature of the ISSA as an association of social security institutions, the vision of promoting dynamic social security ties social security improvements to the capacities and performance of these institutions.

To work towards this strategic vision, the **expected outcome** of the Association is to achieve:

*“**Excellence in social security administration** as a basis for accessible, sustainable, adequate, socially inclusive and economically productive social security systems”.*

ISSA member institutions are committed to achieving excellence in social security administration, and the ISSA assists them to make progress towards this objective.

The expressed needs and priorities of ISSA member institutions thus determine the nature of ISSA’s services and activities. The membership has defined the following four ISSA **strategic objectives**:

1. *Provide relevant knowledge to member institutions and facilitate the internalization of this knowledge*
2. *Offer relevant networks and international platforms for members to exchange*
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*

In pursuing these strategic objectives and in delivering quality services to ISSA member institutions, the ISSA Secretariat is committed to the values of empathy, integrity, open to change and service quality. To ensure accountability, transparency and good governance, the ISSA Secretariat is guided by the ISSA Good Governance Charter, the ISSA internal control standards as well as ISO 9001 quality standards.

The ISSA works in partnership with other international organizations active in the field of social security, and in particular with the International Labour Office (ILO) with which it has a long-standing and special relationship. The ISSA supports and is committed to the ILO objective of decent work and in particular to its strategies in the field of social protection.

CHAPTER 2: The ISSA during 2011-2013: Programme continuity, strategic development and a strengthened focus on impact

The definition of the dynamic social security agenda in 2007 has provided the ISSA for the first time with a long-term strategic framework that guides its activities over several triennia. Accompanied by major efforts to modernize and improve ISSA's services in line with the expressed needs and priorities of ISSA members, the overriding objective has been, and will continue to be, to make the ISSA more relevant for its members as well as to strengthen the impact of its activities.

The **triennium 2008-2010** is a first milestone in this long-term effort. A new corporate image, web portal and a series of new publications and communication tools have made the ISSA more visible and accessible. Regional Social Security Forums and an increased focus on technical seminars enhanced the ISSA programme of meetings. A good practice database now offers key knowledge on innovations and lessons learnt. The strengthening of the role of ISSA Technical Commissions and the establishment of extensive regional structures has brought the ISSA closer to its members. Through the development of good governance guidelines of social security institutions and an ISSA strategy for the extension of social security coverage, a longer-term perspective for ISSA's work has been adopted and the groundwork for more effective activities in these strategic areas been laid.

The triennium 2008-2010 is also dedicated to the strengthening of accountability and transparency in the Association. The adoption of an ISSA Good Governance Charter signals ISSA's commitment to good governance. Attention to quality is highlighted by the process to obtain ISO 9001 certification. A new results-based programming and budgeting methodology intends to strengthen accountability through member-driven measurement of ISSA's performance. Objective-based progress reports and new formats of financial reports as well as a dialogue with the ISSA Bureau on the budget presentation methodology have helped to provide the level of transparency and information expected and required by the ISSA Bureau to carry out its supervisory and monitoring role.

The **triennium 2011-2013** will aim at a consolidation and further development of these efforts to increase ISSA's added value for member institutions. This will first be achieved by combining a longer-term strategic focus on the core areas of dynamic social security with new topical priorities. Second, the ISSA will extend its services to members through the adoption of activities to facilitate capacity building in strategic priority areas. Third, the ISSA will strengthen its focus on impact and results through the introduction of performance measurement as part of the implementation of results-based programming and budgeting.

1. ISSA topical priorities 2011-2013: Tackling the key dimensions of dynamic social security

The dynamic social security agenda encompasses a wide range of priority social security dimensions. To assist members in working towards dynamic social security, the ISSA will gradually build relevant knowledge and services covering all of its dimensions. During the 2008-2010 triennium, the ISSA has focused on administrative and operational efficiency, accessibility through extension of coverage, sustainability challenges created by demographic changes and social security reforms.

Combining programme continuity with the objective to develop relevant activities concerning different dimensions of dynamic social security in line with the expressed needs and priorities of members, the ISSA Secretariat, the Technical Commissions and the regional structures will, during the period 2011-2013, focus their activities on the following topical priorities:

- *Topical priority 1: Administrative and Operational Efficiency and Effectiveness*

Administrative and operational efficiency and effectiveness is crucial to achieving excellence in social security administration and therefore a long-term priority for the ISSA. The promotion of the implementation of the ISSA good governance guidelines for social security administrations developed during the triennium 2008-2010 as well as solutions to new ICT challenges will be of high relevance to the ISSA membership during the triennium 2011-2013.

- *Topical priority 2: Extension of Social Security Coverage*

Extension of social security coverage is a long-term priority and challenge for the ISSA and its member institutions. The implementation of the ISSA strategy for the extension of social security coverage adopted during the triennium 2008-2010 will give new impetus to the ISSA activities to promote social security protection for all.

- *Topical priority 3: Pro-active and preventative approaches in social security*

The traditional objective of social security to protect populations in the case of the realization of defined risks has been increasingly broadened through the inclusion of pro-active measures. By tackling major risk factors through prevention and early intervention, these measures are destined to reduce the need for social security benefits, promote employment and facilitate re-integration. This requires social security institutions to build capacities to anticipate evolving risks and calls for improved coordination and cooperation between different social security schemes and branches. Both branch-specific and integrated solutions will be analyzed with particular attention to good practice.

- *Topical priority 4: Adequacy and quality of social security benefits and services*

In light of the financial and economic crisis as well as two decades of social security reform, adequacy and quality constitute highly relevant topics for the triennium 2011-2013. The current context and emerging trends call for new concepts and ways towards ensuring adequacy. Combined with the objective to define service quality guidelines for social security administrations, the ISSA will seek new approaches in this challenging area.

2. Strengthening impact and value added of the ISSA in strategic areas: Activities to facilitate capacity building

The long-term strategic framework of dynamic social security enables programme continuity and thereby supports a special attention to impact as regards those dimensions of dynamic social security considered of particular importance by ISSA member institutions. It enables the ISSA to act strategically and to not only build knowledge, but to also promote and strengthen its impact through activities designed to assist member institutions in the internalization and use of this knowledge. These new activities to *facilitate capacity building*

include for instance the establishment of rosters of experts, facilitation of member-to-member support, training modules and seminars or e-learning courses. They constitute a new but highly relevant addition to ISSA services and will be a key development area during the triennium 2011-2013.

In line with the advice by the ISSA Bureau, the ISSA will pilot these activities to facilitate capacity building in two strategic areas. Activities will first be developed as regards good governance in social security based on the good governance guidelines adopted during the triennium 2008-2010. A further area will be the extension of social security coverage with a view to implementing the ISSA strategy on the extension of social security coverage adopted during the same period. To analyze the impact and cost-effectiveness of these activities, the ISSA Secretariat will carry out a specific evaluation.

3. Strengthen impact and accountability: Results-based programming and budgeting and performance measurement

The results-based programming and budgeting methodology adopted by the ISSA during the triennium 2008-2010 has, for the first time, been applied in the preparation of this Programme and Budget 2011-2013. The methodology consists of a cycle of objective-setting and programme formulation by the ISSA Secretariat jointly with member institutions and the ISSA statutory bodies, programme implementation by the ISSA Secretariat and implementation monitoring by the ISSA Bureau, and finally performance measurement and impact evaluation. The new methodology ensures that programme implementation is closely monitored and that ISSA's performance is comprehensively measured and evaluated by member institutions. It thereby drives a culture of service quality, relevance and impact and promotes accountability and transparency.

For the results-based programming and budgeting methodology to be successfully implemented, measures to strengthen the organizational results-based culture within the ISSA Secretariat will be indispensable. Appropriate tools to improve reporting on programme implementation and to measure performance will also need to be developed. These and the establishment of an effective dialogue with members on impact of ISSA activities will therefore also be key development areas for the triennium 2011-2013.

CHAPTER 3: Programme of activities

The triennial programme of activities is structured in four main parts:

- Projects supporting the four triennial topical priorities
- On-going activities that are regular features of ISSA programmes of activities
- Coordination of the ISSA Technical Commissions and the regional structures
- ISSA internal governance and general management

Each project or activity is presented in line with the new results-based programming and budgeting methodology adopted by the ISSA. This presentation includes:

- The title of the project or activity
- A short description of the content of the project or activity
- The expected outputs of the project or activity
- The expected impact – how the expected outputs should assist members to work towards excellence in social security administration

An expected impact is included for projects and activities that are designed to lead to outputs aimed directly at supporting members' efforts to work towards excellence in social security administration.

In line with the new methodology, this way of presenting projects and activities is intended to increase transparency and accountability. The ISSA Secretariat will provide a report on the implementation of the planned programme outputs at each meeting of the ISSA Bureau and will submit a comprehensive medium-term report on programme implementation to the ISSA Bureau during 2012. In order to measure the performance of the ISSA as an organization in terms of whether the expected outputs have the expected impact, all member institutions will be surveyed once during the next triennium to rate the quality and impact/potential impact of ISSA's outputs in assisting them to work towards excellence in social security administration. The results of this performance measurement exercise will provide invaluable evidence and feedback that will allow the ISSA Bureau to adjust and prioritize activities in future triennia.

A summary of the outputs representing the total portfolio of services that the ISSA will provide to its members during 2011-2013 can be seen in the Annex A.

1. Topical priorities and projects

1.1 Administrative and operational efficiency and effectiveness

Project on promoting good governance in social security

Good governance is a priority concern for social security institutions. In collaboration with Technical Commissions, the ISSA has developed a set of good governance guidelines for social security institutions during the triennium 2008-2010. This project therefore aims at promoting good governance through supporting the application and implementation of these guidelines by ISSA member institutions. In addition to offering knowledge and platforms for exchange, the ISSA will implement activities to facilitate capacity building, as good governance was selected by the ISSA Bureau as one of the two pilot areas for this new

function of the ISSA. The project will be implemented in collaboration with ISSA Technical Commissions as well as with ISSA regional structures and external experts.

Expected outputs:

1. Completed and updated good governance guidelines and good governance self-assessment tool for social security institutions
2. Good practices for good governance in line with the guidelines for inclusion in the ISSA good practice database and linked with the self-assessment tool
3. Tools to facilitate the capacity building by members to work towards improving governance:
 - a) Development of a training module on good governance
 - b) Establishment of a roster of expert consultants in the field of good governance
 - c) Promotion of member-to-member exchange and facilitation of up to five twinning initiatives per year in 2012 and 2013
 - d) Support for the organization of up to three training seminars per year in 2012 and 2013 on good governance organized by ISSA regional structures
 - e) Development and launching of an e-learning application on good governance
4. One report on the progress towards good governance and on the implementation of the good governance guidelines

Expected impact:

Outputs contribute to members' capacity building efforts and their strategies to improve good governance.

Project on Information and Communication Technologies (ICT) as enabler of social security policy and programme integration

Social security programme integration and coordination has increasingly been considered as a means to achieve important objectives related to the smooth operation of social security schemes. The International Conference on Information and Communication Technology (ICT) in social security that took place in Seville, Spain, in June 2009 recognized the significant ICT challenges brought about by increasing social security programme integration and coordination. The project will therefore tackle major complexities related to system and information integration, interoperability as well as data and privacy regulations with a view to identifying solutions and sharing lessons learnt. It will be implemented in collaboration with the ISSA Technical Commission on ICT and external experts.

Expected outputs:

1. One International Conference on ICT in social security
2. Good practices for inclusion in the ISSA good practice database
3. One Technical Report containing an index of ICT standards and technologies related with interoperability and programme integration

Expected impact:

Outputs contribute to members' strategies to overcome ICT barriers to social security programme integration and coordination.

1.2 Extension of social security coverage

Project on promoting the extension of social security coverage

The extension of social security coverage is a crucial priority for the ISSA and essential to its mandate to promote social security. Social security institutions are at the forefront of the coverage extension process. With a view to enhancing the assistance that the ISSA provides to its members, an ISSA strategy on the extension of coverage developed during the triennium 2008-2010 will guide the ISSA activities in the years to come. The implementation of the strategy will be an important task of the ISSA Secretariat, the ISSA Technical Commissions and the ISSA regional structures. As extension of coverage was selected by the ISSA Bureau as one of the two areas in which the ISSA will pilot the role to facilitate capacity building, an important part of the activities will be related to this new objective.

Expected outputs:

1. A handbook on social security extension strategies and good practice administrative solutions for populations difficult to cover
2. Tools to facilitate capacity building by members to work towards the extension of coverage:
 - a) Development of a coverage extension training module
 - b) Establishment of a roster of expert consultants in the field of extension of social security coverage
 - c) Promotion of member-to-member exchange and facilitation of up to five twinning initiatives per year
 - d) Support for the organization of up to three training seminars per year on coverage extension organized by ISSA regional structures
 - e) A web portal and an extranet exchange forum on social security extension
3. Establishment of a monitoring and reporting tool including the definition of targets
4. Two studies to close identified knowledge gaps on coverage extension in key areas defined in the ISSA strategy on coverage extension with the following outputs:
 - a) Good practices for inclusion in the ISSA good practice database
 - b) 2 Technical Reports
 - c) 2 *Social Policy Highlights*
5. Promotion of the extension of social security coverage at the international level through partnerships with international organizations such as the International Labour Office (ILO), World Health Organization, World Bank, donors and civil society associations
6. Contribution to the ILO strategy on the extension of social protection through specific activities in consultation with the ILO

Expected impact:

Outputs will assist members' efforts to build capacity, develop solutions, and advocate for the extension of social security coverage at the national level.

1.3 Proactive and preventative approaches in social security

Project on promoting proactive and preventative approaches across all risks

Proactive measures including prevention and early intervention tackle major risk factors to reduce the need for social security benefits, promote employment and facilitate re-integration. This broadened role of social security requires social security institutions to build capacities

to anticipate evolving risks and calls for improved coordination and cooperation between different social security schemes and branches.

The ISSA Technical Commissions expressed their preference for the topic of proactive and preventative approaches in social security as the cross-cutting theme for their work during the triennium 2011-2013. A number of sub-projects will focus on branch-specific as well as integrated aspects including innovations, barriers, cost-effectiveness or the increased role of institutional and cross-branch partnerships. This project will be implemented by the ISSA Secretariat in collaboration with ISSA Technical Commissions and external experts.

Expected outputs:

1. Eight Technical Seminars
2. Good practices for inclusion in the ISSA good practice database
3. Four Technical Reports
4. Five *Social Policy Highlights*
5. One ISSA prevention strategy

Expected impact:

Outputs will contribute to members' capacity to develop and implement pro-active and preventative social security measures.

1.4 Adequacy and quality of social security benefits and services

Project on developing ISSA service quality guidelines for social security administrations

Client satisfaction is a priority objective of social security institutions and has a high impact on the social legitimacy of social security schemes. It is also an area with a high potential for benchmarking and good practice transfer. By collecting and analyzing knowledge on various dimensions of client satisfaction, this project aims to develop service quality guidelines for social security administrations. It is a strategic development project for the ISSA that, adding to the good governance guidelines and the guidelines on the investment of social security funds, will lead to a third set of ISSA guidelines. Specifically focussed on service quality, it will constitute the basis for a more extended programme of activities to assist members to improve service quality in future triennia. The project will be implemented by the Secretariat in collaboration with ISSA Technical Commissions and external experts.

Expected outputs:

1. ISSA service quality guidelines for social security administrations
2. Good practices for service quality in line with the guidelines for inclusion in the ISSA good practice database

Expected impact:

Outputs will assist members in their actions to improve service quality.

Project on concepts, trends and measures towards ensuring and improving adequacy

Against the background of social security reforms and the financial and economic crisis, the question of adequacy has recently attracted heightened attention by both policy-makers and social security administrators. However, debates often narrowly define adequacy in terms of benefit replacement rates. While these are of key importance, other elements such as measures to enhance employability, to remain healthy or return to work, the reliability of benefits,

education and financial literacy and a more holistic view of benefits and needs in different branches may increasingly be seen as important complementary dimensions of adequacy. This project will therefore aim to establish broader concepts of adequacy and track and analyze recent trends in adequacy for different social security branches. Based on this analysis, it will explore major challenges and solutions in securing adequacy from a forward-looking perspective. This project will be implemented by the Secretariat in collaboration with ISSA Technical Commissions and external experts.

Expected outputs:

1. Four Technical Reports
2. Four *Social Policy Highlights*
3. One Technical Seminar
4. One International Conference of Social Security Actuaries and Statisticians
5. An ISSA approach to adequacy of social security benefits

Expected impact:

Outputs will assist members in comprehensively assessing and improving adequacy within their schemes.

Ongoing activities

2.1 Policy analysis and research

It is an important function of the ISSA to analyze reforms and practices in social security with a view to identifying regional and global social security trends. Policy analysis and research coordinates this function and also adds a forward-looking dimension to ISSA activities by observing emerging socio-economic and other contextual developments and by assessing their potential impact on social security in the future. Finally, policy analysis and research also analyses the contribution that social security makes to broader social and economic development objectives, and provides the research-based arguments that assist the ISSA and its members to promote the important role of social security. It thereby provides input to several ISSA activities and to determining future ISSA topical priorities.

While continuing to refine the regional and global monitoring of trends, a focus will be on strengthening the forward-looking dimension of the ISSA through systematic information and analysis on emerging trends. With a view to better structuring and framing policy and research activities, and to align these activities with the overall planning and delivery processes in the ISSA, a Technical Commission on Social Security Policy and Research will be established. The mandate for this new Technical Commission will be defined by the ISSA Bureau in 2011. Policy and research activities will be implemented by the ISSA Secretariat in collaboration with this Technical Commission and external experts.

Expected outputs:

1. International Social Security Policy and Research Conference
2. Four regional reports and one global report on developments and trends in social security
3. Five *Social Policy Highlights* providing executive summaries of the regional and global reports on developments and trends in social security

4. A special series of six *Social Policy Highlights* focusing on emerging trends
5. One Technical Report on emerging trends in social security to be published on the occasion of the World Social Security Forum 2013
6. Web features on emerging trends on the ISSA Web portal

Expected impact:

Outputs contribute to members' capacity to anticipate, and to develop responses to, emerging trends, and support members in advocating social security at the national level.

2.2 Social security databases and documentation service

The ISSA compiles and processes information on social security schemes, reforms and good practice and provides relevant information in accessible formats to members through the social security databases on the ISSA web portal and various publications. The ISSA also operates a Documentation Service that is instrumental to ISSA's efforts to provide priority social security information to members through focussing specifically on web-based search tools to collect and organize social security information.

The main focus will be on extending the number of good practices included in the good practice database, the production of articles of enhanced quality for the reforms database as well as the number of countries covered by the social security databases. Efforts will also be made to improve the accessibility and user-friendliness of the database interfaces, and to increase utilization by ISSA members of the unique information available, in particular in the new good practice database. The outputs of the Documentation Service will be enhanced to ensure that they contribute to a wider range of ISSA activities. The activities will be implemented by the ISSA Secretariat in collaboration with external experts.

Expected outputs:

1. 100 good practices for the good practice database emanating from ISSA projects, the organization of good practice awards on the occasion of Regional Social Security Forums and other sources
2. 330 short articles on national social security reforms for the reforms database
3. 6 Volumes of the publication *Social Security Programs Throughout the World* under contract to the Social Security Administration of the United States, and corresponding updates of the country profiles on the ISSA Web portal
4. Daily publication of relevant social security articles in the *Social Security Monitor*

Expected impact:

Outputs support members' knowledge base assisting them to work towards excellence in social security administration.

2.3 International Barometer of Social Security Administrations

With a view to developing performance indicators of social security administration and thereby a unique benchmarking tool for ISSA members, a feasibility study on an ISSA international barometer of social security administrations has been carried out during the triennium 2008-2010. The objective of the barometer is to provide ISSA members with reliable information and indicators that will allow them to compare their administrative

performance on a regular basis. Data of individual institutions will be compiled to global indicators to accompany ISSA reports on trends and developments in social security.

In addition to rolling out the international barometer to a larger group of ISSA member institutions, the objective will also be to extend the number of social security branches covered by the barometer beyond the risks of old age and work injury included in the feasibility study. The implementation will be led by the ISSA Secretariat. In order to achieve the expected outputs, however, substantial extrabudgetary in-kind contributions from member institutions or other organizations will be required.

Expected outputs:

1. A set of global indicators on administrative performance in social security
2. Peer reports – benchmarking tool for member institutions to compare with a number of member institutions in selected countries

Expected impact:

Outputs will support members' efforts to improve their administrative performance.

2.4 World and Regional Social Security Forums

World and Regional Social Security Forums are the most important events in the cycle of ISSA activities and include sessions on developments and trends in social security, topical priority issues and social security summits. By bringing together senior social security administrators, high-level representatives of international and regional organizations and policy-makers, these Forums not only provide unique opportunities for technical exchange on challenges related to the four ISSA programme priorities, but also resonate with policy-makers and the media the important role social security plays for economic and social development.

Regional Social Security Forums will be held in Africa, Americas, Europe and Asia-Pacific respectively during the triennium and its conclusions will contribute to the next World Social Security Forum to be organized in 2013. All Forums are organized by the ISSA Secretariat and efforts will be made to strengthen the impact of the Regional Social Security Forums through the effective input and follow-up by the concerned regional structures.

Expected outputs:

1. Four Regional Social Security Forums for Africa, Americas, Asia and the Pacific and Europe respectively including sessions on developments and trends in social security, technical sessions and social security summits
2. World Social Security Forum 2013, including a session on developments and trends in social security, three days of technical sessions and a social security summit

Expected impact:

Outputs support members to gain access to networks and knowledge assisting them to work towards excellence in social security administration, and assist them in advocating social security at the national level.

2.5 World Congress on Safety and Health at Work

The World Congress on Safety and Health at Work jointly organized by the ISSA and the ILO is the largest international event on safety and health at work. The next World Congress will be held in September 2011 in Turkey and bring together policy-makers and experts to debate good practice and worldwide efforts towards “building a prevention culture for a healthy and safe future”. It will also discuss the activities to promote and implement the Seoul Declaration on safety and health at work that was adopted at the last World Congress in 2008 in the Republic of Korea. This activity will be implemented by the ISSA Secretariat in collaboration with the ISSA Special Commission on Prevention.

Expected outputs:

1. World Congress on Safety and Health at Work to be held in Turkey in September 2011

Expected impact:

The output supports members’ efforts to improve safety and health at work at the national level.

2.6 Publications

Publications coordination

During the triennium 2008-2010 a new ISSA publications policy has been implemented which focuses on short and topical documents, the use of electronic media and the creation of an electronic newsletter. This new focus and the adoption of additional languages for some of the ISSA’s flagship publications have considerably increased the user-friendliness, relevance and accessibility of ISSA’s unique knowledge base. Through the establishment of a publications plan aligned to the work plans of various ISSA activities and of a publications coordination and editing function, publications were issued more regularly and quality was enhanced.

The objective for the coming triennium will be to consolidate the new publication lines and to broaden their distribution. It is planned to increase the frequency of some of the key publications such as the *Social Security Observer*, and to further enhance the quality of the content of ISSA publications.

Expected outputs:

1. 30 issues of the *Social Security Observer*
2. Editing and coordination of production of all ISSA publications emanating from the various projects and on-going activities

Expected impact:

Outputs support members’ knowledge base assisting them to work towards excellence in social security administration.

International Social Security Review (ISSR)

The ISSR is the principal international quarterly peer-reviewed journal in the field of social security. An editorial board consisting of academics, representatives of international

organizations and the ISSA Secretariat provides quality assurance and guides the development of this important ISSA publication that is produced in contract with a world renowned publishing house. Efforts to increase the distribution of the ISSR and to improve the connection of ISSR articles to the ISSA triennial priorities through special issues have been successfully implemented in the 2008-2010 triennium. In the coming triennium efforts will be made to enhance the utilization of the knowledge included in the Review for other ISSA activities as well as to promote the Review with universities and potential new readership groups.

Expected outputs:

1. 9 regular issues of the *International Social Security Review* (ISSR)
2. Three special issues of the ISSR related to an ISSA topical priority

Expected impact:

Outputs support members' knowledge base assisting them to work towards excellence in social security administration.

2.7 Communications

Communications coordination

Upgrading the ISSA communications capacity was a major development objective during the triennium 2008-2010 with a view to improving communication with member institutions, the media and other social security stakeholders. This major effort included for instance the development of a new and coherent corporate image for the ISSA, the development of a modern Web portal, the redesign of the ISSA Extranet, the creation of a monthly e-newsletter for members (*ISSA Update*), and the implementation of promotion strategies on the occasion of ISSA events and conferences.

In addition to consolidating these achievements, a specific emphasis will be on improving the quality and variety of the content of ISSA communication tools, the promotion of the rich information included in the ISSA social security databases and on encouraging the utilization of the information that the ISSA provides in Arabic, Chinese, Portuguese and Russian. Finally, a study will be undertaken to analyze the potential benefits of increased communication by the ISSA through modern media.

Expected outputs:

1. Promotion activities at ISSA events and for key outputs of ISSA activities
2. Press releases and promotion of social security with the international media
3. The maintenance and development of the ISSA network of communications correspondents

Expected impact:

Outputs support members' efforts to advocate and promote social security at the national level.

ISSA Web Portal

Since its launch in June 2008, the new ISSA web portal has witnessed continuously increasing numbers of visits. To maintain and accelerate this development, the provision of

highly topical and regularly updated content will be complemented by the increasing utilization of alerts and other communication tools to attract visitors to the site. A major technical upgrade will be undertaken that, through allowing a broader direct feeding of the web portal by various ISSA Secretariat technical specialists, will also contribute to enhancing the attractiveness of its content with a view to confirming its position as the leading source of social security knowledge and information worldwide.

Expected outputs:

1. Relevant and up-to-date information on the ISSA Web Portal including four main areas: About ISSA, News & Events, Observatory, Resources.

Expected Impact:

Outputs support members' knowledge base necessary to work towards strengthening excellence in social security administration.

ISSA Extranet

Based on a complete redesign of the ISSA Extranet in 2009 that greatly facilitated its utilization, and the gradual move to the full implementation of its services such as electronic registration for ISSA meetings and the dispatch of working documents, the objective will be to promote the utilization of the Extranet as a support for collaborative work by the ISSA Technical Commissions and regional structures. At the same time, the Extranet will be made more attractive through the addition of new collaborative work tools such as, for instance, the possibility to organize live meetings or training sessions on the Extranet. A focus will finally be on maintaining smooth and rapid support for Extranet users.

Expected outputs:

1. Maintenance and development of the ISSA Extranet
2. Addition of new collaborative work tools on the ISSA Extranet
3. Support to users of the ISSA Extranet

Expected Impact:

Outputs will facilitate members' efforts to gain knowledge on priority social security issues through exchanging with peers in other countries.

ISSA Update

ISSA Update that informs the management and staff of member institutions of the activities of the ISSA Secretariat, Technical Commissions and regional structures has made the ISSA more accessible and its activities better known among members, not least as it is published on a monthly basis in seven languages. The regular publication of *ISSA Update* during the coming triennium will be complemented by a redesign to improve readability and a promotion campaign to increase its readership among the staff of ISSA member institutions.

Expected outputs:

1. 30 issues of the newsletter *ISSA Update*

Expected Impact:

Outputs will contribute to increase the benefit from ISSA membership by informing members of ISSA activities and initiatives.

2.8 Member support, administration and promotion

The creation of a focal point function for responding to requests by member institutions during the triennium 2008-2010 has increased the response rapidity and enhanced the quality of responses by the ISSA Secretariat. As concerns requests for technical information, responses are now being compiled based on consultations of all appropriate experts in the ISSA Secretariat, Technical Commissions and regional structures. Member support and administration also liaises with the ISSA membership concerning their administrative relations with the ISSA and ensures that the ISSA membership databases are up-to-date. The various forms and questionnaires used by the ISSA in these administrative relations will be modernized and simplified. Specific efforts will be made to strengthen support functions for Chief Executive Officers of social security institutions, and based on the positive feedback to the CEO seminars organized by the ISSA, two CEO seminars will be organized during 2011-2013. Based on the ISSA's strategy for member retention and recruitment, which was developed in 2009 and will already be implemented partly during 2010, a membership promotion function will be established with a view to consolidating and expanding ISSA's worldwide membership.

Expected outputs:

1. A focal point for responses to technical requests by member institutions
2. Access to up-to-date lists of member institutions and contacts as part of the ISSA Extranet
3. 3 issues of the publication *Member Directory* of the ISSA
4. Two CEO seminars
5. A membership promotion function

Expected Impact:

Outputs will facilitate members' access to technical information and contacts with other ISSA member institutions that allow them to solve specific social security problems and questions.

2. Regional Structures and Technical Commission development and coordination

The ISSA Technical Commissions and regional structures are the two most important structures for members to exchange as well as key delivery structures of the ISSA programme of activities in addition to the ISSA Secretariat.

3.1 Regional structure development and coordination

The successful development of a new ISSA regional structure has been one of the key areas of development and progress during 2008-2010. The extensive network of liaison offices and other structures that has been established provides the ISSA with a unique opportunity to enhance its value added to members through the contextualization of ISSA knowledge and the targeting of activities to the specific needs and priorities within regions. The focus will be on the consolidation and strengthening of the new structures, and on encouraging the realization of their full potential to serve member institutions in their respective regions. A further objective will be to develop greater synergy between regional structures and other ISSA activities with a view to ensuring that knowledge from a regional perspective will benefit the wider ISSA programme of activities and membership. The formulation,

coordination and implementation of regional work plans linked to the ISSA programme priorities will be instrumental for achieving these objectives.

Expected outputs:

1. The maintenance and development of ISSA regional structures with an objective of 12 liaison offices and one regional network
2. The establishment and implementation of a work plan for each of these structures

3.2 Technical Commission development and coordination

The ISSA Technical Commissions represent a unique collaborative structure for members to meet and exchange on technical social security issues related to the ISSA's topical priorities. The recent promotion of integrated planning and coordination of the activities of the respective Technical Commissions as well as their focus on a cross-cutting priority theme and common ISSA outputs such as good practices or technical seminars has both strengthened their role in the implementation of the ISSA work programme and increased the visibility of their important work. In particular, the organization of ISSA Forums of Technical Commissions has proven to be an effective means to enhance dialogue and coordination.

The organization of ISSA Forums and the continued coordination of Technical Commission work plans will consolidate these achievements. With a view to further developing the important role of Technical Commissions, the Secretariat envisages three major development activities. These are to support the establishment and strengthening of virtual expert networks through the ISSA Extranet, the enhanced utilization of the ISSA Extranet as a collaborative workspace, and the regional dimensions of Technical Commission work.

Expected outputs:

1. Three ISSA Forums of Technical Commissions
2. The establishment of a Technical Commission on Social Security Policy and Research and the definition of its mandate by the ISSA Bureau
3. The establishment and implementation of a work plan for each of the 12 Technical Commissions

4. ISSA governance and general management

Good governance, efficient delivery of quality services, accountability and transparency are the guiding principles for the leadership of the Association and the management of the ISSA Secretariat. Several tools have been developed during the triennium 2008-2010 to support these objectives, and the full or continued implementation of these tools including the ISSA Good Governance Charter, the results-based programming and budgeting methodology, internal control standards, analytical accounting and maintaining ISO 9001 certification will be major objectives during 2011-2013.

4.1 General management

The ISSA Secretary General manages the Secretariat in order to ensure the cost-effective implementation of the ISSA programme and budget and the decisions and instructions of the ISSA statutory bodies. He leads the strategic development of the ISSA and maintains and develops relations with the ISSA Officers, member institutions and potential members as well as the institutional relations with other international organizations. General management also

provides for assistance to the Secretary General in carrying out these tasks, in particular concerning legal advice, results-based management and ISSA programme development, implementation and performance measurement.

Expected outputs:

1. Implementation of the Programme and Budget to the satisfaction of ISSA members
2. Six progress reports on programme implementation to the ISSA Bureau
3. One comprehensive medium-term report on programme implementation to the ISSA Bureau
4. One Activities Report 2011-2013 provided to the ISSA General Assembly on the occasion of the World Social Security Forum in 2013
5. A report on the performance of the ISSA and the impact of its activities
6. A Programme and Budget 2014-2016 for adoption by the ISSA Council on the occasion of the World Social Security Forum in 2013

4.2 Statutory bodies

It is an important function of the ISSA Secretariat to support the activities of the ISSA's statutory bodies including the General Assembly, the Council and the Bureau and its committees through the smooth organization of their meetings, and to assist the ISSA Officers to carry out their duties.

A focus will be on the proper implementation of the newly adopted ISSA Good Governance Charter. Specific attention will be paid to observing the timeframes for the submission of documents to the statutory bodies as well as to developing their respective Extranet workspaces.

Expected outputs:

1. Six meetings of the ISSA Bureau
2. Three meetings of the Nominations Committee
3. One meeting of the ISSA Council on the occasion of the World Social Security Forum in 2013
4. One meeting of the ISSA General Assembly on the occasion of the World Social Security Forum in 2013

4.3 Resources and Internal Services

Resources and internal services provides the administrative support services in the Secretariat including human resources management and development, information technology applications and support, finance and accounting, risk management, mail and distribution. Accounting is outsourced to an external service provider. It is expected that cost reductions will be achieved in this area through an enhanced utilization of modern communication tools for the distribution of information and documentation, in particular the Extranet. Major development objectives in this field relate to the implementation of the ISSA's internal control standards and quality management system (ISO 9001 certification).

Expected outputs:

1. Financial and human resource management of the Association
2. Audited yearly accounts and support to the Treasurer in preparation of the financial reporting to the ISSA Bureau

3. Support to the ISSA Control Commission
4. Implementation of the ISSA Control Standards
5. ISO 9001 certification of the ISSA

ANNEX A: Services and products for ISSA members 2011-2013

As an ISSA member institution, your contribution will give you access to ...

... unique exchanges and knowledge at ISSA meetings and conferences:

- The World Social Security Forum (WSSF)
- 4 Regional Social Security Forums: Africa, Americas, Asia and the Pacific and Europe
- The International Social Security Policy and Research Conference
- The International Conference on Information and Communication Technology in Social Security
- The International Conference of Social Security Actuaries and Statisticians
- The World Congress on Safety and Health at Work
- 9 technical seminars on priority technical social security issues
- 24 regional seminars on priority regional social security issues

...valuable knowledge and analysis on a variety of social security topics included in ISSA publications, its social security databases and its Web portal:

- One report on global developments and trends in social security
- 4 reports on regional developments and trends in social security
- 12 issues of the *International Social Security Review*
- 12 social security technical reports
- 22 issues of *Social Policy Highlight*
- 30 issues of the *Social Security Observer* newsletter
- 6 volumes of the publication *Social Security Programs Throughout the World* and corresponding information in the country profiles on the ISSA Web portal
- 100 new good practices added to the ISSA good practice database, bringing the total number of good practices in this database to 250
- 330 new short articles on national social security reforms, bringing the total number of articles in the ISSA social security reforms database to 2,700
- Access to daily news on social security on the ISSA Web portal's *Social Security News Monitor*
- The ISSA Web portal that constitutes the leading source for social security knowledge and information worldwide
- A focal point in the ISSA Secretariat for requests for technical information from members

... relevant guidelines, training modules, handbooks and training seminars on priority social security issues:

- Completed and updated good governance guidelines and good governance self-assessment toolkit for social security institutions
- A handbook on social security extension strategies and good practice administrative solutions for populations that are difficult to cover
- ISSA Service Quality Guidelines for Social Security Administrations
- An ISSA approach to adequacy of social security benefits
- A training module on extension of coverage
- A training module on good governance
- An e-learning application on good governance
- 6 regional training seminars on good governance
- 9 regional training seminars on coverage extension
- 2 seminars for CEOs of social security institutions
- 2 rosters of expert consultants in the fields of good governance and coverage

... unique advantages of being a member of a worldwide network of more than 340 social security institutions from 150 countries:

- Access to 12 Technical Commissions covering all areas of social security
- Access to 12 regional Liaison Offices, one regional network and a Focal Point for Portuguese-speaking countries
- A focal point in the ISSA Secretariat to facilitate member-to-member contacts and support
- Support for up to 25 longer-term twinning relationships between member institutions
- A set of global indicators on administrative performance in social security in various countries and peer reports: the international barometer of social security administrations
- 30 issues of the *ISSA Update* informing member institutions of ISSA events and activities
- The ISSA Extranet that offers collaborative workspaces and an administrative solutions WIKI
- Good Practice Awards on the occasion of the Regional Social Security Forums
- 3 publications of the *ISSA Member Directory* including contact details

... a recognized international body promoting the role of social security at the international level:

- Further development of the strategic relationship with the International Labour Office
- Partnership activities with other international organizations active in the field of social security (World Bank, World Health Organization, UN etc.) to promote the role of social security in social and economic development
- Publication of promotional materials, press releases and development of media relations

... an Association that attaches the highest importance to good governance as well as accountable and transparent management:

- 6 progress reports on programme implementation to the ISSA Bureau
- A report on the triennial activities to the ISSA General Assembly
- A report on the performance of the ISSA and the impact of its activities
- A detailed Programme and Budget 2014-2016
- 6 meetings of the ISSA Bureau
- 6 meetings of the ISSA Control Commission
- 3 meetings of the Nominations Committee
- One meeting of the ISSA Council on the occasion of the WSSF 2013
- One meeting of the General Assembly on the occasion of the WSSF 2013
- 9 Financial and Budgetary Reports to the ISSA Bureau
- ISO 9001 certification of the ISSA

List of Technical Commissions for the 2011-2013 triennium

Employment Policies and Unemployment Insurance
 Politiques d'emploi et de l'assurance chômage
 Políticas de Empleo y el Seguro de Desempleo
 Beschäftigungspolitiken und Arbeitslosenversicherung.

Investment of Social Security Funds
 L'investissement des fonds de la sécurité sociale
 Inversión de los Fondos de la Seguridad Social
 Anlage von Vermögenswerten der sozialen Sicherheit

Family Benefits
 Prestations familiales
 Prestaciones Familiares
 Familienleistungen

Statistical, Actuarial and Financial Studies
 Etudes statistiques, actuarielles et financières
 Estudios Estadísticos, Actuariales y Financieros
 Statistische, versicherungsmathematische und finanzielle Studien

Old-age, Invalidity and Survivors' Insurance
 Assurance invalidité-vieillesse-décès
 Seguro de Vejez, Invalidez y Sobrevivientes
 Alters-, Invaliden- und Hinterbliebenenversicherung

Insurance against Employment Accidents and Occupational Diseases
 Assurance contre les accidents du travail et les maladies professionnelles
 Seguro de Accidentes del Trabajo y Enfermedades Profesionales
 Versicherung gegen Arbeitsunfälle und Berufskrankheiten

Mutual Benefit Societies
 Mutualité
 Mutualidad
 Hilfsvereine auf Gegenseitigkeit

Medical Care and Sickness Insurance
Prestations de santé et d'assurance maladie
Prestaciones Médicas y del Seguro de Enfermedad
Gesundheitsleistungen und Krankenversicherung

Prevention
Prévention
Prevención
Prävention

Information and Communication Technology
Technologies de l'information et de la communication
Tecnologías de la Información y de la Comunicación
Informations- und Kommunikationstechnologie

Organization, Management and Innovation
Organisation, Management et innovation
Organización, Gestión e Innovación
Organisation, Verwaltung und Innovation

Social Security Policy Analysis and Research
Analyse des politiques et la recherche en sécurité sociale
Investigación y Análisis de Políticas en Seguridad Social
Forschung und Analyse der Politik der sozialen Sicherheit

Promoting and developing social security worldwide
Promouvoir et développer la sécurité sociale à travers le monde
Promover y desarrollar la seguridad social en el mundo
Soziale Sicherheit weltweit fördern und entwickeln
Развиваем и поддерживаем социальное обеспечение во всем мире
دعم و تطوير الضمان الإجتماعي عبر العالم
促进和发展全球社会保障