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INTERNATIONAL SOCIAL SECURITY ASSOCIATION

ISSA Good Practice Awards **Americas 2017**

Competition results



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ISSA Good Practice Awards Americas 2017

INTRODUCTION

The identification and sharing of good practices helps social security organizations and institutions to improve their operational and administrative efficiency. To this end, the ISSA initiated a Good Practice Awards programme to recognize good practices in the administration of social security.

The ISSA Good Practice Awards are given out on a regional basis over a three-year cycle at each ISSA Regional Social Security Forum. The Award is given at each Forum as well as Certificates of Merit as decided by an international Jury.

The Good Practice Award Jury

For the 2017–2019 triennium, the Good Practice Award Jury for each of the four ISSA regions is composed of the Chairperson of the Editorial Board of the *International Social Security Review*, a social security specialist from the International Labour Office, and a former CEO of a social security institution from the respective region.

ISSA Good Practice Awards priority areas 2017–2019

- Actuarial Work for Social Security
- Administrative Solutions for Coverage Extension
- Communication by Social Security Administrations
- Contribution Collection and Compliance
- Good Governance
- Information and Communication Technology
- Investment of Social Security Funds
- Prevention of Occupational Risks
- Promotion of Sustainable Employment
- Return to Work and Reintegration
- Service Quality
- Workplace Health Promotion

Results of the ISSA Good Practice Awards – Americas 2017

There were 62 entries from 21 organizations in 10 countries. The Jury decided to give the Award to the Social Insurance Bank, Uruguay, for *The formalization of enterprises and workers in the sharing economy (transporting passengers using services provided by mobile phone applications: Uber, Cabify, EasyGo)*. The Jury also gave 51 Certificates of Merit, 11 of which received a special mention.

Good Practices on the ISSA Web Portal

A full description of the winning entries of the ISSA Good Practice Award for the Americas, and access to a database of social security good practices from around the world, are available on the ISSA web portal: www.issa.int/goodpractices.

WINNING ENTRY

Uruguay: Social Insurance Bank

Formalizing enterprises and workers in the shared economy (transporting passengers using mobile phone applications: Uber, Cabify, EasyGo)

Priority areas: Administrative Solutions for Coverage Extension, Contribution Collection and Compliance, Service Quality

Summary: The 21st century advent in our country of the sharing economy, which involves the contracting of goods and services through electronic platforms, has led to the emergence of disruptive enterprises such as the hiring of transport services through mobile phone applications.

These new collaborative economies pose a challenge to current tax and social security regulations, redefine the organization of business and human resources, and imply a need to update the workings of the State. The challenge is to coordinate the various actors involved and ensure their inclusion in social security, their compliance with current tax laws as well as the revision and updating of these regulations to address the new modalities, and to counter unfair competition among private actors.

Uruguay is a pioneering and innovative country in the regulation of such modalities, and has implemented a strategy that was planned and organized at the State level and which has succeeded in formalizing these new activities through inter-institutional coordination, modification and updating of legal regulations, making more flexible the processes involved in the identification of qualified personnel, and the recording and comparison of data for follow-up, control and inspection.

Jury's comment: This is a highly prescient initiative that confronts an increasingly important challenge to social security. As this good practice shows, political will and the collaboration of all actors are indispensable to enabling a social security organization to rise to the task of protecting workers in the digital economy and the new forms of employment it offers.

CERTIFICATES OF MERIT WITH SPECIAL MENTION

Argentina: National Social Security Administration

National historical reparation programme for retirees and pensioners

Priority areas: Administrative Solutions for Coverage Extension, Good Governance, Information and Communication Technology, Service Quality

Summary: The National Historical Reparation Programme was established with the aim of implementing settlement agreements between the National Social Security Administration (*Administración Nacional de la Seguridad Social – ANSES*) and retirees/pensioners to adjust their pensions and to settle pension debts owed to beneficiaries who voluntarily participated and met the criteria laid out in Act No. 27.260. An agreement may be entered into regardless of whether or not the retiree/pensioner has filed a case and whether or not a final ruling has been made on cases under litigation.

Special mention from the Jury: This good practice reflects an underlying commitment to provide the elderly with prompt, efficient service. By introducing voluntary settlement agreements, litigation delays are virtually eliminated such that retirees realize the benefits of higher pension levels.

Argentina: Secretariat for Social Security

Doubling the social security benefits of natural disaster victims

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

Summary: Every year, the world is battered by natural phenomena, and their effects disrupt daily human life. Thunderstorms, floods, volcanic eruptions and forest fires are becoming ever more common across all regions of Argentina.

In response to this, a number of presidential decrees have provided for temporary supplements in the amount of 100 per cent of family allowance, unemployment benefit and pension payments to thousands of people seriously affected by natural phenomena to reduce the economic impact of such events.

Through this type of immediate response, the national government seeks to provide social protection to social security beneficiaries who as socially vulnerable groups can be particularly affected.

Special mention from the Jury: The approach focuses on how the delivery of social security benefits can be expedited to vulnerable populations that are victims of natural disasters. The strong collaboration between the institution and the state enables the rapid and effective deployment of the needed resources.

Argentina: Secretariat for Social Security

Universal pension for the elderly

Priority area: Administrative Solutions for Coverage Extension

Summary: The goal of the Universal Pension for the Elderly (*Pensión Universal para el Adulto Mayor* – PUAM) is to guarantee the right to a dignified old age, regardless of individual contributory capacity.

It embodies a comprehensive and universal approach to old-age coverage and, in addition to economic benefits, it includes access to health care and certain family allowances, and is compatible with declared work. The amount of the benefit is equivalent to 80 per cent of the minimum retirement pension, and is updated in the same way as the latter. It is granted in the form of a pension for life, is non-contributory, and all persons over 65 who meet certain requirements have access to it.

Since this is an issue of major importance for citizens, efforts were made to reach the greatest possible consensus among the different political forces in the country. For this reason, the establishment of the PUAM was accompanied by the creation of the Historical Reparation Programme for Retirees and Pensioners, both contained in Act 27.260 and approved in June 2016 with the support of the different political forces in both Chambers of the National Congress.

Special mention from the Jury: This is a highly laudable initiative that gives real and palpable meaning to standards of well-being and human dignity in old age. That the programme is being introduced amidst challenging times makes it all the more praiseworthy.

Canada: Employment and Social Development Canada

Old Age Security/Guaranteed Income Supplement automatic enrolment

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

Summary: The Old Age Security (OAS) program is the Government of Canada's largest pension program. It is funded out of the Government's general tax revenues, which means that beneficiaries do not pay into it directly. This program provides eligible seniors with basic income in retirement through the OAS Pension and the Guaranteed Income Supplement (GIS).

The number of OAS beneficiaries has risen by 31 per cent over the past decade, placing unprecedented pressures on the OAS program. It is with these demographic and program pressures in mind that Employment and Social Development Canada (ESDC) developed the OAS Service Improvement Strategy. An integral part of the strategy is the automatic enrolment of eligible individuals for OAS benefits, eliminating the need for many seniors to apply in writing. The first two phases of the project have been implemented and have enabled ESDC to

automatically enrol approximately 60 per cent of all new OAS Pensioners. Additionally, ESDC will begin to automatically enrol individuals for the GIS starting in November 2017.

Special mention from the Jury: This good practice details an impressive array of service innovations to improve the client experience. The project is methodically orchestrated from its conception and design through to regulatory changes and information sharing agreements, to its successful launch and implementation.

Canada: Employment and Social Development Canada

Policy framework for the collection and use of publicly available personal information in the administration of the OAS and CPP programmes

Priority areas: Communication by Social Security Administrations, Good Governance, Service Quality

Summary: The Old Age Security (OAS) and the Canada Pension Plan (CPP) programs are Canada's public pensions programs. The OAS program is a residence based program which provides a minimum income to seniors to contribute to their income replacement in retirement. The CPP program is a mandatory, contributory, earnings-related social insurance program which provides partial income replacement for workers in Canada and their families in the event of retirement, disability or death.

Over the past decade, the availability and volume of personal information has increased at an incredible rate as information is constantly collected and disseminated through media such as television, newspapers, social media and publicly accessible databanks. Employment and Social Development Canada (ESDC) has received enquiries from employees relating to the collection of the personal information available on-line for use in the administration of Canada's public pension programs - the OAS and the CPP. As a result, ESDC developed, in consultation with a multitude of partners, an innovative policy instrument to guide employees on the collection and use of publically available information.

Special mention from the Jury: This is a highly relevant innovation that deals with data privacy and data security on one hand, and the abundance of publicly available personal information on the other. The policy framework ensures balancing institutional priorities on efficient service delivery with those of privacy protection.

Chile: Mutual for Safety CChC

A comprehensive health care model

Priority areas: Return to Work and Reintegration, Service Quality

Summary: Occupational accidents resulting in disability constitute a complex and multidimensional problem whose resolution transcends what is strictly provided for in the occupational accidents and diseases law (Law 16.744 of 1968). This problem impacts on the life opportunities of the affected people and results in vulnerabilities affecting not only them but also the institutions involved and society as a whole.

This proposal builds on the experience of the Mutual for Safety in developing a comprehensive healthcare model (*Modelo de Atención Integral en Salud – MAIS*) that addresses the multidimensional nature of the problem, its impact on reducing vulnerability as well as its contribution to promoting social cohesion in the country. It tries to mitigate the impact of an occupational accident by:

- increasing access to work opportunities;
- developing personal skills;
- providing protection;
- creating spaces for inclusion and participation;
- developing an inclusive national culture.

These measures will help reduce vulnerability, social exclusion and inequality as well as enhance trust and participation.

Special mention from the Jury: This is an impressive return to work programme that actualizes the vision of social inclusion through a 360° approach to medical rehabilitation. The model innovates on the use of a whole of society strategy to respond to the challenges faced by accident-disabled workers, a vulnerable population that is often overlooked.

Chile: Superintendency of Social Security

Automatic generation of lists of beneficiaries who have the right to permanent family benefits (*Aporte Familiar Permanente*)

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

Summary: Since 2014, a cash benefit allowance is paid to millions of recipients in the month of March of every year to the most needy people and families. This benefit is called the “March Permanent Family Benefit” (*Aporte Familiar Permanente Marzo – AFPM*) which consolidates through the use of better technology the payment of various extraordinary allowances dating back to 2009 by standardizing the process, setting the selection criteria for beneficiaries, and issuing beneficiaries’ lists.

This is done electronically by accessing the state databases for information to select beneficiaries, and integrating these data and automating the selection criteria into a single system from which the beneficiaries' lists are issued. This includes among other things complex algorithms which establish the rules to be applied when there are incompatibilities between this allowance and other benefits paid to segments of the population using a similar selection criteria. All this meets the criteria of legality and efficiency.

Special mention from the Jury: This innovation vastly simplifies the delivery of meaningful benefits to targeted segments of the population. It succeeds in reaching out to the most vulnerable through the use of technology that cuts through the complexities of many databases and multiple entitlement criteria.

Costa Rica: Social Insurance Fund of Costa Rica

Quality in the provision of medication at the CCSS: Quality conformity assessment programme to detect and reject counterfeit and/or non-compliant medicines through the creation and strengthening of the laboratory of medication standards and quality (*Laboratorio de Normas y Calidad de Medicamentos – LNCM*)

Priority areas: Good Governance, Service Quality

Summary: This good practice consists of verifying the origin and quality of centrally purchased medication, applying internationally and officially recognized methodologies, with quantitative and qualitative results for each drug delivery. Quality assurance must cover different stages in the institutional supply chain, including monitoring the useful life of the medication.

The objectives identified have made possible the active detection of non-compliant medicines, risks, falsification and other quality flaws, enabling the continuous establishment of necessary measures to guarantee and improve the quality of the service to supply the medication received by patients of the Social Insurance Fund of Costa Rica (*Caja Costarricense de Seguro Social – CCSS*).

Earning confidence and protecting the health of Costa Ricans by verifying the quality of CCSS medicines are the heart and brain that drive the laboratory of medication standards and quality (*Laboratorio de Normas y Calidad de Medicamentos – LNCM*), which is a comprehensive technical arm of our esteemed institution, supporting its major efforts in the field of public health, security and social peace, and serving as a source of strength that contributes to the unique qualities of social security in Costa Rica.

Special mention from the Jury: This good practice innovates on a very important aspect of health care service provision: the quality assurance of drugs and their conformity with international standards prior to distribution for the use of patients.

Mexico: Mexican Social Security Institute

IMSS Digital mobile application

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

Summary: The IMSS Digital mobile application is part of the modern model of digital care strategy implemented by the Mexican Social Security Institute (*Instituto Mexicano del Seguro Social* – IMSS) in 2013. The IMSS Digital application is a digital channel aimed at the Institute’s strategic objective of deregulating, streamlining and digitizing services and procedures in order to reduce costs and processing times, and enhance quality and user-friendly services.

The IMSS Digital mobile application is the government’s most downloaded application, with more than 1.3 million downloads. In addition, it has enabled more than 4.4 million digital transactions and services, including medical appointment scheduling with more than 824,000 appointments scheduled in June 2017.

Special mention from the Jury: Mobile applications and digital services are producing impressive results in bringing social security closer and more accessible to the public. The quality of social security services reinforces public trust and institutional credibility which in turn reflects on government at large.

Mexico: State Employees’ Social Security and Social Services Institute

New regulation on the assessment of occupational risks and disabilities (*Reglamento para dictámenes en materia de riesgos de trabajo e invalidez*)

Priority areas: Prevention of Occupational Risks, Service Quality

Summary: This good practice aims to streamline the administrative procedures related to occupational risks and disability in accordance within the following legal framework: the respect of human rights, the *pro homine* principle and gender diversity (articles 1, 2 and 3); recognizing occupational risks: reducing the process from 20 to 5 days (article 19); speeding up procedures (articles 19, 25, 29, 30, 38, 46, 47, 48, 65 and 68); guidelines for occupational physicians (articles 30 and 108); applying within seven days (max) humanitarian solutions in cases of terminal illness or where workers’ lives are at risk (articles 52 (3) and 63 (4)); recognizing studies produced outside the Institute by other government health institutions or individuals (articles 20 VII, 37 (3), 52 (2) and 63 (2)); recognizing as a risk the forced disappearance of civil servants (articles 20 IX and 104 (d)); avoiding conflict of interests (articles 101 V (d) and 106 V (c)); the Committee for Occupational Medicine and Regional Subcommittees as new structures (articles 100 and 107).

Special mention from the Jury: This is a laudable achievement made possible by streamlining administrative procedures on the resolution of occupational risks and disability claims. Significant improvements are attained in delivering expeditious services to all, especially to those who suffer life-threatening work-related accidents or terminal illness.

Uruguay: Social Insurance Bank

Calificación Tributaria (Contributor profiling system), a management tool based on contributor behaviour

Priority areas: Contribution Collection and Compliance, Information and Communication Technology

Summary: The Social Insurance Bank (*Banco de Previsión Social* - BPS) has developed measures to discourage the non-compliance of those paying social security contributions and to promptly recover debts by applying controls that discourage the adoption of irregular behaviour.

The Contributor Profiling System is a model that describes each contributor as a function of the possible risks in their dealings with BPS from the time of their admission to the scheme, as derived from coefficients of trustworthiness based on their past behaviour.

This score reflects both formal and indirect compliance indicators of the contributor, their members and other contributors with similar characteristics, and allows the BPS to adopt proactive measures to minimize instances of non-compliance, and to define tailored measures that reward good behaviour and address the risks of those that showed previous signs of irregularity.

Key benefits:

- efficient management, enabling targeted actions and processes based on the characteristics of different contributors;
- improved detection of and preventive approach to abuse and fraudulent situations;
- a better reading of the risk presented by contributors, so as to incentivize them to fulfil their obligations;
- optimized fiscal intelligence.

Special mention from the Jury: This good practice is a creative way of encouraging compliance with social security contributions. It puts forward a proactive and preventive approach that makes contributions collection easier, both for the contributors and the social security institution itself.

CERTIFICATES OF MERIT

Argentina: Federal Administration of Public Resources

Single portal for monotax contributors (*monotributistas*)

Priority areas: Administrative Solutions for Coverage Extension, Contribution Collection and Compliance, Information and Communication Technology, Service Quality

Argentina: Mutual Association for the Protection of the Family

Education and training to develop low-cost support products

Priority areas: Administrative Solutions for Coverage Extension, Good Governance, Service Quality

Argentina: Mutual Association for the Protection of the Family

Using ICT to improve access to information and communication

Priority areas: Information and Communication Technology, Service Quality

Argentina: National Social Security Administration

A platform for the historical reparation programme (*Plataforma de Reparación Histórica*): Recognizing rights

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Service Quality

Argentina: National Social Security Administration

Biometrics – My fingerprint

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Argentina: National Social Security Administration

Business Intelligence platform

Priority areas: Actuarial Work for Social Security, Good Governance, Information and Communication Technology

Argentina: National Social Security Administration

My ANSES Mobile (*Mi ANSES Móvil*)

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Information and Communication Technology, Service Quality

Argentina: National Social Security Administration

Welfare for Our People (*Bienestar para Nuestra Gente*): a social security programme for indigenous groups

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

Argentina: Superintendency of Occupational Risks

Implementing a quality management system at the call centre for worker assistance

Priority areas: Prevention of Occupational Risks, Service Quality

Brazil: Ministry of Finance – Secretariat for Social Insurance

Technical Cooperation Project

“Modernization of Social Security of Mozambique” – Brazil and Mozambique

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Canada: Saskatchewan Workers’ Compensation Board

Return to work: A foundational approach to return to function

Priority area: Return to Work and Reintegration

Chile: Chilean Safety Association

A guidance manual on workplace health promotion

Priority area: Prevention of Occupational Risks

Costa Rica: Social Insurance Fund of Costa Rica

Implementing a specialized information service on medicine quality for the health professionals of CCSS Costa Rica.

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Service Quality

Costa Rica: Social Insurance Fund of Costa Rica

The implementation of single digital health records across all three levels of Costa Rica’s health care system

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Guatemala: Social Security Institute of Guatemala

Establishing a national quality management unit (*Unidad de Gestión de la Calidad Nacional*)

Priority areas: Good Governance, Service Quality

Mexico: Mexican Social Security Institute

Improving the pension survivors verification programme of the Mexican Social Security Institute

Priority areas: Good Governance, Information and Communication Technology

Mexico: Mexican Social Security Institute

The IMSS SER programme (*Saludar, Escuchar, Responder – SER*)

Priority areas: Communication by Social Security Administrations, Good Governance, Service Quality

Mexico: State Employees’ Social Security and Social Services Institute

A covenant on service quality

Priority areas: Good Governance, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

Improving the quality of and treatment at ISSSTE emergency services

Priority areas: Good Governance, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

The DeportISSSTE programme for retirees and pensioners

Priority areas: Communication by Social Security Administrations, Good Governance, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

Training informal caregivers for frail, elderly persons and persons with dementia

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Service Quality

Peru: Derrama Magisterial

Managing the pensions advisory service: Fostering a culture of pension awareness

Priority areas: Communication by Social Security Administrations, Service Quality

Peru: EsSalud – Social Health Insurance Institute

Health technology assessment of medical equipment:

An efficient decision-making tool

Priority areas: Good Governance, Service Quality

Peru: EsSalud – Social Health Insurance Institute

Sampling instead of travelling: A strategy that brings more hope to children waiting for bone marrow treatment abroad

Priority areas: Communication by Social Security Administrations, Service Quality

Peru: EsSalud – Social Health Insurance Institute

Telemedicine: An effective tool for technology transfer and personalized medical care for patients travelling outside their place of origin

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

United States: Social Security Administration

Video Service Delivery

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Service Quality

Uruguay: Bank Employees' Pension Fund

A retirement support programme (*Jornadas de Acompañamiento al Proceso Jubilatorio*)

Priority areas: Communication by Social Security Administrations, Service Quality

Uruguay: Bank Employees' Pension Fund

Portal SIIS – A secure information exchange system

Priority areas: Information and Communication Technology, Service Quality

Uruguay: Catholic Workers' Circle of the Uruguay Mutual Fund

Design, implementation and evaluation of specific strategies to prevent and reduce worker absenteeism and sick leaves

Priority areas: Good Governance, Prevention of Occupational Risks, Return to Work and Reintegration

Uruguay: Catholic Workers' Circle of the Uruguay Mutual Fund

Implementation of a protocol system for day surgeries at the Catholic Workers' Circle of the Uruguay Mutual Fund of Uruguay (*Círculo Católico de Obreros del Uruguay*)

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Uruguay: Catholic Workers' Circle of the Uruguay Mutual Fund

Lifelong training: A path to safety, labour culture and service quality improvement

Priority areas: Communication by Social Security Administrations, Good Governance, Service Quality

Uruguay: Social Insurance Bank

A longitudinal survey on social protection (*Encuesta Longitudinal de Protección Social – ELPS*) in Uruguay

Priority areas: Administrative Solutions for Coverage Extension, Communication by Social Security Administrations, Information and Communication Technology, Promotion of Sustainable Employment

Uruguay: Social Insurance Bank

A special rehabilitation assistance programme

Priority areas: Good Governance, Return to Work and Reintegration, Service Quality

Uruguay: Social Insurance Bank

Access centre for assistive technologies (*Centro de Acceso a Tecnologías de Apoyo – CATA*) in a health context: Removing barriers that exclude people with disabilities

Priority areas: Administrative Solutions for Coverage Extension, Information and Communication Technology, Service Quality

Uruguay: Social Insurance Bank

Distance training via videoconferencing

Priority areas: Communication by Social Security Administrations, Good Governance, Information and Communication Technology, Service Quality

Uruguay: Social Insurance Bank

**Institutional training policies based on a development programme:
Mechanisms for innovation and continuous improvement**

Priority areas: Communication by Social Security Administrations, Good Governance, Service Quality

Uruguay: Social Insurance Bank

Managing eyeglass benefit claims through opticians

Priority areas: Administrative Solutions for Coverage Extension, Good Governance, Service Quality

Uruguay: Social Insurance Bank

Managing maternity benefits using an event-based model

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Uruguay: Social Insurance Bank

Shared software and collaborative work

Priority areas: Good Governance, Information and Communication Technology

Uruguay: Social Insurance Bank

Specialists in one click

Priority areas: Communication by Social Security Administrations, Information and Communication Technology, Service Quality

ATTESTATIONS

Argentina: National Social Security Administration

Documentation and workflow platform

Priority areas: Information and Communication Technology, Service Quality

Mexico: Mexican Social Security Institute

Consolidated procurement

Priority area: Good Governance

Mexico: State Employees' Social Security and Social Services Institute

A medical certificates search engine

Priority areas: Information and Communication Technology, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

Housing loans for persons with incapacities

Priority areas: Administrative Solutions for Coverage Extension, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

Medical assessment system for patients with disabling diseases (*Sistema Médico de Evaluación de Pacientes con Enfermedades Discapacitantes* – SIMEDIS)

Priority areas: Good Governance, Information and Communication Technology, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

National control and reaction centre (*Centro Nacional de Mando y Reacción*)

Priority areas: Information and Communication Technology, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

Securing the personal loans process

Priority areas: Good Governance, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

Teaching English and IT in ISSSTE-owned and commissioned structures

Priority areas: Communication by Social Security Administrations, Service Quality

Mexico: State Employees' Social Security and Social Services Institute

The "February: Man's health" campaign

Priority areas: Communication by Social Security Administrations, Good Governance, Prevention of Occupational Risks

Peru: Derrama Magisterial

A loan payment protection fund (*Fondo de Protección de Desgravamen*):

An actuarial model to benefit teachers in the Peruvian education system

Priority areas: Actuarial Work for Social Security, Service Quality

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



ISSA General Secretariat

4 route des Morillons
Case postale 1
CH-1211 Geneva 22

T: +41 22 799 66 17
F: +41 22 799 85 09
E: issa@ilo.org

www.issa.int



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