

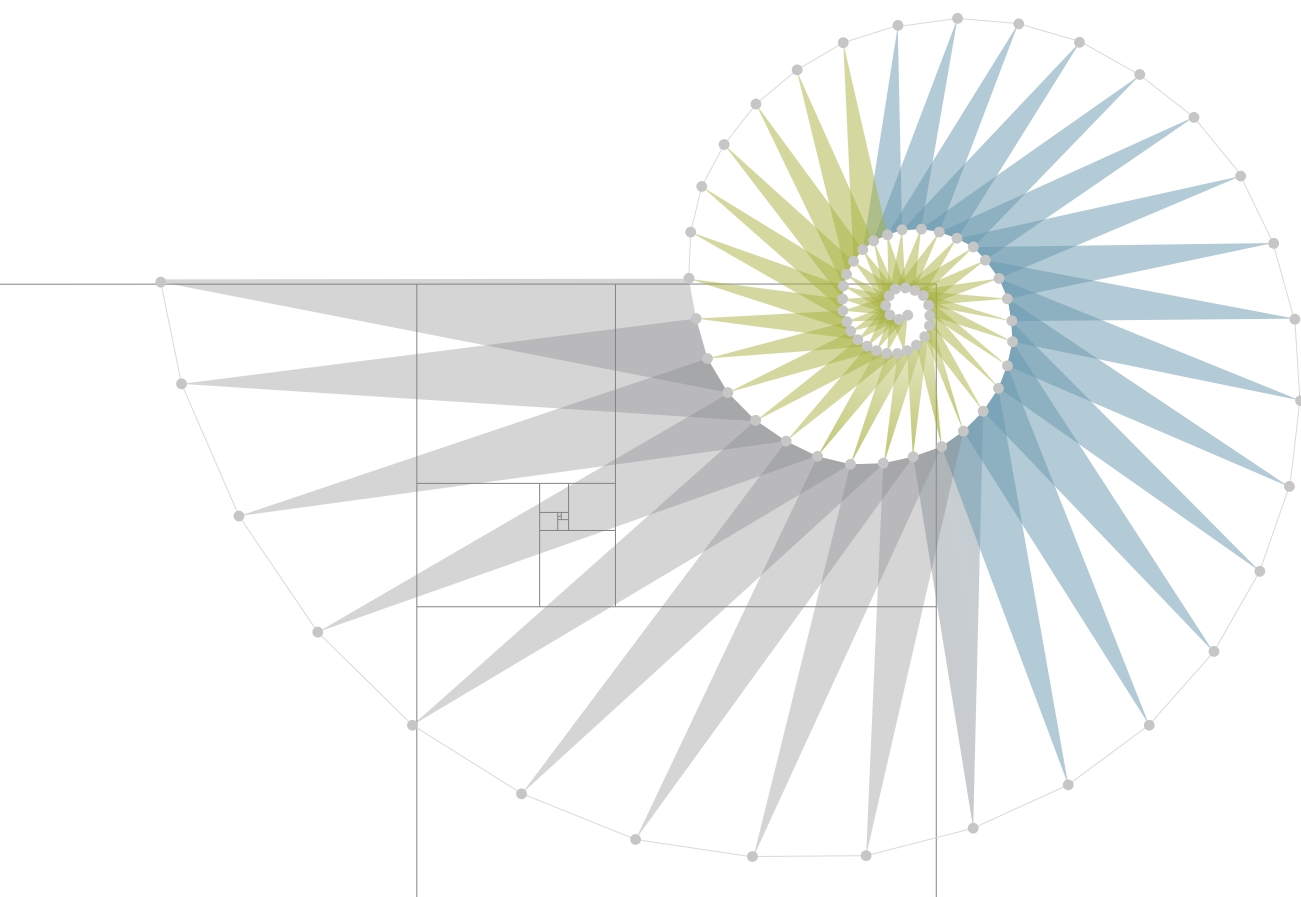


issa

INTERNATIONAL SOCIAL SECURITY ASSOCIATION

Annual Review

2015/16



The ISSA at a glance

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



1927

creation of the ISSA



322

member organizations
in 156 countries



12

Guidelines
for Social Security Administration (2016)



Community

The ISSA provides an exclusive member community and promotes cooperation and exchange through events and expert networks



Knowledge

The ISSA develops professional standards, undertakes research and analysis and identifies good practices



Services

The ISSA offers professional advice and support for social security administrations

Promoting



4th

World Social Security Forum
Panama, November 2016



546

good practices
in social security in the ISSA database



1,642

participants
in ISSA events



42,000

downloads
of *International Social Security Review* articles



150+

member organizations
participated in ISSA Academy events



1,883,487

page views
of web portal

All figures are for 2015 unless otherwise stated.

Services



Innovation

practical services
social security

The ISSA facilitates innovative approaches to strengthen administration, anticipate risks and manage change



Promotion

The ISSA supports global advocacy to promote comprehensive social security

ing excellence in social security

The year in review

The ISSA's objective of promoting excellence recognizes administration as a key to the successful and sustainable provision of social security. Strengthened political commitment to social protection at national and international levels has been given renewed prominence in the UN Sustainable Development Goals, despite significant constraints in many countries. Increasingly, well-governed, high-performing and trusted social security institutions are recognized as the necessary foundation for the extension of coverage and protection of populations in a complex and rapidly-evolving environment.

Social security institutions from more than 150 countries come together in the ISSA to develop strategies to meet common challenges. In this regard, the final year of the triennium was a particularly productive one for member organizations. It was shaped by significant progress in building the Association's capacity to support members in working towards excellence, and by a series of major international events that have provided valuable platforms for analysis and networking for social security leaders and professionals.

The knowledge and services that the ISSA Centre for Excellence offers to members have been enhanced significantly, with the expansion of the ISSA Academy, the preparation of Guidelines in new key areas and the first phases of the recognition and benchmarking programmes.

Following Africa in 2014, three of the four regional forums – for Asia and the Pacific, the Americas and Europe – took place during this period, involving almost 900 top officials and senior managers of social security institutions. Despite regional diversity, a common thread of realism was evident in all meetings, as institutions recognize that progress can only be sustained in the long term by greater innovation in the management and administration of schemes.

Two highly-acclaimed international conferences highlighted the important platform the ISSA provides for social security professionals. Digital transformation – and disruption – were the focus of the International Conference on Information and Communication Technology in Social Security in Astana in September 2015. The long-term sustainability of schemes

Astana, Kazakhstan
14th International
Conference on Information
and Communication
Technology in Social Security

Milestones 2015/16

↓
2–4 September 2015

depends on essential actuarial work, and the dynamic and evolving role of actuaries was profiled at the International Conference of Actuaries and Statisticians in Budapest in September 2015.

The ISSA's programme received further endorsement in the global survey of member organizations carried out in 2015. Eight out of ten members expressed strong support for the new strategic direction of the Association, and confirmed high levels of satisfaction with the performance and relevance of the ISSA's activities.

Looking ahead, the new ISSA programme for 2017 to 2019 will further strengthen the role of the ISSA as the authoritative body defining professional standards for social security. Practical and tailored services will provide members with service corresponding to core business challenges and supporting administrative improvements. To ensure that the ISSA is at the forefront of emerging developments and can support members in managing innovation, the ISSA capacity for research and innovation will be enhanced.

As the ISSA prepares to celebrate its 90th anniversary in 2017, the historical mandate of the Association "to promote and develop social security ... through its technical and administrative improvement, in order to advance the social and economic conditions of the population on the basis of social justice" remains as relevant as ever.

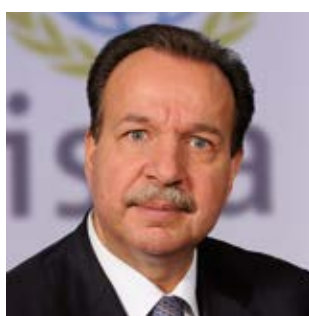
The World Social Security Forum in Panama in November 2016 will mark the culmination of an exciting triennium for

the ISSA, during which the Association has made decisive progress towards a knowledge-based service offering for its members. The World Forum promises to provide an essential platform for discussion and exchange for social security decision-makers, and will offer a dynamic context for tackling some of the key issues that are shaping the future of social security worldwide.

We express our recognition and gratitude to the numerous members, partners and staff who have actively contributed to ensuring the success of this particularly productive year, and look forward to a new stage in the Association's remarkable history.



Errol Frank Stoové
ISSA President



Hans-Horst Konkolewsky
ISSA Secretary General

Budapest, Hungary
18th ISSA International
Conference of Social Security
Actuaries and Statisticians

Muscat, Oman
Regional Social Security
Forum for Asia and the
Pacific

Mexico City, Mexico
Regional Social Security
Forum for the Americas

Stockholm, Sweden
Regional Social Security
Forum for Europe

Panama City, Panama
World Social Security Forum



EVENTS

The year in images

Visual impressions from the ISSA programme 2015/16





Building excellence in social security administration

The ISSA Centre for Excellence provides essential knowledge and services to support good governance, high performance and service quality in social security

The ISSA Centre for Excellence in Social Security Administration

Guidelines

At the heart of the Centre for Excellence, the ISSA Guidelines represent internationally-recognized professional standards in 12 core areas of social security administration. A comprehensive knowledge base provides support for managers to implement the Guidelines.

Academy

The Academy offers members access to problem-solving, learning and exchange platforms as well as capacity-building and human resource development opportunities.

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

High-level diploma training on international professional standards in social security assists managers to build professional capacities within their organizations, in collaboration with qualified external training partners.

Technical advice and support

The ISSA Technical Advice and Support team enables member institutions to access additional knowledge, guidance and expertise in support of their administrative improvements.

Recognition

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

The development of the ISSA Centre for Excellence reached a new level in 2016, as administrators and managers engaged with the range of innovative products and services aimed at strengthening social security administration.

Following the enthusiastic welcome for the ISSA Guidelines, first launched in 2013, the Centre for Excellence strategy strengthened its training and capacity-building provision. The ISSA Academy programme expanded rapidly, as the ISSA Consortium of world-class training institutions in several regions organized the first diploma training courses aimed at social security professionals. The courses provide participants with applied knowledge of international professional standards in administration, equipping them with specific knowledge and resources of value for their institutions.

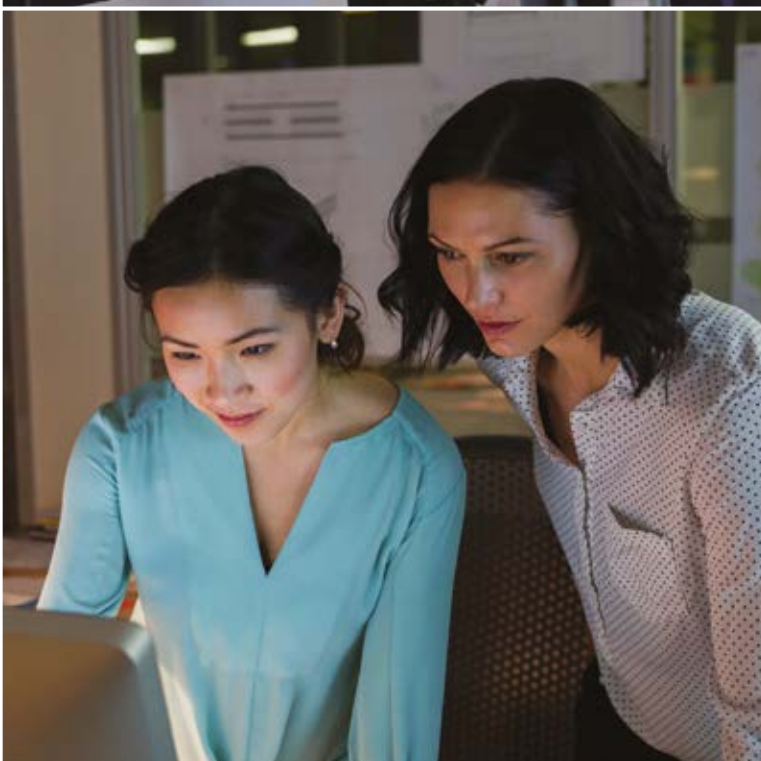
In parallel, Academy workshops focused on solving specific challenges faced by administrations were organized in over 20 countries in 2015 and 2016. By mid-2016, almost 500 managers and staff of social security institutions had participated in an ISSA Academy activity.

A pilot phase for ISSA recognition was implemented in late 2015 and early 2016. The programme is designed to enable members to assess their compliance with the ISSA Guidelines and a pilot project was carried out in the area of contribution collection and compliance.

The technical advice and support service, based at the ISSA Secretariat, responded to more than 100 requests from member organizations for information, knowledge, analysis and expertise.

The member survey in 2015 confirmed the strong support of members for the new ISSA strategic focus, and consultations with the ISSA Bureau and technical commissions have identified priorities for the next stage of development of the Centre.

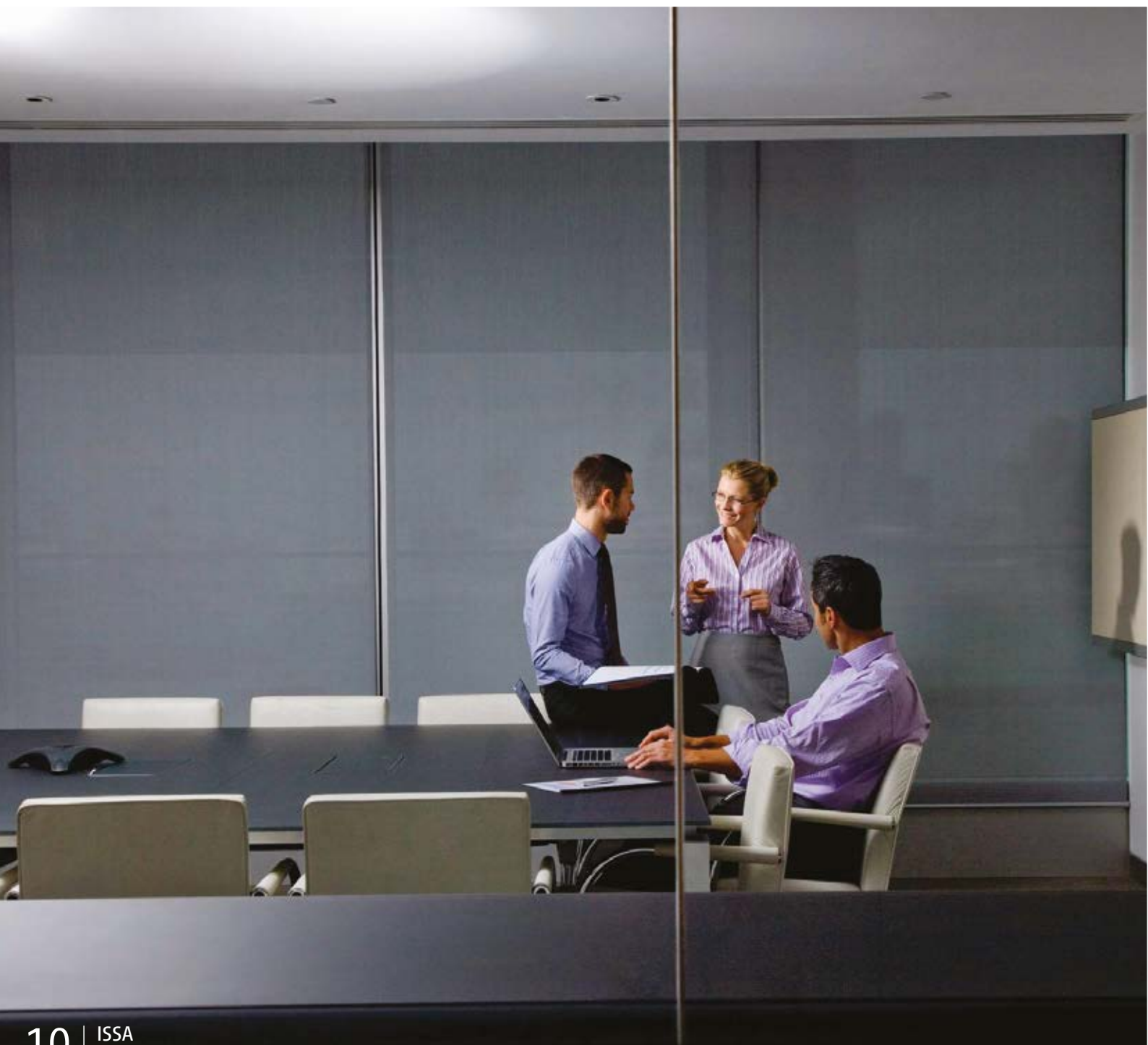
Through targeted knowledge resources, practical member services and the introduction of new Guidelines, the Centre for Excellence will continue to develop its scope and provide a unique and integrated resource for social security institutions, regardless of mandate, size or geographic location.



CENTRE FOR EXCELLENCE

International Guidelines for social security

*The ISSA Guidelines represent the only professional standards
for social security administration*



The ISSA Guidelines offer social security managers access to concise and practical knowledge of international best practice in a specific area of administration. Available in seven languages, the Guidelines have attracted increasing interest from ISSA member organizations.

The member survey carried out in 2015 confirmed that more than 60 per cent of member institutions are using, or plan to use, one or more of the ISSA Guidelines, some at the governing body level, and many have integrated these international professional standards into their strategic planning and quality management systems.

New Guidelines for four additional areas of administration have been prepared with the ISSA technical commissions, and will be launched in November 2016.

ISSA GUIDELINES FOR SOCIAL SECURITY ADMINISTRATION

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

** New Guidelines*

*** Revised Guidelines*

www.issa.int/guidelines



INTERNATIONAL CONFERENCE

Social security and digital transformation

14th ISSA International Conference on Information and Communication Technology in Social Security



New and mobile technologies are transforming the way people live, work and communicate. Social security systems, which provide services for hundreds of millions of individuals, are impacted by this trend – and in many countries are leading innovation in the use of citizen-centred information and communication technology.

The strategic role of technologies in the improvement of performance and service quality of social security organizations was the focus of the 14th ISSA International Conference on Information and Communication Technology (ICT) in Social Security in Astana, Kazakhstan, from 2 to 4 September 2015. The conference attracted more than 300 experts and decision-makers from around the world, and was hosted by the Ministry of Health and Social Development and the State Social Insurance Fund of the Republic of Kazakhstan.

While technologies have become more accessible to social security organizations, the implementation of large-scale and mission-critical systems can pose important challenges to institutions which have to manage the technical and economic dimensions, as well as the rapid evolution of technology.

Among other examples explored at the event, improved e-services and the innovative use of mobile technologies have allowed social security institutions to reach population groups, such as rural workers, who have traditionally been difficult to cover. Improved coverage, financing and sustainability are among the direct consequences of the innovative use of ICT.

The conference analysed how growing cross-border collaboration, and improved coordination of social agencies at the national level, increasingly require social security institutions to ensure interoperability, effective data exchange and integration of information systems. Together with the growing costs and complexity of systems, social security institutions are seeking shared solutions and common applications.

The development of international guidelines for ICT in social security by the ISSA was a central item on the agenda, and guidelines on two new areas were presented – social security agreements and master data management – to further equip social security institutions with essential knowledge in this complex area.



INTERNATIONAL CONFERENCE

Actuarial work and social security: Anticipating risk, ensuring sustainability

18th International Conference of Social Security Actuaries and Statisticians





The role and expertise of actuaries in assessing the impact of social security and ensuring the adequacy and sustainability of systems has never been so crucial, and was at the heart of discussions during ACT 2015 – the International Conference of Social Security Actuaries and Statisticians, which took place in Budapest, Hungary, 16 to 18 September 2015, at the invitation of the Central Administration of the National Pension Insurance.

Involving more than 300 experts from all world regions, the conference discussed a range of major issues facing social security policy-making, benefit design, financing and management, and the contribution that the actuarial profession is making to this process.

The effective management of social security reserve funds is an important contribution to the sustainability of systems. At the same time, increasing scrutiny of investment performance, more complex risks to manage and the challenge of generating adequate returns, means actuarial involvement is essential.

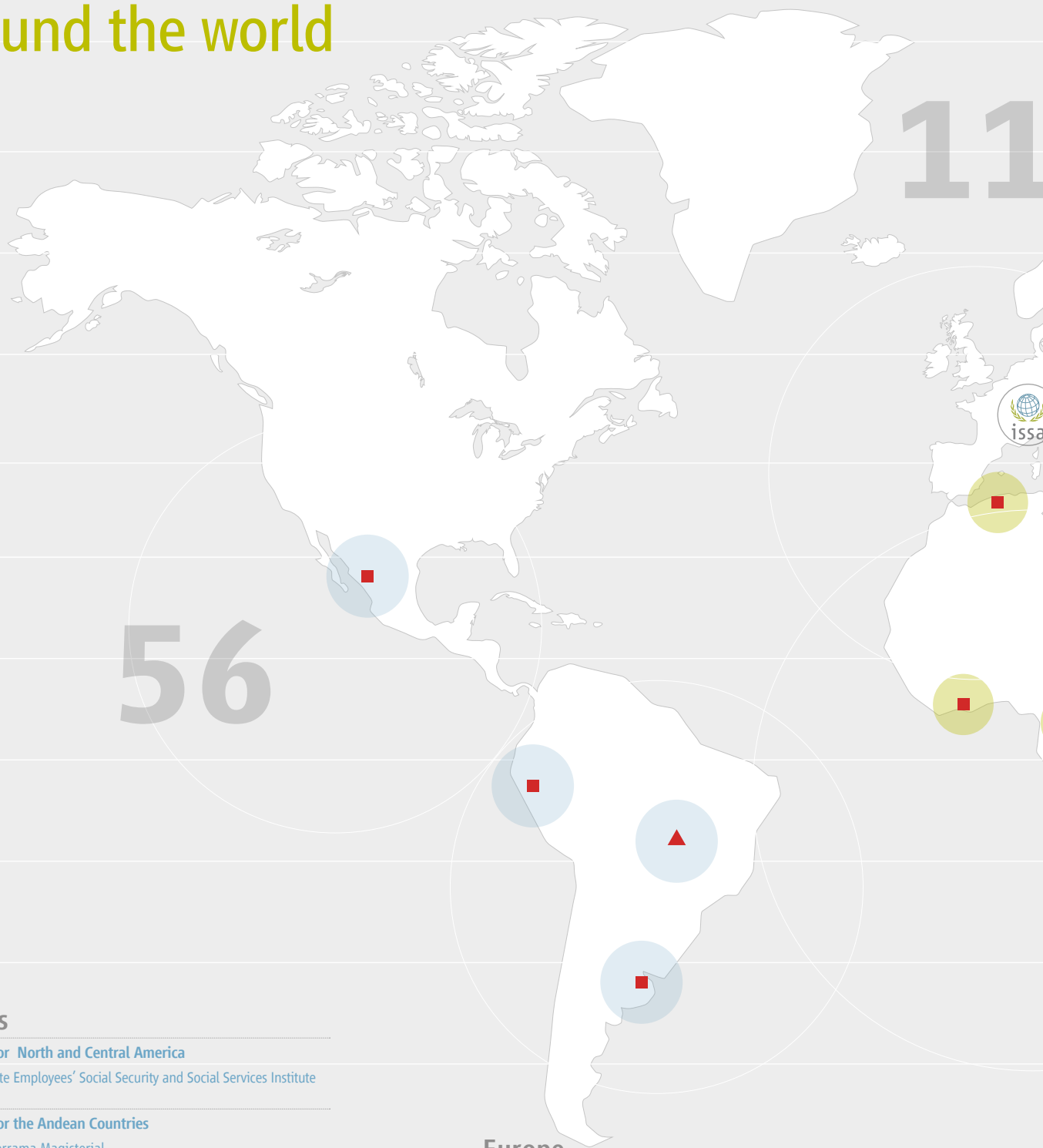
Social security reserve funds and pension schemes are among the largest institutional investors, and the conference participants analysed investment strategies and trends, including the growing interest in socially-responsible investment.

Social security is increasingly recognized as an investment in the social and economic development of a country and not a cost, and for social security systems to remain sustainable, their design and financing should be robust and flexible enough to adapt to a rapidly-changing external environment, participants agreed.

New professional *Guidelines for Actuarial Work for Social Security*, developed by the ISSA in partnership with the International Labour Organization (ILO), were presented at the conference. The Guidelines set out good actuarial practices in areas such as costing new schemes, valuation of systems, regulation, communication of results and peer review processes.

In a period of rapid social and economic change, social security actuaries will continue to have a critical role in ensuring appropriate investment strategies are put in place and their success monitored.

The ISSA around the world



Americas

Liaison Office for North and Central America

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

Liaison Office for the Andean Countries

Hosted by the Derrama Magisterial
Lima, Peru

Liaison Office for the Southern Cone of the Americas

Hosted by the National Social Security Administration
Buenos Aires, Argentina

Focal Point for Portuguese speaking countries

Hosted by the National Institute of Social Security
Brasilia, Brazil

Europe

ISSA European Network

Steering Committee chaired by the Social Insurance Institution
Warsaw, Poland

Liaison Office for Eurasia

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

Affiliate members
40

Associate members
16

Total
56

Affiliate members
84

Associate members
27

Total
111

94

56

61

111

AFRICA

AMERICAS

ASIA-PACIFIC

EUROPE

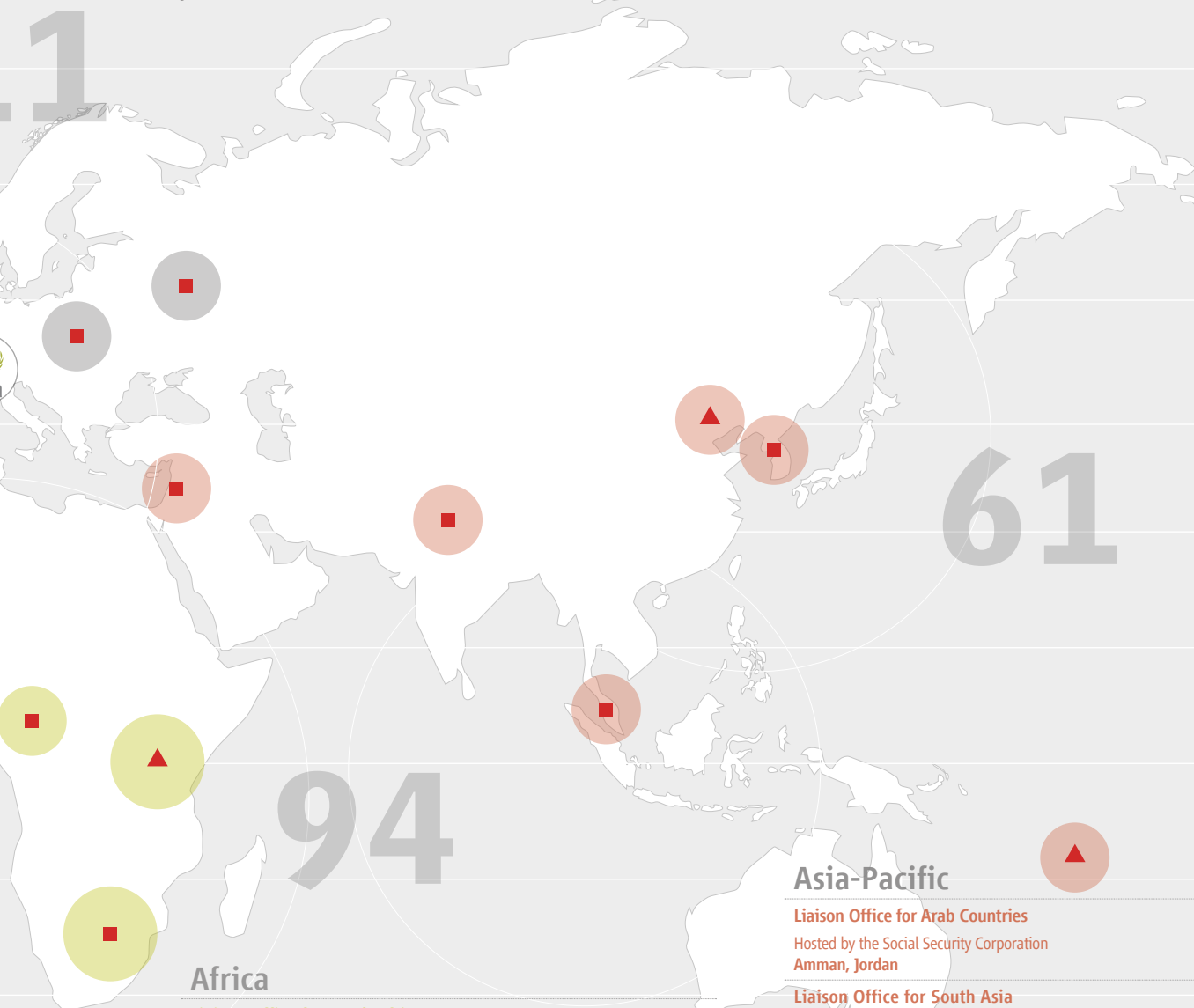
Affiliate members: 254 in 143 countries

Associate members: 68 in 40 countries

Total: 322 member organizations in 156 countries

(June 2016)

322



Africa

Liaison Office for North Africa

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

Liaison Office for West Africa

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

Liaison Office for Central Africa

Hosted by the National Social Insurance Fund
Yaoundé, Cameroon

Liaison Office for Southern Africa

Hosted by the Department of Social Development
Pretoria, South Africa

Focal Point for East Africa

Hosted by the East and Central Africa Social Security Association
Nairobi, Kenya

Asia-Pacific

Liaison Office for Arab Countries

Hosted by the Social Security Corporation
Amman, Jordan

Liaison Office for South Asia

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

Liaison Office for South East Asia

Hosted by the Social Security Organisation
Kuala Lumpur, Malaysia

Liaison Office for East Asia

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

Focal Point for Chinese Members

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

Focal Point for the Pacific Island Countries*

Hosted by the Fiji National Provident Fund
Suva, Fiji

* Opening in 2016

Affiliate members
82

Associate members
12

Total
94

Affiliate members
48

Associate members
13

Total
61

REGIONAL FORUM

Decade of opportunity for the Asia-Pacific region

Regional Social Security Forum for Asia and the Pacific





Social security in the Asia-Pacific region is benefiting from a favourable context to achieve unprecedented progress, but systems need to prepare for new challenges if comprehensive coverage is to be consolidated and sustained, participants at the Regional Social Security Forum for Asia and the Pacific confirmed.

The Forum, involving more than 300 participants, was held in Muscat, Oman, from 2 to 4 November 2015, at the invitation of the Public Authority for Social Insurance of the Sultanate of Oman.

Asia and the Pacific, home to half the world's population, is experiencing rapid social, economic and demographic changes which present extraordinary challenges for its social security administrators and policy-makers.

The Forum analysed how the favourable alignment of dynamic economic growth, positive political will and a "demographic window" has contributed to recent significant advances in the design, financing and delivery of social security in much of the region.

The next decade will be crucial for the region's social security administrations, the Forum concluded. Positive social and economic outcomes will require a coherent and integrated approach by social security systems, underpinned by continued sound political commitment, encompassing social security and a wider range of social and labour market policies, in order to capitalize on the current context and momentum to further extend sustainable coverage to their populations.

Good Practice Award for Asia and the Pacific 2015

The ISSA Good Practice Award for Asia and the Pacific was presented ex aequo to the Department of Human Services (Australia) and the National Pension Service (Republic of Korea). The regional competition, held every three years, attracted 48 entries from 16 countries.

www.issa.int/rssf-asiapacific2015

Social security – a key driver of positive societal change in the Americas

Regional Social Security Forum for the Americas





Participants at the Regional Social Security Forum for the Americas upheld innovative approaches and strong political will as essential factors in the extension of social security coverage in the region, and reaffirmed their common commitment to cooperation for the future development of social security.

The Forum, which took place in Mexico City from 11 to 13 April 2016, provided a privileged opportunity for the 340 participating social security leaders and administrators from 28 countries to share and nurture experience, good practices and solutions. The Forum was hosted by the State Employees' Social Security and Social Services Institute (ISSSTE).

The Americas region has achieved notable successes in the extension of social security coverage in the past decade as a result of strengthened political commitment, coordinated policies and efficiency gains in administration. Improvements in the design, financing and delivery of social security have enabled social security programmes to be major drivers of positive social and economic change in the region – despite an often-challenging policy environment.

The Forum concluded on an optimistic note, despite major challenges, pointing to the capacity for innovation and a commitment to improved social security administration as conditions for the future positive development of social security in the region.



Good Practice Award for the Americas 2016

The ISSA Good Practice Award for the Americas was presented to the Federal Administration of Public Resources, Argentina, for a project enabling significant improvements in the social protection of domestic workers. The competition attracted 53 entries from 17 organizations in nine countries.

www.issa.int/rssf-americas2016

REGIONAL FORUM

Innovation in social security to manage complex change in Europe

Regional Social Security Forum for Europe





The continued transformation of labour markets, rising inequality and the growth of non-standard employment, combined with demographic trends, are creating new demands for social security systems in Europe which will require fundamental changes and innovation by administrations, participants at the Regional Social Security Forum for Europe agreed.

The Regional Forum attracted a record 330 policy-makers and administrators to Stockholm, Sweden, from 18 to 20 April 2016. The event was hosted by the Swedish Pensions Agency.

Despite a context of profound social change, fiscal constraints and economic uncertainty, Europe's social security systems are effectively adapting to an increasingly complex and challenging environment. Wide-ranging examples presented at the Forum demonstrated how systems are innovating and responding both proactively and reactively to minimize risks and maintain comprehensive coverage of populations.

The Forum concluded that, despite major and complex issues that will shape the operating environment over the long term, Europe's social security systems can continue to ensure comprehensive and sustainable social security systems by maintaining a strategic focus on citizen-centred service provision and more tailored benefits and services across the life cycle. More effective administration will need to be underpinned by greater coordination and integration, and enhanced public communication, participants agreed.

Good Practice Award for Europe 2016

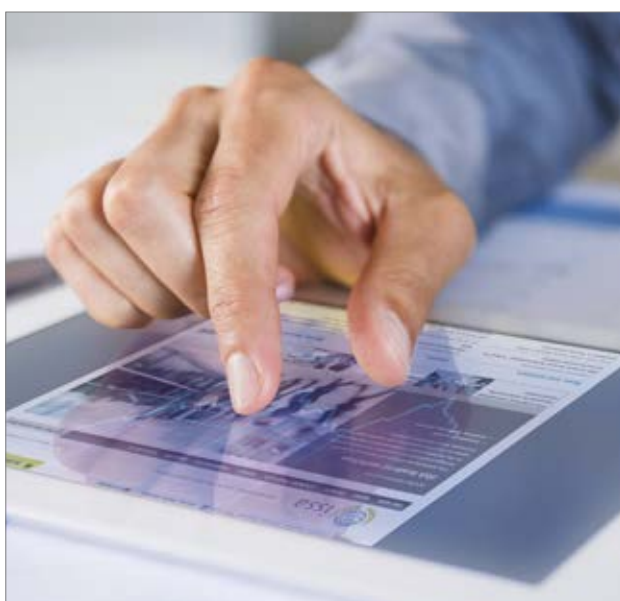
The ISSA Good Practice Award for Europe was attributed to the Department of Social Protection, Ireland, for its achievement in the integration of the national welfare and employment services. The competition received a total of 71 entries from 27 organizations in 19 countries.

www.issa.int/rssf-europe2016

Knowledge for excellence in social security

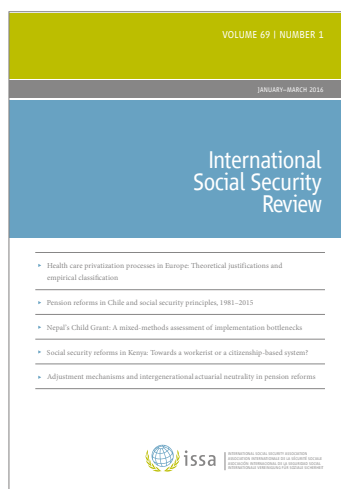
The ISSA web portal

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



www.issa.int

International Social Security Review



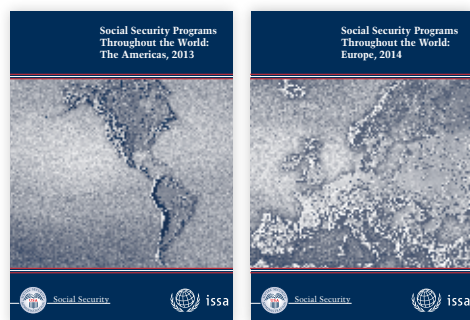
First published in 1948, the *International Social Security Review* is the world's major quarterly publication in the field of social security. Articles by leading social security experts present international comparisons and in-depth discussions of topical questions and comparative analytical studies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

Online access: Since 1967 for articles published in English; for 2007–2013 for articles published in French, German and Spanish. ISSA members benefit from free access to the Review via My ISSA.

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

www.issa.int/review

Social Security Programs Throughout the World



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

Available in English.

www.issa.int/SSPTW

Adequacy in social security



What constitutes an adequate benefit or service? And against which benchmarks can adequate benefits and services be defined and eventually measured? This series analyses adequacy in pensions and unemployment, and proposes a quantitative model which defines and assesses a multivariable measure of adequacy.

Retirement Benefit Provision: Available in English. Unemployment Benefit Provision: Available in English, French and Spanish.

www.issa.int/adequacy

Developments and trends in social security



The reports in this series identify, synthesize and analyse the most important recent challenges, developments and trends in social security in each region, using extensive data and examples collected by the ISSA General Secretariat.

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

www.issa.int/DT

Megatrends and social security

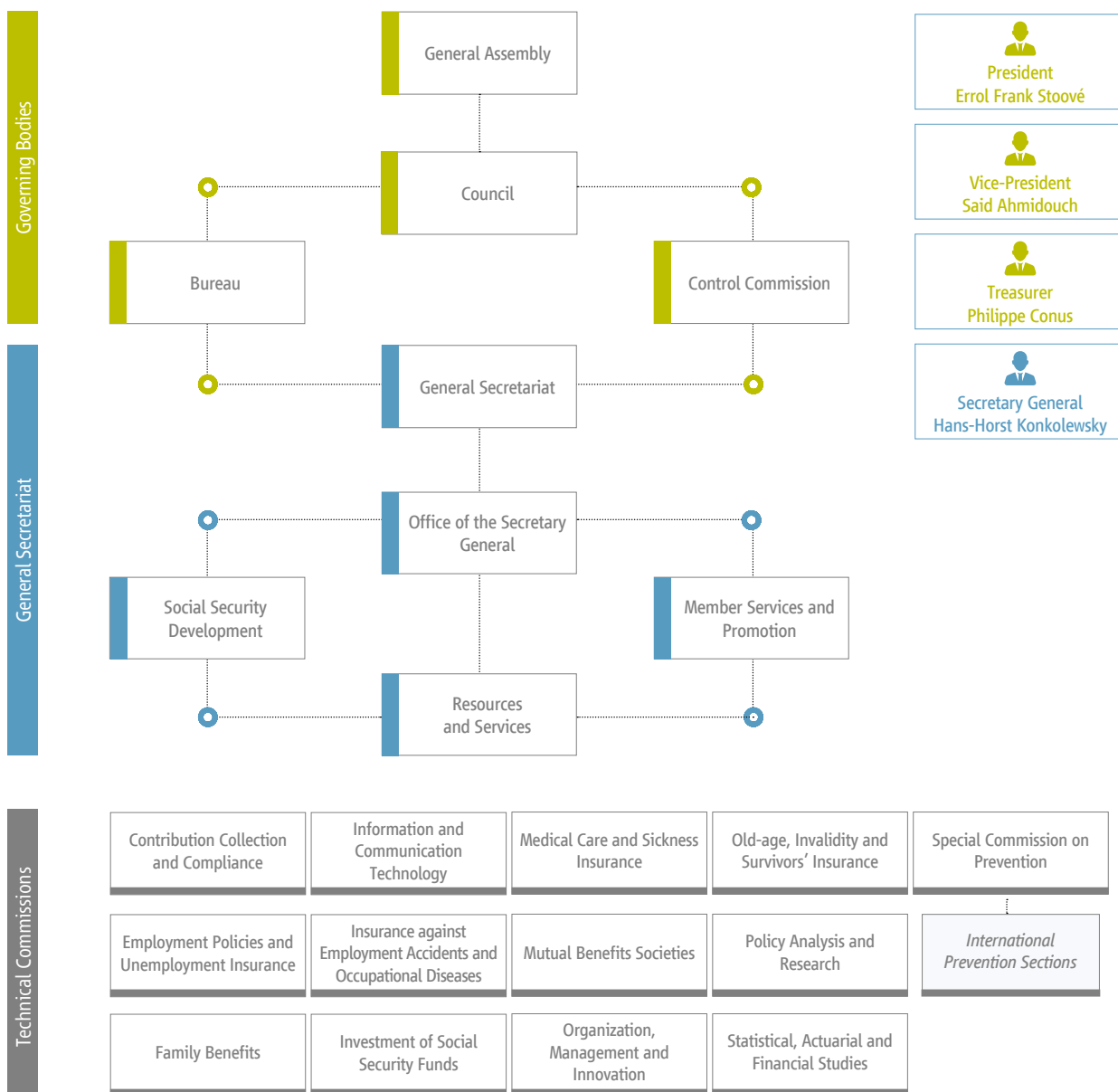


The ISSA is analysing how key external factors – or megatrends – will impact social security systems over the coming decades, and how social security administrations can anticipate and mitigate their impacts on society. The ISSA has prepared reports on four key areas where megatrends will influence the context and demands on social security systems: Labour markets – Climate change and natural resource scarcity – Demographic changes – Work, family and gender.

Available in English. Executive summary available in other languages.

www.issa.int/megatrends

ISSA governance and organizational structure



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Front cover: The Fibonacci spiral represents the “golden ratio” and symbolizes excellence.

Photos: PanoramaStock; iStockphoto; Gettyimages; Corbis.



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

