

ANNUAL REVIEW

2021/22



A year of engagement



Mission OF THE 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).



CONTENTS

04	MESSAGE FROM THE PRESIDENT Prof. Dr Joachim Breuer
06	INTERVIEW Marcelo Abi-Ramia Caetano, ISSA Secretary General
08	EVENTS A year of major events
12	THE ISSA AROUND THE WORLD Regional and language communities
14	KNOWLEDGE More knowledge with better access
16	<i>INTERNATIONAL SOCIAL SECURITY REVIEW</i> Krzysztof Hagemejer, Chair of the Editorial Board
18	ISSA ONLINE Building engagement and knowledge
20	BEHAVIOURAL INSIGHTS Applying a behavioural lens to innovate social security
22	EXCELLENCE Good Practice Award winners
24	ISSA LANGUAGE COMMUNITIES Different countries, same language
25	INTERNATIONAL WOMEN'S DAY Gender equality in social security
26	SOCIAL INCLUSION Migrant workers and international agreements
28	VISION ZERO From campaign to strategy
30	ISSA Structure and governance
32	ONLINE COMMUNITY My ISSA – My Spaces
33	KNOWLEDGE AND RESOURCES

MESSAGE FROM THE PRESIDENT

This has been one of the busiest and most eventful years in the history of the International Social Security Association (ISSA). We organized seven major thematic and regional conferences, in addition to webinars, diploma training courses, e-workshops, ISSA Bureau meetings and the Forum for Technical Commissions. Overall, it is estimated that over 10,000 participants registered to an ISSA event in the last year.

REACHING WIDER AND FURTHER

This demonstrates how the ISSA is reaching wider and further into our 320 member institutions in 161 countries. In many ways the COVID-19 pandemic pushed us to revolutionize the way we work overnight. From having practically all meetings and events in person, everything was suddenly organized online. This gave many more people the opportunity to participate in our activities.

As a result, our international community of social security institutions was strengthened. By involving more staff in our global and regional events, sharing expertise, good practices and perspectives, we laid the groundwork for stronger social security administration, and ensuring higher quality and better efficiency in delivering social security benefits and services.

It was also with great joy that in May 2022 we could invite our members back to an in-presence event for the first time in over two

years. We are grateful to the Estonian National Social Insurance Board for hosting both the 16th International Conference on Information and Communication Technology and the Regional Social Security Forum for Europe in the beautiful city of Tallinn. Using a hybrid solution, we could also ensure the participation of a wider audience to these important events, despite continuing international uncertainties.

International conflict has brought new challenges upon us. As people are losing their homes, jobs, education, families, friends, health and lives, social security institutions will once again play a critical role in providing crucial support in times of crisis. The ISSA is committed to support its members, in establishing contacts, building knowledge and sharing experiences to help relieve the situation as best it can.

*“More people
than ever before
are engaged in
ISSA events and
activities.”*

At the same time, the pandemic is not over, but in many places across the globe it seems to be more under control. The combination of vaccines and post-infection immunity have made populations and societies more resistant. Nevertheless, we need to be vigilant. Vaccines have not been shared with equity across the world, and new more fierce variants of the virus may still arise.

What we do know is that social security institutions are better prepared than ever before, when a new wave of challenges may arise. Social security has played a critical role in assisting individuals, employers and societies through the pandemic since early 2020. Social security institutions have shown incredible agility, determination, and the ability to innovate.

Throughout this crisis, the ISSA has focussed on gathering, analysing, and sharing the experiences of our members. Our ambition has been to maximize knowledge sharing among social security institutions, to assist our members in finding solutions for both their customers and their staff. We have shared this knowledge through webinars, publications, and online analytical articles.

Looking forward, the culmination of all this will be presented and discussed during the World Social Security Forum, to be hosted by *CDG Prévoyance*, in Marrakech, Morocco, from 24 to 28 October 2022. This will also be the moment for me to thank you for my years as ISSA President. These years were as different as anyone could have expected, and I am truly proud of what we have managed to achieve together through such a difficult period.



Prof. Dr Joachim Breuer
ISSA President

A handwritten signature in black ink, which appears to read 'J. Breuer'. The signature is fluid and cursive.

INTERVIEW WITH THE SECRETARY GENERAL

In this interview, the ISSA Secretary General, Marcelo Abi-Ramia Caetano, reflects on how discussions on social security are gradually moving away from the very strong focus on COVID-19.

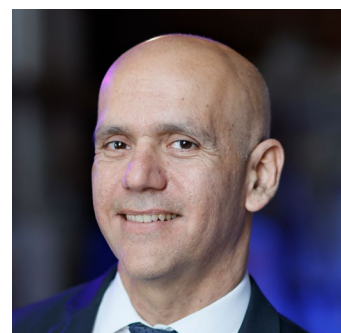
MOVING BEYOND COVID-19

What has marked this last year for the ISSA?

The most remarkable thing was that we organized seven of our major events in a period of just seven and a half months. From September to May, we held all four regional forums, the World Congress on Safety and Health at Work, as well as the international conferences ACT 2022 and ICT 2022. It happened this way largely due to the COVID-19 pandemic, which led to several events being postponed. In the end, five of these major projects were organized for the first time as online events, while we found a hybrid solution combining onsite and online participation for two of them. We were very pleased with the programmes we developed, and the strong participation that was achieved for all seven events.

How has the world of social security changed in the last year?

I think what is most noticeable is how COVID-19 is no longer the only thing being discussed. From early 2020 to late 2021, basically all discussions revolved around the pandemic. That doesn't mean that we didn't cover other topics. In many ways, COVID-19 became a dynamo for innovation and for speeding up transformations in all areas of social security administration. We were able to mobilize interest and share knowledge with and among our members like never before. However, we see that by mid-2022 the discussions have moved on and that other topics are now discussed. At the same time, international conflict raises new challenges where social security institutions are doing everything they can to support the affected populations. As in any international social crisis, the ISSA will support its members in these efforts based on human rights and social justice.



Marcelo Abi-Ramia Caetano
ISSA Secretary General

What new products and services does the ISSA have to offer to its members?

We had a very strong year in terms of knowledge production. Almost on a weekly basis, we produce analysis articles that we publish on the ISSA website. We have produced four regional reports *Priorities for social security*, and seven technical reports. I would like to highlight the new *ISSA's behavioural insights framework*, and the guide *Extending social protection to migrant workers, refugees and their families* developed under the leadership of the International Labour Office (ILO). All of this is thanks to the strong involvement of our members, who continue to contribute with their experiences, good practices and their time. For this, we are truly grateful.

Looking ahead, what's coming up?

We are now working at full speed towards the highlight of every ISSA triennium, the World Social Security Forum (WSSF) in October. This will give us the opportunity to look back at these extraordinary last few years, and to reflect on how we can learn from them going forward. The WSSF will be hosted by *CDG Prévoyance* in Marrakech, Morocco, and we are really looking forward to having quality time to share, learn and network with our members.



EVENTS

Never before has the ISSA organized so many large events in such a short period of time. All our regional and international conferences took place between September 2021 and May 2022. We now await the World Social Security Forum (WSSF) in October 2022 to complete the conference programme of the 2020–2022 ISSA triennium.

A YEAR OF MAJOR EVENTS

World Congress on Safety and Health at Work

The XXII World Congress on Safety and Health at Work was the first international conference to take place, from 20 to 23 September 2021. The theme, *Prevention in the connected age – Global solutions to achieve safe & healthy work for all*, was decided long before COVID-19 surfaced, and became even more relevant as the World Congress was organized virtually for the first time precisely because of the pandemic.

Issues like the digital transformation of work, the use of new technologies for prevention, social dialogue, mental health protection, and the promotion of a global prevention culture were the focus, and the digital streaming platform provided interactive elements, such as brain dates and connection rooms for the 2,000 delegates from over 120 countries.

The ISSA has organized the World Congress in cooperation with the ILO since 1955, and the 22nd edition was hosted by the Institute for Work & Health (IWH), Canada, and the Canadian Centre for Occupational Health & Safety (CCOHS).

XXII World Congress on Safety and Health at Work 2021



20–23 September 2021 • Canada



CEOs from Belgium, Colombia, Estonia, Finland, Malaysia and Spain, together with ISSA management at ICT 2022.

ACT 2022 – Actuaries, Statisticians and Investment Specialists

The 20th ISSA International Conference of Social Security Actuaries, Statisticians and Investment Specialists (ACT 2022) took place from 28 to 31 March 2022, and was held virtually for the very first time. This is the most important global event for these professions in the area of social security.

ACT 2022 focussed on both current issues and the longer-term perspectives that are crucial for the sustainability of social security. The impact of the COVID-19 pandemic on social security programmes was a natural issue looking at the current situation, but the impacts and how to handle them were treated with a longer-term view.

The almost 1,000 registered participants from 131 countries participated in a variety of sessions dealing with crucial topics such as the financing of long-term care, the impact of the green economy transition on social security programmes, and considerations for setting investment and actuarial assumptions.

ICT 2022 – Information and Communication Technology

The impact of information and communication technology (ICT) on social security administration and programmes cannot be overestimated. Digital transformation is not in any way a new phenomenon, but COVID-19 has led to a much higher pace of innovation and implementation in this area.

The 16th International Conference on Information and Communication Technology in Social Security (ICT 2022) was organized in Tallinn, Estonia, from 4 to 6 May 2022, at the invitation of the Estonian National Social Insurance Board. Estonia is world-renowned as one of the most digitalized countries in the world and is often referred to as “E-stonia”.

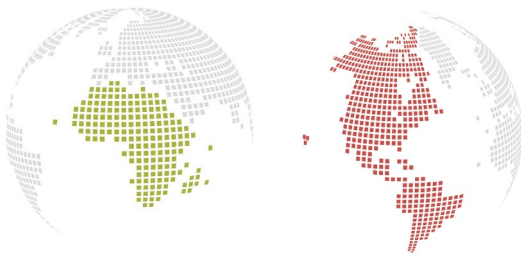
ICT 2022 was an opportunity for over 650 registered participants from 105 countries to explore and discuss challenges, solutions and good practices focussing under the theme *Digital transformation for adaptable and people centric social security*. The Innovation Zone was particularly appreciated, providing live demonstrations and a unique opportunity to learn, discuss, engage and be inspired.

EVENTS

Virtual Forum for Africa – A brand new event platform

The Virtual Social Security Forum for Africa was the first ever ISSA regional forum organized in a virtual format. With over 800 registered participants from across the continent, this was an instant success for the ISSA's new interactive virtual event platform. Organized from 5 to 7 October 2021, the event became a rich experience of peer-to-peer sharing, learning and networking.

The Virtual Forum demonstrated that social security institutions in Africa have a strong focus on technological transition. New digital solutions have been important to ensure business continuity and service delivery during the COVID-19 crisis, and they were also used strategically in the effort to expand social security coverage and reach difficult-to-cover groups.



Virtual Forum for the Americas – Record participation

The Virtual Social Security Forum for the Americas reached a record of over 1,000 registered participants. From 1 to 3 December 2021, they could follow rich discussions on the role of social security in tackling COVID-19, as well as sessions on leadership, innovation, pensions, health coverage, gender considerations, prevention and more.

One of the highlights of the Forum was a conversation with Ángel Gurría, the former Secretary General of the Organisation for Economic Co-operation and Development (OECD). He highlighted the importance of tackling the informal economy, in particular in the digitalized labour market, and to take innovative steps to include as many as possible in social security programmes.

Virtual Forum for Asia and the Pacific – A dynamic continent

Organized from 22 to 24 February 2022, the Virtual Social Security Forum for Asia and the Pacific demonstrated the dynamism of the region in terms of social security development. Despite large variations in the maturity of social security systems, institutions all across the continent are showing great agility and an innovative drive, both in facing the pandemic and in other areas.

A special conversation was held with Armida Salsiah Alisjahbana, United Nations (UN) Under-Secretary-General, and Executive Secretary of the UN Economic and Social Commission for Asia and the Pacific (ESCAP). She outlined the fundamental role of social protection in meeting the needs of populations in an increasingly complex world, with new risks as seen with COVID-19.

Regional Forum for Europe – Finally we met in person

The Regional Social Security Forum for Europe was the first opportunity to meet in person after over two years of virtual events. Hosted by the Estonian National Social Insurance Board in Tallinn from 2 to 3 May 2022, the Regional Forum became a great opportunity for members across the region to take stock of social security developments and discuss priorities for the years ahead.

Due to continued difficulties to travel for some, a hybrid solution with the possibility of online participation was provided. Management practices in social security, social inclusion and rapid population ageing were among the topics that were extensively discussed. Digitalization and technological transformation were also a thread through the discussions.



Good Practice Award ceremony at the Regional Social Security Forum for Europe.

THE ISSA AROUND THE WORLD

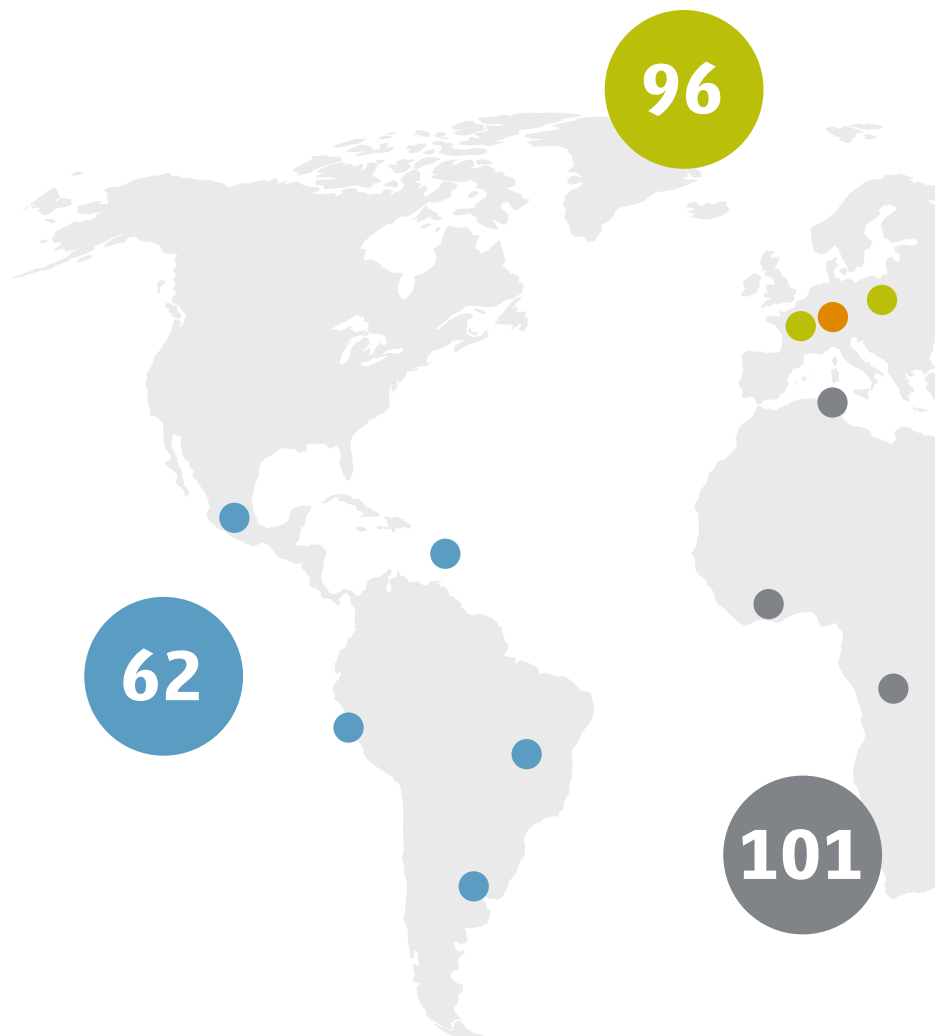
The ISSA is represented around the world through a network of focal points and liaison offices hosted by ISSA member institutions.

320 MEMBER INSTITUTIONS IN 161 COUNTRIES

These structures contribute to strengthening cooperation on social security across a region and/or within a specific language community. The hosting institution appoints a liaison officer that helps the ISSA facilitate support and activities in line with ISSA programme priorities. A popular feature are the many ISSA webinars they help organize, responding to the specific needs and interests of the institutions that they cover.

During the past twelve months, the Focal Point for French-speaking Countries was launched as a new structure and the Focal Point for Portuguese-speaking Countries was relaunched. Also, the Focal Point for Arab Countries moved from the Social Security Corporation, Jordan, to the Public Institution for Social Security, Kuwait, and the Liaison Office for North Africa moved from the National Social Insurance Fund for Employees (*Caisse nationale des assurances sociales des travailleurs salariés – CNAS*), Algeria, to the National Social Security Fund (*Caisse nationale de sécurité sociale – CNSS*), Tunisia. We thank both the previous and new hosts for their service and commitment to the ISSA.

ISSA General Secretariat
Geneva, Switzerland



ISSA representations

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 Security Fund
Tunis, Tunisia

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

AMERICAS

Liaison Office for the Andean Countries

Hosted by the Derrama Magisterial
Lima, Peru

Liaison Office for the English-speaking Caribbean Countries

Hosted by the National Insurance Services of Saint Vincent and the Grenadines
Kingstown, Saint Vincent and the Grenadines

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

ASIA AND THE PACIFIC

Liaison Office for the Arab Countries

Hosted by The Public Institution for Social Security,
Kuwait City, Kuwait

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

EUROPE

ISSA European Network

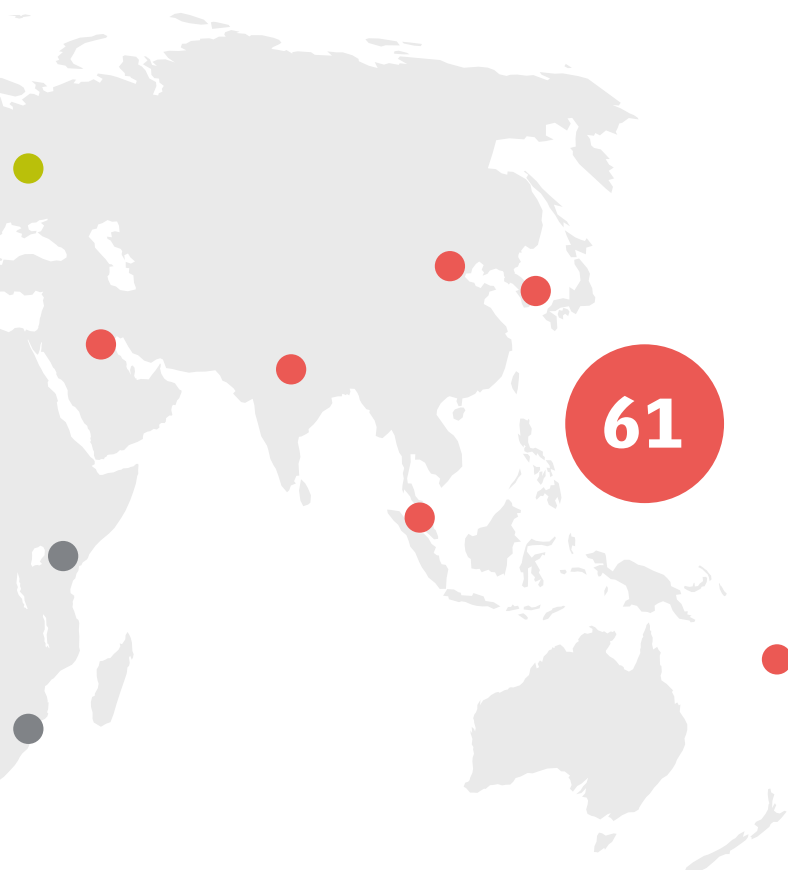
Hosted by the Social Insurance Institution
Warsaw, Poland

Liaison Office for Eurasia

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

Focal Point for the French-speaking Countries

Hosted by the Coordination Committee of French ISSA Member Institutions
Paris, France



KNOWLEDGE

The ISSA has boosted its knowledge production. More reports and analysis are being produced, based on the sharing of experiences and good practices of members. New and revised ISSA Guidelines are also in the pipeline. The new ISSA Online Library will aid access to all of this and more.

MORE KNOWLEDGE WITH BETTER ACCESS

Since the new triennium started in 2020, the ISSA has focussed on boosting its knowledge production. ISSA events, Good Practice Award competitions and the work of the technical commissions and regional structures have long represented a gold mine of knowledge. The ambition has been to extract more of that knowledge, analyse it and improve access to it for our members.

In many ways the pandemic became a booster for this knowledge production. The ISSA quickly developed the COVID-19 Monitor, with analytical articles, dedicated webinars and a country database of relevant social security measures. This has been a valuable tool for our members throughout the pandemic, and it has received international recognition for its quality.

While much attention was paid to social security responses to the pandemic in the early phase of the triennium, ISSA knowledge production has shown a much more varied approach in the last year. Our new Analyses section on the ISSA website features articles on various topics such as behavioural insights, data analytics, long-term care, service quality, gender-based social security, and much more.

TOPICS OF ISSA TECHNICAL REPORTS AND PUBLICATIONS 2021–22

- Behavioural insights
- Cybersecurity
- Digital inclusion
- Digital operational resilience
- Human resource management
- International agreements
- Long-term care
- Migrant workers



Good practices and webinars

With a total of almost 500 entries in the four regional ISSA Good Practice Award competitions between 2020 and 2022, the ISSA can draw on a large pool of experiences from its members. In addition, such good practices are often the basis for discussions in ISSA webinars and other events. This adds another dimension to the examples, which serve as a basis for the analysis.

The webinars have become a powerful avenue for co-creation of knowledge in the ISSA. Over 120 webinars have been organized since 2020, with hundreds of practical examples presented and discussed. In addition, all the webinar video recordings are available on the ISSA website, providing a lasting source of knowledge for all ISSA member institutions.

Reports and publications

Flagship reports *Priorities for social security* have been produced for each of the four ISSA regional forums in the last year. These have covered universal topics for social

security institutions, such as management, extension of coverage, ageing populations, social inclusion, and social security responses to the COVID-19 pandemic.

The ISSA has published several technical reports and guides in the last year, which can be seen in the separate fact box. In addition, a number of ISSA technical commissions are in the process of producing new reports and Guidelines that will be presented at the World Social Security Forum in October 2022.

ISSA Online Library

The new ISSA Online Library will provide an improved user experience in terms of accessing all ISSA knowledge. Through a simple word search or through a faceted search, ISSA members will easily find analysis, publications, good practices, Guidelines, events and more based on specific areas of interest.

INTERNATIONAL SOCIAL SECURITY REVIEW

The *International Social Security Review* (ISSR), the flagship research publication of the ISSA, publishes critical analytic research and comparative studies of academic quality. It also publishes special issues to address ISSA key priorities. ISSA members have free access to the Review.

UNIQUE ACCESS TO LEADING RESEARCH FOR ISSA MEMBERS

*Interview with **Krzysztof Hagemeyer**, Chairperson of the ISSR Editorial Board and Honorary Professor at Hochschule Bonn-Rhein Sieg (H-BRS), University of Applied Sciences, Germany.*

In your opinion, what is the importance of the research published in the ISSR, especially for the ISSA's member organizations throughout the world?

The Association's mandate is to support the development and dissemination of knowledge about social security and its social and economic impacts, to promote well designed and governed social security institutions and to partner other multilateral institutions and stakeholders at all levels.

High quality research is the only reliable source of knowledge and evidence concerning the impacts of social security programmes implemented by ISSA member institutions and others on poverty reduction, the functioning of the economy, public finance and many other aspects of societal life.

Neither policy-making nor implementation of social security policies by ISSA members is possible without knowledge provided by high quality research – it forms one of the foundations of good governance in social security.

How do you see the ISSR developing to continue to help meet these important objectives?

In a world of uncertainty and recurrent and varied crises, the ISSR's role in publishing new research remains essential.

Each triennium, ISSA members define key priorities for study and analysis, most notably in special issues. Guided by a strict peer review process, with oversight provided by the ISSR Editorial Board, high-quality research is published on these and shared with the social



ISSR Editorial Board

International partnership and knowledge sharing

Appointed by the Secretary General each triennium, the Editorial Board guides the peer-reviewed editorial process and the selection of articles. It contributes to the planning of future issues, including suggestions for special and thematic issues, and plays an active role in the prospecting and commissioning of articles and contributions. The Editorial Board is supported by an Advisory Board of internationally renowned senior academics with research specialisms in social security policy and administration.

Under the stewardship of Krzysztof Hagemeyer (Chairperson), the external Editorial Board members are Wouter van Ginneken (Vice Chairperson), Willem Adema (OECD), Christina Behrendt (ILO) and Katja Hujo (UNRISD).

security community, within which the journal is very much respected. This tight link between ISSA members' operational priorities and the journal's analytic output is vital.

What do you believe will be the major challenges for social security systems – and thus the key research topics – in the coming years?

Going forward, the good governance of social security and the quality of social security institutions will remain paramount. Good governance engenders trust and underpins society's willingness to create adequate policy and fiscal space for social security. Research evidence on how social security enhances inclusive growth and social cohesion is no less important. Other challenges stem from demographic changes – how population ageing affects the financing of pensions, health care and long-term care, and how to ensure adequate social security for migrants and displaced persons.

We should not forget that resident populations in most countries have only very limited social security coverage. Research on ways and methods of closing all coverage gaps must remain a top priority. The digital economy, new forms of work and evolving employment relationships

add to this challenge, even in countries with high coverage. Globalization, climate change and the need for green transformations heighten demand for social policies to cushion the negative social impacts of structural adjustments. Social security must innovate to meet these new demands. Crucially, such innovation must be supported by the results of high-quality research – hence, the continuing importance of the ISSR's role in the years ahead.

www.issa.int/review

THE ISSR AT A GLANCE

- The principal international journal in the field of social security
- The longest running ISSA publication: 75 years
- Published quarterly in paper and e-journal format by Wiley
- 60,000 downloaded articles per year
- Special issues annually on ISSA core topics and regional themes
- Published in English, with abstracts in Arabic, Chinese, English, French, German, Portuguese, Russian and Spanish

ISSA ONLINE EVENTS

ISSA webinars and online events continue to be a great source of engagement and knowledge creation. Never have so many members been active as speakers, panellists and participants in our events, something which also strengthens the sharing of experiences and good practices.

BUILDING ENGAGEMENT AND KNOWLEDGE

The ISSA launched its first webinar in March 2020, as the COVID-19 pandemic forced all activities online. Since then, the ISSA has organized over 120 webinars, in addition to several bigger events. As described on pages 8 to 11, the ISSA held seven major events in a virtual or hybrid format from mid-2021 to mid-2022, all of them had great attendance.

In many ways, the “online revolution” has been a game changer in terms of levels of involvement from ISSA members. The possibility to simply log-on to an event from one’s work or home office has given many more people the possibility of participation. Since 2020, 9,200 staff from ISSA member institutions have created accounts on the ISSA website, mainly to be able to participate in an event.

By offering simultaneous interpretation, often in three or four languages, the virtual events have an international audience with

interest from various regions. At the same time, the webinars have facilitated more cooperation and exchange within regional structures and specific language communities, as further detailed in our article on page 24.

Contributing to knowledge creation

At the same time, the webinars and other online events represented more than just knowledge sharing. In many ways they have become dynamos for knowledge creation. Through the involvement of speakers and panellists with unique experiences and perspectives, the webinars provided an opportunity to develop ideas and exchange on concepts of common interest. Not only do the webinars feed the production of the regular analysis articles on the ISSA website, they have become laboratories in the process of producing a number of high-quality publications.



One example is the webinar series on long-term care, which started in November 2020. Some of the webinars took a regional perspective, from the Americas, East Asia, Europe and Eurasia, while others focussed on international strategies, experiences, and good practices. Several were more topical, looking at the connection to health or the experiences of mutual benefit societies. Together, they fed into the production of the ISSA report *Long-term care: Global efforts and international attention from the health perspective*, which was published in October 2021.

Another example were the webinars on behavioural insights, a topic that the ISSA has highlighted to its members over the last couple of years. ISSA webinars on

this topic also contributed to the new ISSA's behavioural insights framework, which was published in November 2021. This topic is covered more extensively on pages 20 to 21. Finally, a dedicated webinar series was instrumental in the preparation of the report *Digital inclusion: Improving social security service delivery*, published in June 2022.

Strong participation and organization

There has been strong participation in our webinars and other virtual events, evenly distributed across ISSA regions. Looking at the webinars, 27 per cent of participants came from Africa, 29 per cent from the Americas, 20 from Asia and the Pacific and 24 per cent from Europe.

The webinars have also been important for several sub-regions and various ISSA focal points and liaison offices have been instrumental in organizing webinars of specific interest.

In other cases, ISSA technical commissions have played a central role in organizing webinars, which have helped them advance their agendas in specific fields of social security.

WEBINAR SERIES

The ISSA has run series of webinars on specific topics linked to its triennial priorities for 2020–2022.

- COVID-19
- Digital inclusion
- Health coverage
- Long-term care
- Rehabilitation

E-WORKSHOPS

The ISSA has piloted e-workshops with great success, and these are being integrated in the standard products and services of the Association.

KEY FIGURES – WEBINARS

- 122 webinars organized
- 435 speakers from member and partner institutions
- 19,200 participants registered in total
- 157 average number of registered participants
- 43 institutions on average
- 42 countries on average

Includes all webinars from March 2020 to June 2022.

EVENT RECORDINGS

If you missed a webinar or another virtual event you can go back and watch it anytime on the ISSA website. All virtual events are recorded and accessible to ISSA members from the web page of each event.

BEHAVIOURAL INSIGHTS

The behavioural insights (BI) approach offers a powerful new set of tools to expand and deepen the client-centric orientation of social security, the end-goal being to ensure a closer alignment of social security outcomes with desired policy goals. The ISSA has developed a BI framework to support and enhance its member institutions in the use of BI tools.

APPLYING A BEHAVIOURAL LENS TO INNOVATE SOCIAL SECURITY

ISSA members are in varying stages of maturity in the use of behavioural insights to innovate policies, programmes and services. Beginners and leaders alike are gaining significant improvements through the BI approach. Robust empirical methods underpin the application of behavioural insights. The discovery phase involves analytical methods that focus on the behavioural roots of the challenge, and to use evidence-based behavioural interventions to influence outcomes.

Using a behavioural lens as an analytical tool gives a fresh and creative perspective on improving outcomes in such areas as coverage extension, contribution compliance, the prevention of fraud and evasion as well as the use of new business modalities such as mobile applications and online solutions to improve responsiveness to customer needs.

Launched in December 2021, *The ISSA's behavioural insights framework* was

developed in close collaboration with the ISSA Technical Commission on Organization, Management and Innovation, which is chaired by Dr Mohammed Azman bin Aziz Mohammed, Chief Executive Officer and Director General of the Social Security Organization (PERKESO), Malaysia. The framework builds on seven core ethical considerations, summarized by the acronym FORGOOD (see Table below).

Fairness	Does the behavioural policy have undesired redistributive effects?
Openness	Is the behavioural policy open, or hidden and manipulative?
Respect	Does the policy respect people's autonomy, dignity, freedom of choice and privacy?
Goals	Does the behavioural policy serve good and legitimate goals?
Opinions	Do people accept the means and the ends of the behavioural policy?
Options	Do better policies exist and are they warranted?
Delegation	Do the policymakers have the right and the ability to nudge using the power delegated to them?



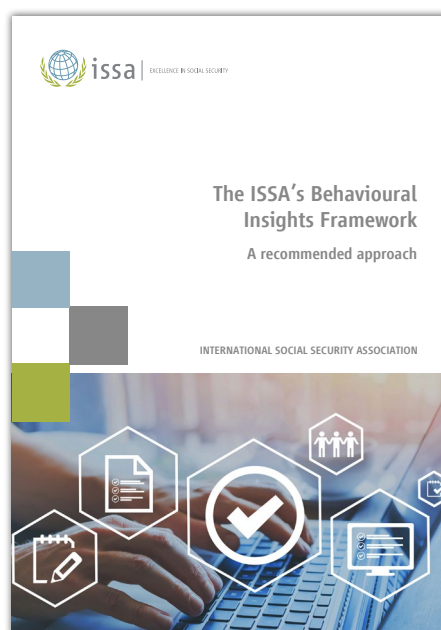
The organizational capabilities and methods described in the framework are related to the *ISSA Guidelines on good governance*, *ISSA Guidelines on service quality*, *ISSA Guidelines on contribution collection and compliance*, *ISSA Guidelines on communication by social security administrations*, and *ISSA Guidelines on information and communication technology*. ISSA members have shared their experiences in the application of BI tools through virtual events. The ISSA Database of Good Practices is another source of knowledge for practical examples.

Some examples from the ISSA Database of Good Practices

Finland: The Social Insurance Institution (Kela) uses behavioural insights in a communication strategy to influence specific population groups to apply for programme benefits.

Kenya: The Local Authorities Pension Trust (LAPTRUST) of Kenya uses technology to prompt people towards a non-conscious action to save for their old age.

Singapore: The Central Provident Fund Board implemented the #ICanAdult Instagram campaign to encourage millennials to start thinking and planning for their future.



EXCELLENCE

The regional ISSA Good Practice Award competitions of the 2020–2022 triennium all received a record number of entries. It is therefore with great pleasure that we present the four winners.

GOOD PRACTICE AWARD WINNERS

Europe 2022

Winner:

Swedish Pensions Agency

Good practice:

The Withdrawal Planner

The Swedish Pensions Agency (*Pensionsmyndigheten*), merited the ISSA Good Practice Award for Europe for its pensions Withdrawal Planner (*Uttagsplaneraren*). This is a digital tool to help plan and withdraw pensions from different pots and different sources, including both state and private pension savings. The goal is for individuals at and near retirement to plan and withdraw their pension confidently and easily. In addition to creating projections, the user can set their own personalized values as well as personalized information in a to-do list. A total of 96 entries from 32 institutions in 20 countries were submitted to the competition.

Asia and the Pacific 2021

Winner:

BPJS Kesehatan, Indonesia

Good practice:

The National Health Security Programme

The Social Security Administering Body for Health (BPJS Kesehatan), Indonesia, won the competition for Asia and the Pacific for implementing the largest single-payer health scheme in the world. The BPJS Kesehatan managed to increase coverage through its health protection scheme from 133.4 million members in 2014 to 222.4 million members in 2020. In the same period, the customer satisfaction rate improved from 78.6 per cent to 81.5 per cent. This good practice came top in a competition with the record participation of 168 entries from 30 social security organizations in 19 countries.

Africa 2020

Winner:

IPS-CNPS, Côte d'Ivoire

Good practice:

The e-Contributions app

The Social Insurance Institute - National Social Insurance Fund (*Institution de prévoyance sociale - Caisse nationale de prévoyance sociale – IPS-CNPS*) of Côte d'Ivoire won the African competition for its automation of employer social security contribution declarations through the e-Contributions (*e-Cotisations*) app. The tool was developed and rolled out as part of the new e-CNPS web platform. It allows an employer to declare social security contributions and, at the same time, displays each worker's name and remuneration for which contributions are paid. There were 97 entries from 36 organizations in 27 countries in the competition.



The Swedish Pensions Agency received the Good Practice Award for Europe 2022.

Americas 2020

Winner:

Employment and Social Development Canada

Good practice:

The Acceleration Hub

Employment and Social Development Canada (ESDC) won the Americas competition for the good practice *Service transformation: Design-thinking and the Acceleration Hub*. This ground-breaking initiative used a holistic approach to advance service delivery. Through immersive design-thinking processes and agile, repeatable design methods innovative ideas were gathered from employees, clients, and partners. The best ideas were transformed into client-centred service solutions. The ESDC took the initiative one step further by creating the Acceleration Hub, a physical innovation space. There were 138 entries from 30 social security institutions in 18 countries in the competition.

“In addition to the winners, we received many other excellent good practices from ISSA members in all regions.”

Marcelo Abi-Ramia Caetano, ISSA Secretary General

1,300 GOOD PRACTICES

Over 1,300 good practices from ISSA member institutions are available in the ISSA Database of Good Practices.

www.issa.int/gp

ISSA LANGUAGE COMMUNITIES

While the ISSA is a global multilingual global community, we have also strengthened our support to institutions that want to cooperate more closely based on a common language and culture.

DIFFERENT COUNTRIES, SAME LANGUAGE

Arabic-speaking

In February 2022, the Public Institution for Social Security of Kuwait took over the Liaison Office for Arab Countries. After many years of great service by the Social Security Corporation of Jordan, the new host has ambitions to further build cooperation between Arabic-speaking institutions in the Middle East.

French-speaking

The Focal Point for French-speaking Countries was launched in March 2022. Hosted by the Coordination Committee of French ISSA Member Institutions (*Coordination des institutions françaises membres de l'AISS – CIFM-AISS*), it offers a unique space for dialogue and collaboration between the world's French-speaking social security institutions. The Focal Point covers over 30 countries, mainly in Africa and Europe, but also Canada.

Portuguese-speaking

In September 2021, the ISSA organized a “re-launch” of the Focal Point for Portuguese-speaking Countries. Interestingly, Portuguese-speaking countries also have a multilateral social security agreement, which makes institutional cooperation even more pertinent. The Focal Point is hosted by the National Social Security Institute (*Instituto Nacional do Seguro Social – INSS*) of Brazil and includes institutions in Africa and Europe.

ACROSS THE WORLD

The ISSA has 19 focal points and liaison offices across the world based on linguistic and/or regional proximity.

Other language communities

The Focal Point for the English-speaking Caribbean Countries was launched in March 2021, and the Focal Point for Chinese Members has for many years facilitated cooperation and networking among members in mainland China and the two special administrative regions of Hong Kong and Macau.



INTERNATIONAL WOMEN'S DAY

While progress has been made, still more needs to be done to ensure gender equality in social security. The ISSA interviewed four women leaders in social security in connection with International Women's Day on 8 March 2022. Here are selected quotes from these interviews.

GENDER EQUALITY IN SOCIAL SECURITY

“While social security provides support, protection and equality, society still needs to break down barriers to make gender equality a reality and ensure that women have equal opportunities.”

Karen De Sutter, Acting Chief Executive Officer, Auxiliary Unemployment Benefits Fund (*Caisse auxiliaire de paiement des allocations de chômage – CAPAC*), Belgium

“I firmly believe that promoting gender equity in all dimensions and empowering women and girls is the most effective way to build a more peaceful, more inclusive and more prosperous world. Social security organizations are key players in advancing gender equity.”

Kristen Underwood, Director General, Seniors and Pensions Policy Secretariat, Employment and Social Development Canada

“We need a society with equality, with decent jobs for women, to reduce gaps in pensions and salaries, for families as a whole to take care of the elderly, children and people with disabilities, so that not only women are in charge of these issues.”

Ana Marilyn Ortiz Ruíz, General Manager of the Social Security Institute of Guatemala (*Instituto Guatemalteco de Seguridad Social – IGSS*)

“It is imperative that the gender dimension is taken into account in the design of social security systems. Benefits should not be limited to those in formal employment; they should be accessible to women in all sectors.”

Leila Naija, President–Director General, National Health Insurance Fund (*Caisse nationale d'assurance maladie – CNAM*), Tunisia

SOCIAL INCLUSION

Around 281 million people live in a different country than their own. Many of them have travelled for work, some are accompanying family members, others have fled for refuge. The ISSA is focussing on institutional approaches to ensuring their social security coverage.

MIGRANT WORKERS AND INTERNATIONAL AGREEMENTS

We have become used to a globalized economy with opportunities for people to move abroad to gain a living and feed their families. At the same time, we have seen how a global pandemic, natural disasters or conflicts can quickly shift the reality for people. These situations often leave migrants even more vulnerable than others. Ensuring that migrant workers, refugees, and their families have access to adequate social protection is therefore paramount.

In November 2021, the guide *Extending social protection to migrant workers, refugees, and their families: A guide for policymakers and practitioners* was published by the International Labour Office (ILO) in cooperation with the ISSA and the International Training Centre of the ILO

(ITCILO). This is the product of a long-standing collaboration on these issues, and a webinar was organized in March 2022 to present the guide and focus on:

- unpacking barriers to accessing social protection;
- approaches in extending social protection to migrant workers and their families;
- policy options based on national and institutional practices;
- worker and employer perspectives.

The guide and a video recording of the webinar are available on the ISSA website.



International agreements

One of the most important tools in ensuring appropriate access to social protection are international agreements. The ISSA has therefore undertaken a comprehensive study of such agreements, both multi-lateral and bilateral. The report *Global overview of international social security agreements* was published in January 2022, and shows:

- Around 645 bilateral and 10 multilateral agreements are in force.
- There has been rapid growth in bilateral and multilateral agreements.
- European countries have the most agreements, but other regions are rapidly catching up.

The report will be followed up by a comprehensive online database on international social security agreements and guidelines that the ISSA is developing. This will further strengthen ISSA member institutions access to valuable information and tools to strengthen their approaches to ensure social security for migrants. The ISSA also contributes to the BRICS countries efforts towards closer cooperation and coordination on social security.

Other ISSA tools and support

In 2014, the ISSA issued a *Handbook on the extension of social security coverage to migrant workers*. In addition, many of the ISSA Guidelines can be of great help, for example the *ISSA Guidelines on information and communication technology*, which provide guidance on how to handle the exchange of data between countries and institutions. When it comes to international agreements and migrant workers, such issues are of crucial importance.

VISION ZERO

Almost five years into the Vision Zero campaign for safety, health, and well-being at work, we can truly say that it has grown into a strategic tool for safety and health professionals, companies, social security institutions and international organizations alike.

FROM CAMPAIGN TO STRATEGY

The 7 Golden Rules of Vision Zero were easy to sell from the outset. After its launch at the XXI World Congress for Safety and Health at Work in Singapore in September 2017, supporters flocked to the campaign and has today grown to over 16,000 companies, organizations and safety and health trainers.

However, it's no longer so much about the numbers as about the strategic use of the Vision Zero approach and its tools. The ISSA and the ILO are working closely on this, linking the Vision Zero approach with the strategic objectives of the global coalition on occupational safety and health, with the ILO Vision Zero Fund, and with the European Commission, which has adopted the Vision Zero approach in its EU strategic framework on health and safety at work 2021–2027.

7 GOLDEN RULES

1. Take leadership
2. Identify hazards
3. Define targets
4. Ensure a safe and healthy system
5. Ensure safety and health in machines, equipment and workplaces
6. Improve qualifications
7. Invest in people

At the virtual XXII World Congress on Safety and Health in September 2021, the 2,000 participants called for a global Vision Zero approach to reduce work-related accidents and diseases and promote safety, health, and well-being. The World Congress was hosted by the Institute for Work & Health (IWH) and the Canadian Centre for Occupational Health & Safety (CCOHS). In May 2022, the Second Vision Zero Summit was also organized virtually, this time hosted by Japan, demonstrating the global attraction of Vision Zero.

www.visionzero.global

VISION ZERO

Safety.Health.Wellbeing.

In August 2021, the ISSA Special Commission on Prevention announced a new Vision Zero Accredited Trainer Programme. This takes Vision Zero training, and the use of the 7 Golden Rules, to a new and more strategic level.

ACCREDITED TRAINING

The trainers were part of the Vision Zero campaign from the outset, as they are key to reaching out and building knowledge and competence on the approach. Occupational safety and health (OSH) trainers could sign up on the Vision Zero website and make use of the free online training material.

In cooperation with the Institution of Occupational Safety and Health, Vision Zero training has become a strategic programme with two avenues:

Basic accredited Vision Zero training:

A training course to deliver one's own non-certified Vision Zero training.

Professional accredited Vision Zero training:

A training course to deliver certified Vision Zero training, and to enjoy promotion to the global Vision Zero network and visibility in the online trainer directory.

From January 2022, new Vision Zero trainers are only accepted through the accredited training programme delivered by IOSH.

www.visionzero.global/trainers

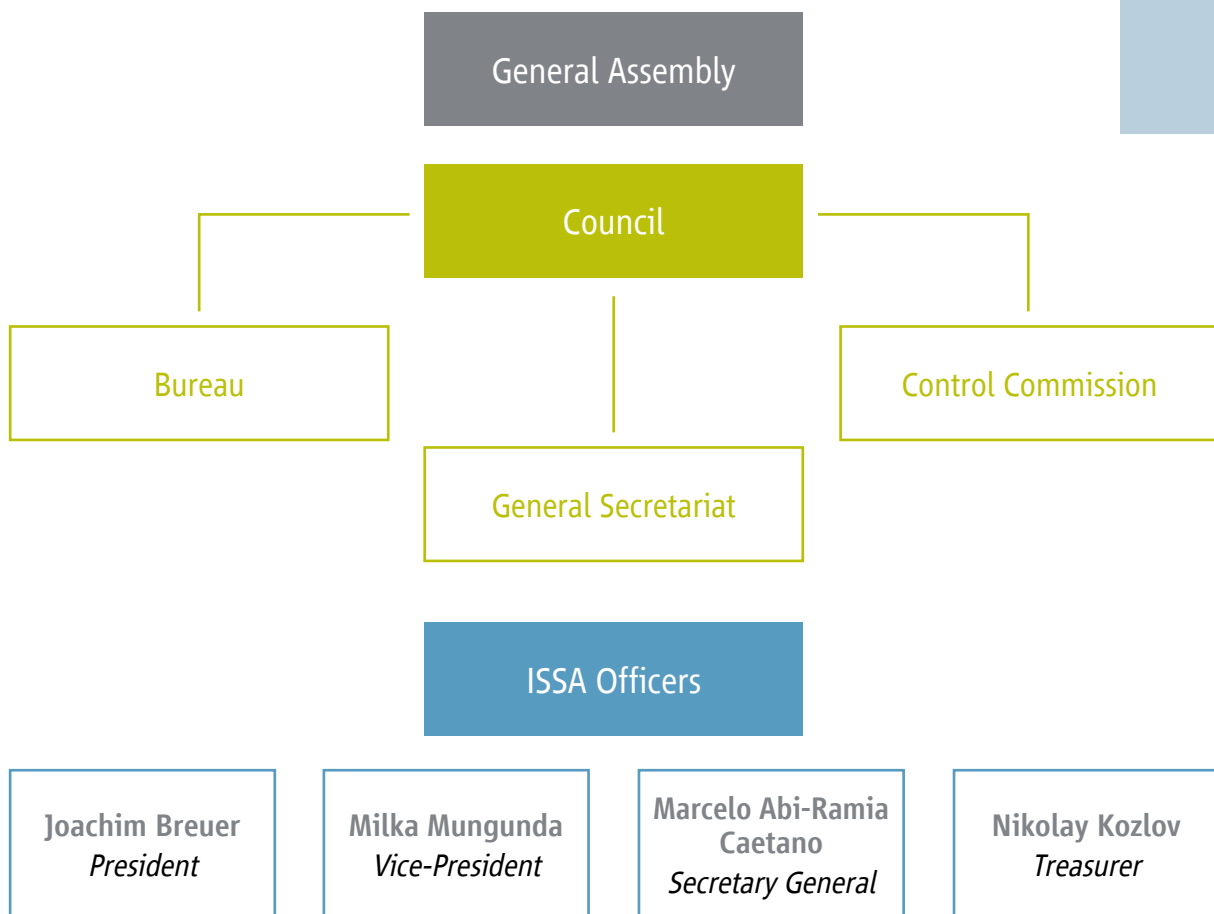


“This will enhance global safety and health and support our vision of a safer, healthier world of work.”

Alan Stevens, IOSH Head of Strategic Engagement

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

STRUCTURE AND GOVERNANCE



ISSA TECHNICAL COMMISSIONS

The ISSA technical commissions work closely with the ISSA General Secretariat in developing high quality products and services for social security managers and professionals. A number of reports, as well as new and revised ISSA Guidelines, are being prepared for the World Social Security Forum in October 2022.

NEW AND REVISED ISSA GUIDELINES

The TCs are revising the following ISSA Guidelines by end of 2022:

- Actuarial Work for Social Security
- Administrative Solutions for Coverage Extension
- Continuity and Resilience of Social Security Services and Systems (*New*)
- Communication by Social Security Administrations
- Information and Communication Technology
- Human Resource Management (*New*)
- Promotion of Sustainable Employment

ISSA TECHNICAL COMMISSIONS

- Contribution Collection and Compliance
- Employment Policies and Unemployment Insurance
- Family Benefits
- Information and Communication Technology
- Insurance against Employment Accidents and Occupational Diseases
- Investment of Social Security Funds
- Medical Care and Sickness Insurance
- Mutual Benefit Societies
- Old-age, Invalidity and Survivors' Insurance
- Organization, Management and Innovation
- Policy Analysis and Research
- Statistical, Actuarial and Financial Studies
- Special Commission on Prevention

SPECIAL WORKING GROUPS

In addition to the TCs, two special working groups are dedicated to specific projects on:

- Rehabilitation
- International data exchange

ISSA INTERNATIONAL PREVENTION SECTIONS

The Special Commission on Prevention is composed of 14 international prevention sections and coordinates joint activities in the field of prevention of occupational risks.



- | | | |
|--------------------------|------------------------------|-------------------|
| - Agriculture | - Electricity, Gas and Water | - Mining Industry |
| - Chemical Industry | - Health Services | - Research |
| - Construction Industry | - Information | - Trade |
| - Culture of Prevention | - Iron and Metal Industry | - Transportation |
| - Education and Training | - Machine and System Safety | |

ONLINE COMMUNITY

The ISSA is rolling out a new online member environment, which provides you with personalized content and facilitates sharing and networking with other ISSA members.

MY ISSA – MY SPACES

There are two parts to the new online environment:

My ISSA – Your personal dashboard

The new My ISSA is your personalized space on the ISSA website. Fill in your personal profile and:

- receive updates on topics based on your areas of interest;
- easily access events you have registered for, and those you have attended;
- find your bookmarked web content;
- view good practices from your institution.

My Spaces – Your area for sharing and networking

Depending on your level of engagement in the ISSA, this platform will give you access to one or more online spaces for sharing and networking:

- connect with social security professionals from around the world;
- be part of collaborative environment in connection with specific events and topics;
- receive exclusive information on ISSA products and services;
- contact the ISSA General Secretariat with your questions.



How to access

You can always access through the main login on the ISSA website, or by using the direct links:

Website: www.issa.int

My ISSA: www.issa.int/myissa

My Spaces: my.issa.int/directory/spaces

KNOWLEDGE AND RESOURCES

Website

Improvements to the website continue to better serve ISSA members. Most importantly, the ISSA is preparing a new online library and the new My ISSA – My Spaces for online sharing and networking. The ISSA knowledge production has greater focus, whilst the Diploma training pages are more easily accessible than before, and now include testimonials, interviews and videos.

www.issa.int

Knowledge

The regular publication of Analysis articles on the ISSA website continues to provide members with insights into important developments and trends in social security administration. The articles build on the input from ISSA members through webinars, good practice submissions and ongoing cooperation. The ISSA also published seven technical reports and four regional reports in the last year.

www.issa.int/analysis / www.issa.int/publications

Guidelines

The ISSA Guidelines represent internationally recognized standards in social security administration. In close cooperation with the ISSA technical commissions, a number of Guidelines are being updated for the World Social Security Forum in October 2022. New ISSA Guidelines are being prepared on business continuity and resilience, and on human resource management.

www.issa.int/guidelines

Good practices

Over 1,300 good practices are available in the online ISSA Database of Good Practices. This is a unique and exclusive source of good practices from and for ISSA member institutions. All four regional ISSA Good Practice Award competitions received record numbers of entries during the 2020–2022 triennium.

www.issa.int/gp

Country Profiles

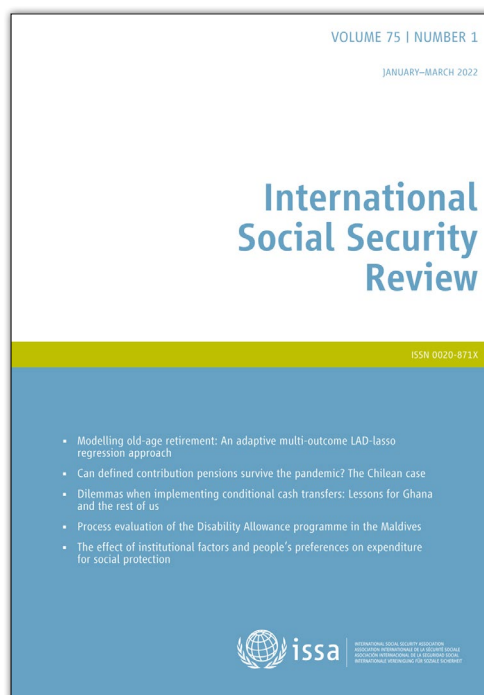
The online ISSA Country Profiles offer access to structured, comparative profiles of social security systems and programmes in 184 countries and territories. The ISSA is working on further developments to this online database, to further improve the access and use of this unique data.

www.issa.int/country-profiles

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. In the spring of 2022, the ISSR reached its 75th issue, and you can read more about this in an interview on page 16. ISSA members have free access to the review.

www.issa.int/review



Excellence in social security
Excellence en sécurité sociale
Excelencia en la seguridad social
Excelência em seguridade social
Exzellenz in der sozialen Sicherheit
Высокие стандарты управления в социальном обеспечении
التميّز في الضمان الاجتماعي
卓越的社会保障

ISSA General Secretariat

Route des Morillons 4
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

