



issa

2019/20

ANNUAL REVIEW



WORLD
SOCIAL
SECURITY
FORUM

PROTECTING
PEOPLE IN A
CHANGING WORLD

MISSION ISSA

Promoting social security worldwide

The International Social Security Association (ISSA) is the world's leading international organization for social security institutions and government departments.

The ISSA promotes excellence in social security through offering its member institutions professional guidelines and capacity building as part of its Centre for Excellence, proposing innovative solutions to address key social security challenges, sharing unique international data as well as organizing high-level regional and global events.

Supporting its member institutions 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 (ILO).

2019/20



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**Professor Dr
Joachim BREUER**
ISSA President
J. Breuer

MESSAGE FROM THE PRESIDENT

Building a stronger ISSA

In the last year, the International Social Security Association (ISSA) has taken important new steps in building and consolidating its global membership, cooperating with international partners, and strengthening its influence on the global stage. This makes us all stronger in promoting universal social protection towards 2030.

Our Association plays a unique role, being the only global community of social security institutions. Our role is to promote excellence in social security, by seeking quality and efficiency in its implementation and delivery, and taking the necessary steps to shape the future of social security. The ISSA's members in 159 countries already provide social security to more than three billion people every day. While this is a remarkable achievement, our ambitions are much higher. As a member of the Global Partnership for Universal Social Protection and associate to the G20 Labour Ministers meeting, the ISSA aims to contribute to achieving universal social protection by 2030, in line with the Sustainable Development Goals.

How to maintain and extend social security coverage was one of the focus areas during the successful World Social Security Forum (WSSF) that took place in Brussels, Belgium in October 2019. In particular, the Summit with ministers and high-level representatives from international organizations, demonstrated that expanding and strengthening social security is a real focus for decision makers at both the national and international level. A special session on universal social protection was organized with the International Labour Organization (ILO), the ISSA's longstanding partner, who were also marking their Centenary.

These last months, in the context of the challenges posed by the new coronavirus (COVID-19), social security once again demonstrated its essential role for individuals, societies and economies. Governments and institutions have demonstrated their commitment to dynamic social security, by taking action quickly to strengthen, adjust, innovate and introduce social security measures and schemes for those who fell ill, those who had to care for others, those that were out of work and vulnerable groups in our society.

"The ISSA ensures that social security institutions have a voice at the global level."

I am proud to be the President of the ISSA, and I am thankful and humble for my re-election at the WSSF in Brussels for another three-year period. My ambition is to continue building this Association, so that we together can strengthen the delivery of social security to the world's population. ■

INTERVIEW WITH THE SECRETARY GENERAL

Closer to our members

Marcelo Abi-Ramia Caetano

After one and half years in office, Marcelo Abi-Ramia Caetano has already experienced many highlights. His key message is that the ISSA is a strong community, and his priority is to bring the Association even closer to its members.



Marcelo Caetano discusses with members at the 13th ISSA Forum for Technical Commissions, Geneva

What were some of the key moments for you during the last year?

There have been many memorable moments for me in the past 18 months, such as the World Social Security Forum in Belgium and our Regional Social Security Forum for Europe in Azerbaijan. I have also had very valuable personal encounters and discussions with members who I have visited to learn more about their challenges and how the ISSA can be of assistance. Over the last months, working with the members, and also with ISSA staff, on rapid

social security responses to the coronavirus crisis has been extremely important.

What did you learn from these meetings and discussions with members?

The one thing that has really impressed me is the high level of engagement and commitment that so many of our members have to our Association. The ISSA is truly a global community of leaders and professionals that are committed to working together to promote social security both at home and internationally. Building on this, the

ISSA has to further intensify its efforts to support its members through high quality services and products. Early this year, we rapidly set up the ISSA Monitor “Coronavirus – Social Security Responses”, to map and share information and analysis about the large variety and scope of measures put in place by governments and social security institutions around the world. This is an example of how we can effectively work together through a global platform.

What are the key priority topics that members have brought forward?

The priorities of members vary from region to region, the risks covered and several other factors. At the same time, members have a number of things in common. For example, growing public expectations and technological change drive members to strengthen their performance in managing social security. Another point is that changing labour markets have an

impact on how institutions work to extend and maintain social protection in line with global goals. Also, ageing populations is now a truly global issue for social security. Finally, members are keen on strengthening the positive role of social security for inclusive growth in view of increasing inequalities.

What will ISSA do to bring forward new knowledge on these challenges and opportunities for social security?

Having listened to members, we have made the four topics I just mentioned our priorities for ISSA activities during the triennium 2020–2022. In collaboration with the technical commissions and regional structures, we will prepare publications, organize events and facilitate the exchange of experiences in these areas. We will obviously tailor the specific issues to various regional and branch needs, to make our activities as relevant as possible for members. We will also continue to react quickly when global or regional events demand it, such as during the coronavirus crisis this year.

What can we expect from the ISSA in the new programme period?

We have once again a wide range of interesting activities, and I believe that members will be interested in a number of novelties. This includes new sets of ISSA Guidelines, a new international conference dedicated to management of social security, and extended knowledge in the ISSA country profiles. We will also increase the responsiveness and flexibility of our services. My objective is that we increase our capacity to tailor our products to the practical needs of members, and that we ensure that each member will have an excellent service experience when interacting with the ISSA. ■

Above: Meeting with the Federal Social Insurance Office, Switzerland

Below: Family photo during the 118th ISSA Bureau meeting



World Social Security Forum

Protecting people in a changing world



Under the theme “Protecting people in a changing world” the World Social Security Forum (WSSF) was a powerful demonstration of the key importance of social security for individuals and societies in a changing world.

1,300
participants

400
institutions

150
countries

Hosted by the public
social security
institutions of Belgium.

From 14 to 18 October 2019, the global community of social security leaders and experts gathered in the Belgian capital of Brussels for the World Social Security Forum. With 1,300 registered participants from almost 400 organizations and more than 150 countries, this was the biggest ISSA event ever.



This fifth World Social Security Forum was a success thanks to the great cooperation between the ISSA and the hosts, the public social security institutions of Belgium, as well as the multitude of contributions from ISSA members and partners from around the world.

The daily highlights are outlined on the following page. ■

WSSF highlights



Monday 14 October

Social security challenges and innovative responses

- Celebrating 75 years of social security in Belgium, the Belgian hosts showcased their modern, flexible and digital approaches to delivering benefits and services.
- Launch of the concluding report of the three-year project *10 Global Challenges for Social Security*, highlighting innovative solutions and practices from ISSA members.



Tuesday 15 October

Shaping the future of social security

- The ISSA launched a new flagship report, *Social security for the digital age*, addressing major trends in how social security is influenced by, and makes use of, new digital technologies.
- Discussions on how to address the challenge and harvest the opportunities that follow the digital revolution.



Wednesday 16 October

Excellence and innovation in social security

- The new *ISSA Guidelines on error, evasion and fraud in social security systems*, and the revision of eight other sets of guidelines, were launched and discussed in parallel sessions.
- The Innovation Zone showcased innovative tools and practices by ISSA member institutions.



Thursday 17 October

Strengthening the social impact of social security

- The Centenary of the International Labour Organization (ILO), the ISSA's longstanding partner, was marked in a special session on achieving universal social protection by 2030.
- Plenary and parallel sessions addressing how to build, strengthen, evolve and adjust social security in light of major societal changes.



Friday 18 October

Leaving no one behind – Realizing a global commitment

- High-level discussions at the World Social Security Summit with ministers and representatives from Algeria, Belgium, China, Jamaica, Lithuania, Malaysia, the Russian Federation, the European Commission, ILO, United Nations and World Bank.
- The Government of Rwanda received the ISSA Award for Outstanding Achievement in Social Security for achieving almost full health insurance coverage in less than 20 years.

WORLD SOCIAL SECURITY FORUM

Outstanding Achievement Award

The Rwandan Government received the ISSA Award for Outstanding Achievement in Social Security at the World Social Security Forum. With a community-based approach, Rwanda has achieved almost universal health coverage in less than 20 years.

Here is an interview with Dr Solange Hakiba, Deputy Director General of the Rwanda Social Security Board.



"If Rwanda did it, any country can do it!"

— Dr Solange Hakiba, Deputy Director General,
Rwanda Social Security Board

What is the significance of winning the ISSA Award for Outstanding Achievement in Social Security?

The recognition of its Community-Based Health Insurance scheme achievements by the ISSA is a great encouragement for the Rwandan Government. It sends an important message globally that prioritizing health is the right thing to do and that with commitment and joint stakeholders' efforts, results and impact are possible. If Rwanda did it, any country can do it!

What were the major steps made in Rwanda that helped them win the ISSA Award?

Rwanda, for the last 25 years, has strived to design social security products to effectively

cover its informal sector, both financially and in terms of health. Health was recognized early on as an important pillar for the national development and social cohesion. Health is a right and every leader and stakeholder works from that perspective to deliver more and better for the population.

What are the challenges ahead and how is Rwanda working to further strengthen social security?

The design and implementation of social security schemes targeting the informal economy are allowing Rwanda to better deliver its commitment to protect its population from financial or health hardship. Among the challenges faced at this time are the setup of a unique identifier for the under-sixteens and the digitalization of health claims. Flexible and specific communication will also allow to engage the most hard-to-reach population with targeting awareness messages.

How do you see the development of social security on the African continent?

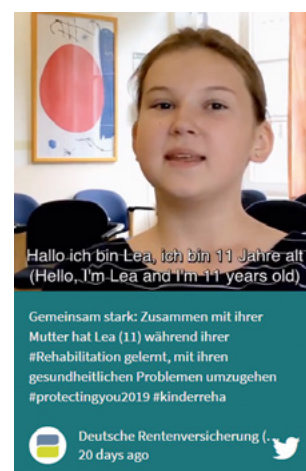
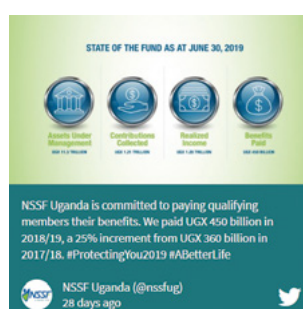
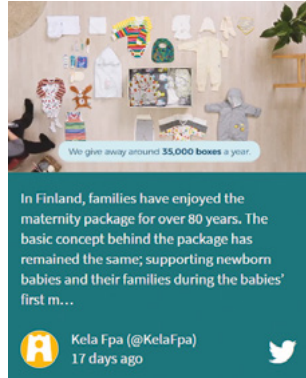
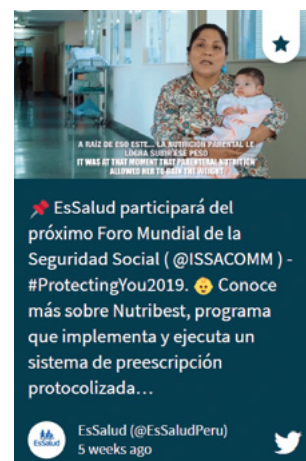
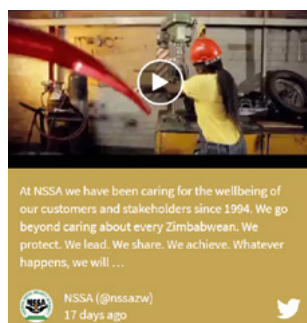
African countries have put universal health coverage at the centre of their priorities and community initiatives are taking this agenda forward. Peer learning and experience sharing have been accelerated by the digital era and regional coalitions are driving the expertise that will support implementation of the social security guidelines and best practices. With consistency and accountability towards the beneficiaries, African countries will achieve great progress. ■

WORLD SOCIAL SECURITY FORUM

#protectingyou2019

The #protectingyou2019 campaign was launched for the WSSF, inviting members and partners of the ISSA to share stories on how social security protects people in a changing world. A new ISSA Communications Network was also set up

to strengthen the coordination and joint action on communication between the ISSA and its member institutions. Here are some of the powerful stories that surfaced from the campaign. ■



Coronavirus monitor

Tackling the coronavirus crisis with social security

During the first half of 2020, social security was at the forefront of tackling the social and economic consequences of the global coronavirus (COVID-19) pandemic. The ISSA set up a coronavirus monitor, which includes a new webinar series on social security responses to share information and experiences among its member institutions on how to tackle this major challenge.



The coronavirus pandemic that spread across the globe in a matter of weeks in early 2020 put governments and social security institutions under unprecedented pressure. Economic lockdown and measures to avoid spreading the virus led to disruption of social and economic structures, massive lay-offs and economic recession.

Governments quickly looked to social security to cushion the social and economic consequences

for people, business and society. Social security institutions were able to deliver this via strengthened short-term work and partial unemployment schemes, sickness benefit schemes, social security for the self-employed, family and child benefits, along with exemptions and postponements of social security contributions.

Social security institutions have risen to this challenge impressively. While social security claims have exploded, schemes have been adjusted and new schemes introduced. At the same time, social security institutions had to reorganize their ways of working, including generalised teleworking, adjust their interaction with beneficiaries, including upscaling and launching new online services, and handle a massive increase in requests for information. This has demonstrated once again the vital role social security institutions play in society. ■

Coronavirus – Social Security Responses

- Articles with news and analysis
- Country measures searchable database
- News monitor
- Webinar series in English, French and Spanish
- External links and resources



The ISSA around the world

321
member
institutions in
159 countries

The 17 regional structures play an important role in strengthening the outreach of the ISSA and regional cooperation on social security. Each regional structure is hosted by an ISSA member institution and has a dedicated Regional Liaison Officer.

The ISSA takes this opportunity to thank the National Social Security Fund of Gabon for its support, and the National Social Security Fund of the Democratic Republic of the Congo, for taking over as host of the Liaison Office for Central Africa in March 2020.

In addition, the ISSA congratulates the Fiji National Provident Fund on the official opening of the Focal Point for the Pacific Island Countries in January 2020, and the National Institute of Social Security in Brazil, for boosting the Focal Point for Portuguese speaking countries. ■

Americas

Liaison Office for the Andean Countries

Hosted by the Derrama Magisterial

Lima, Peru

Liaison Office for North and Central America

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

Mexico City, Mexico

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

Africa

Liaison Office for Central Africa

Hosted by the National Social Security Fund

Kinshasa, Democratic Republic of the Congo

Focal Point for East Africa

Hosted by the East and Central Africa Social Security Association

Nairobi, Kenya

Liaison Office for North Africa

Hosted by the National Social Insurance Fund for Employees

Algiers, Algeria

Liaison Office for Southern Africa

Hosted by the Eswatini National Provident Fund

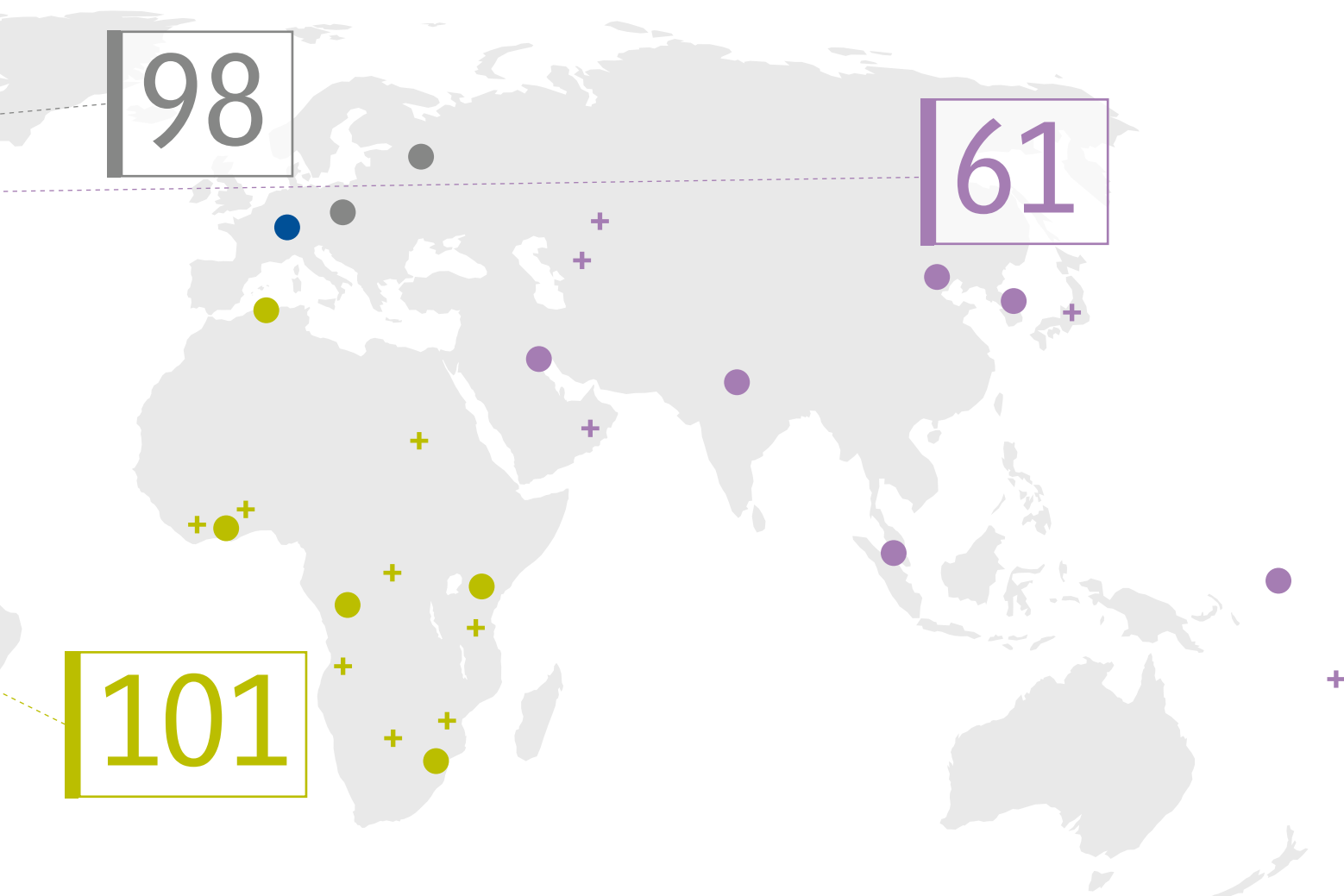
Manzini, Eswatini

Liaison Office for West Africa

Hosted by the Social Insurance Institute – National Social Insurance Fund

Abidjan, Côte d'Ivoire





Europe

ISSA European Network

Hosted by the Social Insurance Institution
Warsaw, Poland

Liaison Office for Eurasia

Hosted by the Pension Fund of the Russian Federation
Moscow, Russian Federation

ISSA General Secretariat
Geneva, Switzerland

ISSA regional structures

The ISSA has 17 regional structures around the world, each hosted by an ISSA member institution with a dedicated Regional Liaison Officer. ■

- **3 billion people covered**
- **6 trillion dollars of funds**
- **3 million employees**

Asia and the Pacific

Liaison Office for the Arab Countries

Hosted by the Social Security Corporation
Amman, Jordan

Liaison Office for East Asia

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

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

Focal Point for Chinese Members

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

Focal Point for the Pacific Island Countries

Hosted by the Fiji National Provident Fund
Suva, Fiji

INTERVIEW

Joining the ISSA

The International Social Security Association (ISSA) was pleased to welcome 17 institutions from different corners of the world as new members since 2019. The Federal Social Insurance Council in Argentina has answered a few questions on its reasons for joining and its expectations as an ISSA member.

17
new members
since 2019

Why did your institution decide to become a member of the ISSA?

The ISSA is the largest global organization on social security, where we can share experiences and take inspiration from those implemented in different countries around the globe.

What are the most important products and services that the ISSA can provide to your institution?

Participation in the technical commissions; regional trainings, global and regional events and the opportunity to participate in social security cooperation in the region.

How do you plan to engage with the ISSA and its activities in the time ahead?

Maintaining permanent contact and participation with the Association, and very importantly with our regional coordinator in the ISSA.

What is your message to other social security institutions that are considering joining the ISSA?

That they should do so, because we must bring universality of social security to life, and this can only be done through the participation in global fora and permanent international dialogue as found in the ISSA. ■

New ISSA members

- + National Social Security Institute
Angola
- + Federal Social Security Council
Argentina
- + Motor Vehicle Accident Fund
Botswana
- + Colombian Pension Administrator
Colombia
- + Health Mutual Benefit Society of Primary, Secondary and Vocational Education Teachers
Democratic Republic of Congo
- + Pay-as-you-go Retirement Fund of Supervisory Officers of the Central Bank of West African States
Côte d'Ivoire
- + Ecuadorian Social Security Institute
Ecuador
- + Financial Services Regulatory Authority
Eswatini
- + National Pensions Regulatory Authority
Ghana
- + National Insurance Board
Grenada
- + Japan Federation of Labour and Social Security Attorney's Associations
Japan
- + Social Health Insurance Fund, JSC
Kazakhstan
- + Ministry of Defence Pension Fund
Oman
- + Samoa National Provident Fund,
Samoa
- + National Pension and Social Insurance Fund
Sudan
- + Public Service Social Security Fund
United Republic of Tanzania
- + Ministry of Employment and Labour Relations
Uzbekistan

New members are indicated on the world map on pages 10–11.



ISSA TECHNICAL COMMISSIONS

Advancing our knowledge and tools

The 13 ISSA technical commissions bring together more than 110 leaders and senior experts from member institutions and play a crucial role in the implementation of the Association's activities.

As a result of their work during the triennium 2017–2019, the technical commissions contributed significantly to the technical programme of the World Social Security Forum, including through the publication of a number of high quality reports. They also provided leadership in the review of eight sets of ISSA Guidelines, and the preparation of the new *ISSA Guidelines on error, evasion and fraud in social security systems* (see p. 14).



The following reports were produced by the technical commissions for the WSSF

Technical Commission on	Reports
Contribution Collection and Compliance	Platform work – The link with social security systems
Employment Policies and Unemployment Insurance	The platform economy
Family Benefits	Gender equality and family policies: Factors and implications <i>L'accueil des enfants en situation de handicap dans les modes d'accueil du jeune enfant</i>
Medical Care and Sickness Insurance	Technical report on ageing-in-place and long-term care
Information and Communication Technology	Applying emerging technologies in social security
Mutual Benefit Societies	The contribution of the mutual benefit movement to universal social protection
Old-Age, Invalidity and Survivors' Insurance	Rising platform work – Scope, insurance coverage and good practices among ISSA countries Disability benefits: The impact of increasing the age of retirement eligibility Theoretical gender gaps in pensions Survey report on administrative data and service initiatives Incentives for labour force participation in public pensions: International evidence
Social Security Policy Analysis and Research	Social security coverage: The case of China, India, and Mexico The changing nature of work and public pension coverage: Evidence from the US and Europe

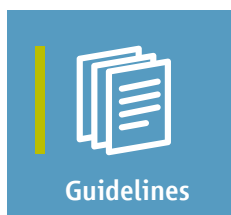
The other ISSA technical commissions are:

- Insurance against Employment Accidents and Occupational Diseases
- Investment of Social Security Funds
- Organization, Management and Innovation
- Statistical, Actuarial and Financial Studies
- Special Commission on Prevention

Centre for Excellence

New ISSA Guidelines on error, evasion and fraud

Error, evasion and fraud represent an increasing preoccupation for social security institutions, and the *ISSA Guidelines on error, evasion and fraud in social security systems* were launched at the World Social Security Forum (WSSF) in October 2019 to address these key issues.



Social security institutions depend on the trust of citizens, society and political institutions. Their capability to prevent and tackle cases of error, evasion and fraud is therefore of crucial importance. While these are not new issues for social security institutions, the experience of ISSA member institutions shows that there is a need to deal with them in a more coherent and systematic way.

The new Guidelines on error, evasion and fraud were developed through a strong joint effort of the General Secretariat of the ISSA and its member institutions, in particular through the ISSA Technical Commission on Contribution, Collection and Compliance, which coordinated the process. Also, the Central Agency of Social Security Bodies (Acos), France, provided

substantial support and the General Treasury of Social Security, Spain, hosted an international seminar on the topic. With these contributions, the new Guidelines were well received at the launch during the WSSF in Brussels, Belgium.

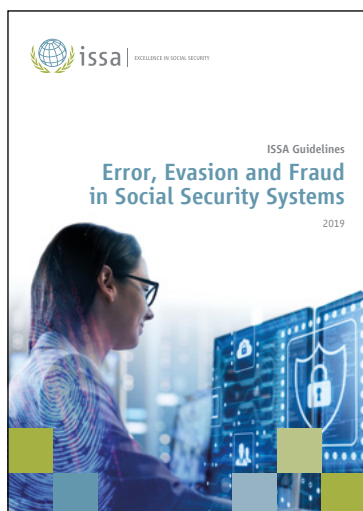
Broader revision of the ISSA Guidelines

Of the 12 existing sets of ISSA Guidelines, eight of them have been updated and were launched at the WSSF. As social security institutions operate in a quickly changing environment, each set of ISSA Guidelines goes through a revision process after six years.

One of the important improvements made for the new versions was the inclusion of branch perspectives into crosscutting Guidelines, such as on good governance, information and communication technology (ICT) and service quality. Also, specific chapters on e-health and business processes, taking into consideration different social security branches, were included in the Guidelines on ICT.

The basis for the Centre for Excellence

The ISSA Guidelines are the foundation of the ISSA Centre for Excellence, which aims to assist member institutions in delivering excellence in social security. The guidelines are used for capacity building through the diploma trainings and the workshops of the ISSA Academy, they are complemented by ISSA Good Practices, and they are the basis for the ISSA Recognition programme. ■



ISSA ACADEMY WORKSHOPS

Peer-to-peer problem solving

The ISSA Academy workshops are highly valuable opportunities for peer-to-peer problem solving among senior managers. In 2019, 338 participants from 69 countries took part in the 12 Academy workshops.

This ISSA Academy workshop took place in Port of Spain, Trinidad and Tobago, from 24 to 26 July 2019



The ISSA Academy workshop that took place in Seoul, Republic of Korea, in November 2019, is a good example. Managers and experts from social security institutions in Bhutan, India, Indonesia, Japan, Malaysia, Oman, Vietnam and the host country worked together on issues of good governance in social security.

“The Academy workshop provided a rich learning opportunity for me personally and for my organization. In addition to discussing common challenges and innovative approaches with colleagues from other countries and institutions, I could build a network that will undoubtedly be helpful in my future work,” said Yasuyuki Nagamine of the Japan Pension Service. ■

Academy workshops build on the real-life challenges of social security managers and institutions. Participants are required to report on the challenges they wish to address beforehand, and the workshop expert then builds the programme around their input. Relevant ISSA Guidelines are used to structure the discussions towards practical and effective solutions.

ISSA Academy workshops since 2019

Topics	Locations
Actuarial Work for Social Security	Montevideo, Uruguay New Delhi, India
Contribution, Collection and Compliance	Alger, Algeria Port of Spain, Trinidad and Tobago
Error, evasion and fraud	Buenos Aires, Argentina
Extension of Coverage	Antananarivo, Madagascar Buenos Aires, Argentina Port of Spain, Trinidad and Tobago
Good Governance	Cotonou, Benin Freetown, Sierra Leone Marrakesh, Morocco Seoul, Republic of Korea
Prevention of Occupational Risks	Amman, Jordan Libreville, Gabon
Information and Communication Technology	Kampala, Uganda
Service Quality	Swakopmund, Namibia



ISSA Diploma training

Building staff competencies

In the last year, 200 staff from ISSA member institutions all over the world participated in ISSA Diploma training courses to increase their competencies. These courses are offered in cooperation with certified training partners.

In 2019, more than 90 participants from social security institutions all over the world gathered at the ITCILO in Turin, Italy, for a week of training

on the ISSA Guidelines. Here is what some participants had to say about this experience.

"It is a very fulfilling experience!"

— Devonte Cory Peters*

"This course will help me make a difference for social security in our community, and to take care of all the customers in our region and country."

Raiya Hamed Saif Al Busidi,
Public Authority for Social Insurance, Oman,
Service Quality



"This course is very important to me, because to be a successful social security institution, you cannot underrate service quality. It is the bedrock of what we do."

Emefa Agonyo,
Social Security and National Insurance Trust, Ghana,
Service Quality



"My participation will help me better understand some of the technologies we can use to extend the social security services to the informal sector."

Mukuka Kangwa,
National Pension Scheme Authority, Zambia,
Information and Communication Technology



The in-depth Diploma training courses build on the ISSA Guidelines and aim to support member institutions to develop staff competencies in line with internationally recognized professional standards. Since mid-2019, 25 week-long training courses have been run by the National School for Social Security in France (EN3S), the Muhanna Foundation from Jordan and the

International Training Centre (ITCILO) in Italy. In addition, the Institute for Work and Health of the German Social Accident Insurance (IAG), assisted the ISSA in undertaking an evaluation of the Diploma training programme. All the training partners were invited to contribute to the evaluation, which has helped the ISSA further improve and develop this programme. ■



“Through this training, we learn about how to manage conflict of interests, and how to make sure that social security organizations achieve their goals.”

Mundiharno Sumarno Hizboel,
BPJS Kesehatan, Indonesia,
Good Governance

“The course gives me insight and understanding into the international best practices, standards and guidelines, which we could use for future investment opportunities.”

Noorubaan Fahmee,
Maldives Pension Administration Office, Maldives,
Investment of Social Security Funds



“My expectation is that I will be better prepared to increase the number of people covered by social security.”

Arporn U-pakanrod,
Social Security Office, Thailand,
Coverage Extension

“With this newfound information and knowledge, I can hopefully deliver a higher quality level of social security at home.”

*Devonte Cory Peters,
National Insurance Services, Saint Vincent and the Grenadines,
Contributions Collections and Compliance



ISSA RECOGNITION

Build trust in your organization

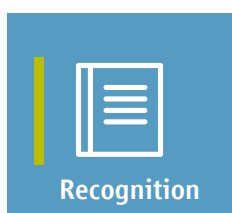
Interest in the ISSA Recognition programme has been growing fast. It is a unique way for social security institutions to ensure business processes in line with international best practice and to demonstrate their commitment to excellence. This increases both internal and external trust in the organization.

During the WSSF in October 2019, seven ISSA member institutions from four continents received the ISSA Certificate of Excellence for successful implementation of the ISSA Guidelines in six different areas:

- **BPJS Ketenagakerjaan, Indonesia:** Information and Communication Technology; Return to Work and Reintegration
- **Department of Employment Affairs and Social Protection, Ireland:** Service Quality
- **Social Security Corporation, Jordan:** Prevention
- **Social Security Organisation (PERKESO), Malaysia:** Contribution Collection and Compliance
- **Pension Fund of Morocco (CMR):** Good Governance
- **Social Insurance Fund of the Russian Federation:** Return to Work and Reintegration
- **Bank Employees' Pension Fund (CJPB), Uruguay:** Contribution Collection and Compliance

In addition, three other institutions received ISSA Recognition in 2019:

- **Workplace Safety and Insurance Board (WSIB), Ontario, Canada:** Return to Work and Reintegration
- **Mutual for Safety CChC, Chile:** Good Governance
- **National Social Insurance Fund, Cameroon:** Good Governance ■



Why participate in the ISSA Recognition programme?

John McKeon, Secretary General of the Department of Employment Affairs and Social Protection, Ireland, highlights three reasons for implementing the ISSA Guidelines and participating in the ISSA Recognition programme:

1. It brings you back to the fundamentals of **management and good processes**.
2. It protects against complacency and forces you to focus on your **customers and services**.
3. It is a mechanism to engage with your **staff and managers**.

MEMBER STORY

Excellence in return to work and reintegration

Ontario, Canada's Workplace Safety and Insurance Board (WSIB) was the first organization to finish the ISSA Recognition Programme for return to work and reintegration.

Going through the ISSA Recognition Programme was an opportunity for the WSIB to assess and improve its procedures on return to work and reintegration, and make sure they are in line international standards in the area, notably the *ISSA Guidelines on return to work and reintegration*.

The ISSA President, Prof. Dr Joachim Breuer, handed over the Certificate of Excellence to the WSIB, at the Conference of Canadian Society of Professionals in Disability Management on October 23, 2019.

Great results, great motivation

Joachim Breuer pointed out that the WSIB is leading the way in helping people get back to safe and lasting work, as soon as they can after a workplace injury or illness. "Their innovative and collaborative approach to return to work truly merits the ISSA Certificate of Excellence," he said.

The WSIB provides wage-loss benefits, medical coverage and support to help people get back to work. Funded by businesses, the WSIB also provides no-fault collective liability insurance and access to industry-specific health and safety information. It is one of the largest insurance organizations in North America, covering more than five million people in more than 300,000 workplaces across the province of Ontario. ■



A new triennium

From 10 global challenges to

Between 2016 and 2019, the ISSA ran a ground-breaking research project to identify and analyse ten global challenges facing social security. This was the first ever initiative of its kind building on the knowledge and experience of social security professionals around the world.

Americas (2017), Africa (2018), Asia and the Pacific (2018) and Europe (2019), each with its own regional ranking of the challenges. Finally, a new global report was produced for the WSSF in Belgium in 2019, highlighting innovative solutions and good practices from ISSA member institutions.

Kicked-off with a first flagship report at the World Social Security Forum (WSSF) in Panama in 2016, this was followed by four regional reports for the

10 challenges per region

Africa	Americas	Asia & Pacific	Europe
1 Closing the coverage gap	Population ageing	Closing the coverage gap	Labour markets and the digital economy
2 Higher public expectations	Health and long-term care	Health and long-term care	Population ageing
3 Health and long-term care	Closing the coverage gap	The technological transition	The technological transition
4 Employment of young workers	The technological transition	Higher public expectations	Health and long-term care
5 Inequalities across life course	Employment of young workers	Population ageing	Inequalities across life course
6 The technological transition	Inequalities across life course	Labour markets and the digital economy	Higher public expectations
7 Labour markets and the digital economy	Higher public expectations	Employment of young workers	Closing the coverage gap
8 New risks, shocks and extreme events	Labour markets and the digital economy	Inequalities across life course	Employment of young workers
9 Population ageing	New risks, shocks and extreme events	New risks, shocks and extreme events	Protection of migrant workers
10 Protection of migrant workers	Protection of migrant workers	Protection of migrant workers	New risks, shocks and extreme events

4 priorities

Building on this new knowledge and distilling its essence, during 2020–2022 the ISSA will focus on four major issues that social security need to tackle in the decade ahead. Below, is a graphic illustration of the 10 global challenges, how they were ranked by region, and how they lead to the four major issues in focus during this ISSA triennium. ■



4 priorities

This transitions into four key priority issues for the triennium 2020–2022:

- 1 **The future of social security administration and management**
- 2 **Meeting the evolving needs of an ageing population**
- 3 **Social security coverage in a changing world**
- 4 **The role of social security in promoting inclusive growth and social cohesion**

VISION ZERO

Great progress in prevention

VISION ZERO

Safety.Health.Wellbeing.

11,000
institutions
companies and
occupational
safety and
health (OSH)
trainers have
signed up in
support of
Vision Zero

The Vision Zero (VZ) campaign for safety, health and well-being at work, led by the ISSA Special Commission on Prevention, continues its strong growth, in large part due to important contributions by ISSA members. Highlights in the past year include:

July 2019

- Rep. of Korea: VZ at the Korean National Week for Occupational Safety and Health.
- Malaysia: The Social Security Organization (PERKESO) organized a national VZ conference.
- ISSA Section on Prevention in Agriculture launched VZ guides for agricultural workers.

September 2019

- Côte d'Ivoire: The Social Insurance Institute - National Social Insurance Fund (CNPS) hosted a VZ training for prevention agents.
- ISSA Section on Prevention in Mining: 50th anniversary event focussed on VZ.

November 2019

- ISSA conference: "Vision Zero – Innovation in Prevention" at A+A 2019 in Germany.
- "Vision Zero Summit" hosted by the Finnish Institute of Occupational Health.

December 2019

- VZ youth film competition by the Agricultural Social Insurance Fund of Poland.
- VZ campaign in Punjab, Pakistan, supported by the Minister of Labour and Human Resource.

January 2020

- +400 VZ abstracts submitted for the World Congress on Safety and Health at Work 2020.
- Vision Zero App updated by Mutual for Safety CChC, Chile.

March 2020

- Prototypes of the Vision Zero indicators concluded by scientific research team.

June 2020

- Prevention Congress by PLR Innovacion promoting VZ in Spanish-speaking countries.
- India: VZ campaign by the Indo German Focal Point targeting 12,000 individuals and companies. ■

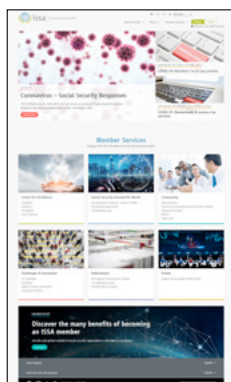
#VisionZeroGlobal
www.visionzeroglobal.com



Vision Zero launch at the Korea Occupational Safety and Health Agency (KOSHA) together with visiting trainees from the International Labour Office



Knowledge and resources



New Website

The ISSA has continued to roll out its new website to improve the user experience and access to ISSA products and services. During the last year, the ISSA has launched new web sections on the Centre for Excellence and its products, for the Technical Commissions, the ISSA's regional structures, and ISSA publications and resources as well as the online monitor "Coronavirus – Social Security Responses". Access to ISSA products and services are reserved for ISSA members. Online benefits are:

- Easy access to all key ISSA products and services
- Logged-in content tailored to interests and needs
- Access and filtering of all ISSA knowledge on each issue
- Easy access to contact the ISSA General Secretariat
- Mobile and tablet compatible

www.issa.int



International Social Security Review

First published in 1948, the *International Social Security Review* (ISSR) is the world's major quarterly publication in the field of social security. A special issue linked to ISSA programme priorities and a thematic issue were among the four issues published in 2019/20.

The 2019 special issue "Social security and the digital economy" (Vol. 72, No. 3) was prepared to accompany the discussions undertaken at the World Social Security Forum in Brussels. The content addressed a number of key perspectives concerning how social security systems are being

affected by the increasing shift to the digital economy, with important impacts on labour markets and the economic security of workers and their families. For ISSA member organizations, these developments demand innovative responses in relation to ensuring the sustainable and adequate financing of social security systems and the appropriate design of social security benefits and services.

ISSA members have free access to the ISSR through My ISSA.

www.issa.int/review

ISSA Country Profiles



The ISSA website offers access to structured, comparative profiles of social security systems and programmes in 184 countries and territories. Every six months on a rolling basis, a regional

update for either Asia and the Pacific, Africa, the Americas or Europe is produced, with reports providing an overview of the features of social security programmes in the particular region.

www.issa.int/country-profiles

Good Practices in Social Security



The ISSA Good Practices database includes over 900 good practices from ISSA member institutions. The identification and sharing of good practices helps social security institutions to improve their operational and administrative effectiveness and efficiency. The good practices

are categorized and can be filtered by region, country, topic and period of implementation. This is a unique source of knowledge and experiences that can serve as inspiration and guidance for ISSA member institutions.

www.issa.int/good-practices

THE ISSA

ISSA elections

In connection with the World Social Security Forum in October 2019, important elections were organized for formal functions in the ISSA during the 2020–2022 triennium.

President

- Prof. Dr Joachim Breuer, former Director General and current Ambassador for International Relations of the German Social Accident Insurance (DGUV) was re-elected as President (first elected in 2016).

Vice President

- Milka Mungunda, Executive Officer of the Social Security Commission (SSC) of Namibia was re-elected as Vice President (first elected in 2018).

Treasurer

- Nikolay Kozlov, Deputy Chairman of the Board in the Pension Fund of the Russian Federation, was re-elected as Treasurer (first elected in 2016).

Control Commission

- Jean-Marc Vandenberghe, General Administrator, Auxiliary Unemployment Benefits Fund, Belgium, was re-elected as Titular Auditor, and designated as President of the Control Commission.
- Patricia Koizan Gbani, Social Insurance Institute – National Social Insurance Fund (CNPS), Côte d'Ivoire, was re-elected as Titular Auditor.
- Paweł Jaroszek, Social Insurance Institution (ZUS), Poland, was re-elected as Titular Auditor.
- Fabian Pilzecker, German Federal Pension Insurance, was elected as Deputy Auditor.

All elections were made by the ISSA Council, except for the election of the Vice President, which was made by the ISSA Bureau. ■



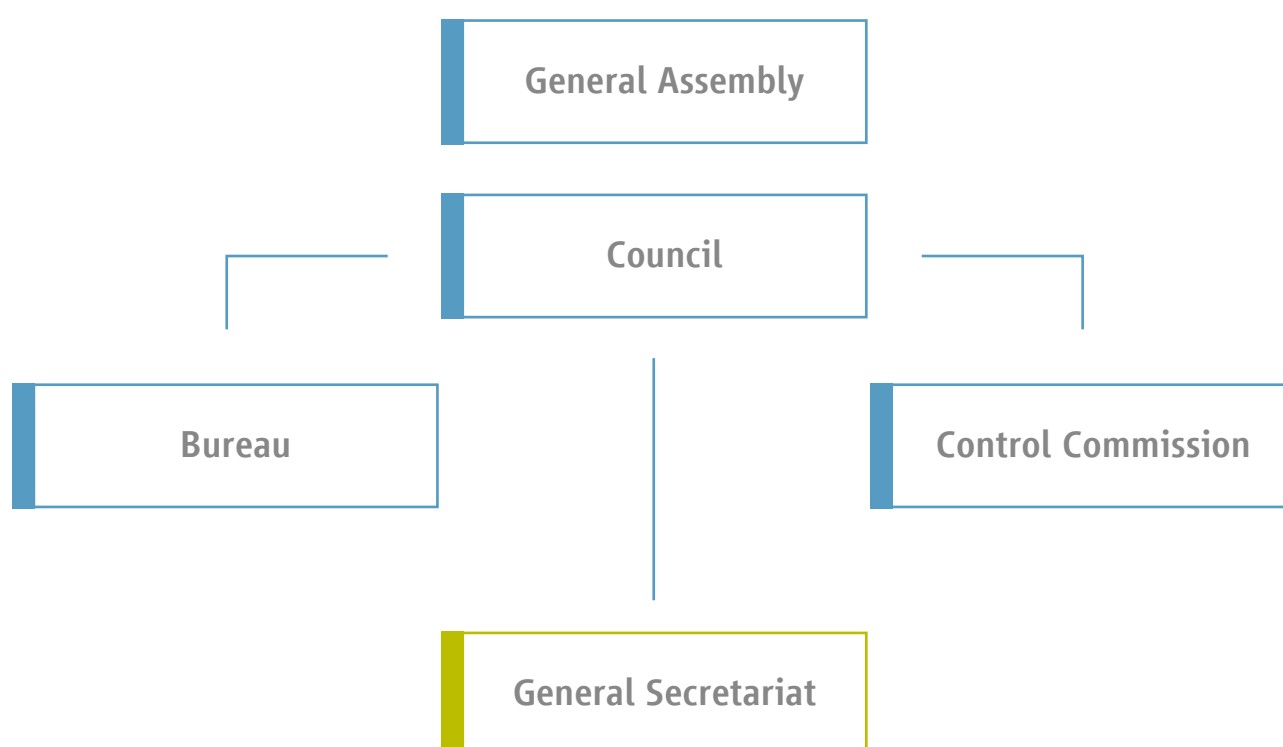
"My ambition for this new period will be to further build and strengthen our Association. We aim for new members from new countries, and we want to be a leading voice for social security internationally."

— Joachim Breuer,
ISSA President

THE ISSA

Structure and governance

ISSA governance and technical work depends fully on the engagement and expertise of its members. The ISSA General Secretariat has 42 staff members, complemented by a number of seconded staff from member institutions.



ISSA Officers

Joachim Breuer
President

Milka Mungunda
Vice President

Marcelo Abi-Ramia
Caetano
Secretary General

Nikolay Kozlov
Treasurer

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Excellence en sécurité sociale
Excelencia en la seguridad social
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卓越的社会保障

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