



issa

EXCELLENCE IN SOCIAL SECURITY

Annual review

2022/23



Entering a
new triennium



Promoting **social security** worldwide

Mission

The International Social Security Association (ISSA) is the world's leading international organization for social security institutions and government departments, and it aims to advance the social and economic conditions of people based on social justice.

The ISSA promotes excellence in social security through professional guidelines and capacity building, proposing innovative solutions, sharing knowledge and data, organizing high-level regional and global events, and engaging with international partners.

Supporting its member institutions to develop excellence in social security systems and policy throughout the world, the ISSA was founded in 1927 under the auspices of the International Labour Organization (ILO).



Contents

Articles

01. World Social Security Forum	10
<hr/>	
02. New triennium, new leadership	14
<hr/>	
03. ISSA priorities 2023–2025	16
<hr/>	
04. Building resilient social security	21
<hr/>	
05. More and better health and long-term care	23
<hr/>	
06. Make smart use of artificial intelligence	25
<hr/>	
07. Regional Social Security Forum for Africa	31
<hr/>	
08. ISSA Diploma training and Master’s courses	34
<hr/>	
09. An active year for prevention and Vision Zero	36
<hr/>	

About ISSA

– Mission	2
– ISSA in numbers 2022/23	4
– Message from the President	6
– Interview with the Secretary General	8
– ISSA around the world	27
– ISSA on the global stage	28
– ISSA structure and governance	38
– ISSA knowledge	39

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324

member institutions

> 3 million

employees in member institutions

163

countries

> 4 billion

people covered by social security

19

regional structures

> 8,700

member registrations to ISSA events

Message from the President

Dear members, partners, and friends of the International Social Security Association,

It was not long ago I was given the honour to be your ISSA President at the 39th ISSA Council Meeting, in Marrakech, Morocco. Since the elections, I am committed to make our Association stronger, in close collaboration with the **ISSA General Secretariat** and **Secretary General Marcelo Abi-Ramia Caetano**, **Vice-President Isabelle Sancerni** and **Treasurer Jean-Marc Vandenberg**.

Never has the ISSA had such a broad membership base, a proof of the value we bring to our members and to society. Together we aim to grow even stronger and more inclusive to all.

The Council also approved the **ISSA's Programme and budget**, which sets some clear priorities for the period from 2023 to 2025. We will focus on:

1. Transformation and innovation
2. Social security coverage
3. Social protection during a changing life course
4. Supporting resilience and sustainability
5. Innovative financing mechanisms and financial sustainability

Pursuing our mandate, our already established **13 technical commissions**, **19 regional structures** and the ISSA General Secretariat will work on these topics to deliver relevant knowledge and exchange opportunities to all members. In fact, I have made personal visits to several countries to convince relevant stakeholders and push national developments for social security.

Not only we will bring these topics to our members, but also into global platforms on social security, where we work closely with important partners at the international and regional level. The **International Labour Organization (ILO)** continues to be the closest ISSA partner and ally. Meeting the new Director-General Gilbert F. Houngbo in person as ISSA President,

I can attest to his commitments on the proposed Global Coalition for Social Justice, an important initiative that the ISSA fully supports.

During the year, we also continued our contribution at the **G20**, strengthened our cooperation with important organizations and platforms such as the **World Health Organization (WHO)**, the **Organisation for Economic Co-operation and Development (OECD)**, the **African Union**, the **European Commission**, and **BRICS** countries.

In fact, recently in July, I had the great opportunity to represent ISSA and present at the **G20 Labour and Employment Ministers' Meeting** in Indore, India. With ISSA's efforts, all 20 nations and guest countries agreed on key commitments related to sustainable financing for social protection and adequate protection for platform workers.

A great example of collaboration during the year was with the African Union, which jointly hosted a Summit with government representatives and international organizations at the **Regional Social Security Forum for Africa** in Côte d'Ivoire, in May 2023. Africa is the continent where the expansion of social security coverage is still most needed, and I have witnessed first-hand the efforts by the African Union in stepping up its political support in this area.

There are many more important organizations and platforms that we cooperate closely with on a day-to-day basis, and although I cannot name them all, I thank every one of them from the bottom of my heart.

I am also pleased that last year we have not only moved into a new ISSA triennium, but also into the post-pandemic world. While we quickly learnt how to work and exchange experiences digitally during COVID-19, we can now truly appreciate the value of being able to travel and meet face to face.

The triennium has just started, but the ISSA has a **busy schedule of events**. By the end of 2024, we will have organized: Regional Forums for the Americas, Asia and the Pacific, and Europe, the 23rd World Congress on Safety and Health at Work 2023, the 21st ISSA International Conference of Social Security Actuaries, Statisticians, and Investment Specialists, as well as the 16th ISSA International Conference on Information and Communication Technology in Social Security.

ISSA members are leading the way with their innovations, good practices, and actively using the ISSA Guidelines in their work. Therefore, I would like to express my deepest gratitude to the hosts of the World and Regional Forums, our international conferences, technical seminars, and workshops. I also wish to convey my appreciation to the hosts of ISSA regional structures, members of technical commissions, prevention sections and working groups, and to our partner organizations that deliver training or other activities together with the ISSA.

We are not a single unit; we all come together and form a chain that enhances what we do best, which **is advocating and implementing social protection for all**. Every one of you contribute to making our ISSA such a truly unique community and I look forward to seeing you at one of our nearest engagements soon.

Thank you.



Dr Mohammed Azman

ISSA President

Video message from the ISSA President

www.issa.int/ar-2022-23-president

Interview with the Secretary General

Growing focus on management of social security

Marcelo Abi-Ramia Caetano from Brazil was elected to a second term as Secretary General in October 2022. As the ISSA enters a new triennium, he gives his reflections on where the Association stands today and the road ahead.

How do you see social security and the role of ISSA today?

A remarkable development I've seen over the last few years is that the *management* perspective of social security has become more and more important, both at the national and international level. Policy options are being linked to discussions on management, implementation and delivery, at a much earlier stage than before. Building on the knowledge and experiences of our members, the ISSA brings this perspective to the table in international fora. We are also pleased to see that our family of social security institutions is growing, and that we now have members in a record 163 countries.

What has marked this last year for the ISSA?

The World Social Security Forum in October 2022 was naturally a highlight. It was such a strong moment for all our members to finally be able to meet, discuss and exchange again with colleagues from around the world after almost three years of the pandemic. I really want to thank our Moroccan hosts for creating such a great atmosphere for us all. Only a few months later, in May 2023, we kicked off the new triennium with the Regional Social Security Forum for Africa in Côte d'Ivoire. But the ISSA is also much more than big events, it's about producing knowledge, products and services to improve social security administration. I am pleased to see that we are taking important steps to further improve what we can offer to our members.



Marcelo Abi-Ramia Caetano
Secretary General

What kind of new developments does the ISSA have to offer?

At the World Forum we launched two entirely new sets of ISSA Guidelines, one on human resource management and one on the continuity and resilience of social security services and systems. In the new triennium, we will develop guidelines on long-term care, an area of great interest to our members. The mandate of the Working Group on Rehabilitation has been extended and we have set up the new Working Group on International Social Security Agreements and Data Exchange. We have also launched the ISSA Collaborative Innovation Hub to co-create innovative solutions among ISSA members, a new international Master's degree together with partners in France, and we have plans to develop virtual short courses in key areas of social security.

How do you see the Association at the end of this triennium?

While the future is impossible to predict, I am confident that whatever the challenges society faces, the ISSA and its members will have a key role to play. When we stepped into the last triennium in 2020, we had not even heard of COVID-19. Soon, social security was key to solving one of the biggest challenges of a generation. Social security institutions demonstrated remarkable resilience, agility and power to innovate. Today's social and economic challenges will also be with us for many years, and new surprises may come. However, together with our members, we will continue our mission to promote social security for all. How to manage social security effectively will be at the heart of that agenda.

01 World Social Security Forum

The World Social Security Forum (WSSF) is the highlight of every ISSA triennium, and this was also the case with the WSSF held in Marrakech, Morocco, 24–28 October 2022.



Social security for resilient and inclusive societies

Under the theme *Social security for resilient and inclusive societies*, the over 1,300 participants from 140 countries took stock of developments during a triennium that included the unexpected, and drew lessons for the future of social security.

The WSSF was the first occasion in three years where the entire global community of social security leaders and professionals could meet, network and exchange. It became a powerful moment and an enriching experience for all participants, with a combination of high-level policy and management discussions, presentations of experiences, good practices, and innovations, and interactive sessions for co-creation of ideas.

The ISSA report *Priorities for social security – Global 2022*, which took stock of major developments, set the scene for discussions at the World Forum. This first ever ISSA e-publication, gives easy access to a rich base of resources on the key issues of management, coverage, ageing, social inclusion, and of course COVID-19, which had such a great impact on societies and social security since 2020.

A lot of learning from the COVID-19 period was shared during the WSSF. The pandemic placed social security on the agenda like never before. Social security institutions showed remarkable resilience, managing not only business continuity, but also demonstrating their capacity to scale up and innovate with speed. New schemes were implemented, and new groups of beneficiaries were included in record time. Effective management of staff capabilities and resources was crucial, and a lot was learnt from having to find new ways of working almost overnight. The Summit session bringing together ministers from around the world confirmed the key role of social security for inclusive societies, in crisis and non-crisis times.

Innovation in focus

In the **Innovation Zone**, ISSA members demonstrated innovations in 33 interactive sessions in small groups that enabled participants to immerse themselves in emerging technologies and advanced solutions.

The **ISSA Collaborative Innovation Hub** was launched, inviting members to work together on developing innovative projects and strengthening innovation capacity.



This spurred the development of the *ISSA Guidelines on Human Resource Management in Social Security Administration* and the *ISSA Guidelines on Continuity and Resilience of Social Security Services and Systems*, which were launched at the WSSF. These are topics that will inform social security in the years ahead, and they are integrated into ISSA priorities, projects and activities in the 2023–2025 triennium. During the World Forum, the ISSA Council also met to elect the leadership and to adopt the priorities of the Association for the period 2023–2025.

ISSA priorities 2023–2025

WSSF 2022 was organized under the High Patronage of His Majesty King Mohammed VI of Morocco

Hosted by:



Celebrating excellence

In addition to all the excellent good practices demonstrated and discussed in the 130 sessions of the World Social Security Forum, a special ceremony was organized to award Certificates of Excellence to member institutions for their successful implementation of ISSA Guidelines. Ten social security institutions from nine countries received certificates under the Recognition programme in various areas of social security administration. Altogether 30 Certificates of Excellence were awarded in the triennium 2020–2022.

ISSA President **Joachim Breuer** (right) and Secretary General **Marcelo Abi-Ramia Caetano** (middle) with **Khalid Safir**, Director General of the Deposit and Management Fund (Caisse de Dépôt et de Gestion) of Morocco. This was Prof. Dr Breuer's final duty as President, after six year's of excellent service. He is today retired but continues to promote social security both at home in Germany and internationally, and has been named Honorary President of ISSA.



Iceland wins the ISSA Award for Outstanding Achievement

During the WSSF, the ISSA Award for Outstanding Achievement in Social Security was awarded to Iceland for its remarkable results on gender equality and social security. Iceland has taken a comprehensive and holistic approach to ensuring social security contributes to gender equality objectives, led from the Prime Minister’s Office. Important achievements include individual parental leave entitlements for both parents, a minimum pension guarantee, certification of companies for equal pay and special measures for vulnerable groups of women.



Video: Get a taste of the World Forum

Summary video, short version:



www.issa.int/wssf2022/videos



02 New triennium, new leadership

At the World Social Security Forum (WSSF) in Morocco, in October 2022, the 39th Session of the ISSA Council elected the leadership of the Association for the new triennium. It also adopted the 2023–2025 Programme and Budget, setting the priority topics, products and services for the ISSA. The new Vice-President was elected by the ISSA Bureau in June 2023.



President

Dr Mohammed Azman, Director General of the Social Security Organisation (*Pertubuhan Keselamatan Sosial – PERKESO*), Malaysia.

“As President, my vision is to steer ISSA in the post pandemic environment to promote resilient and holistic social security coverage from cradle to the grave.”

**Video message with the
ISSA President**

www.issa.int/ar-2022-23-president





Vice-President

Isabelle Sancerni, President of the Board of Directors of the National Family Allowances Fund (*Caisse nationale des allocations familiales* – CNAF), France.

“I look forward to working with the ISSA and all its’ members to promote the crucial importance of social security for our societies and citizens.”



Treasurer

Jean-Marc Vandenberg, Director General of the National Employment Office (*Office national de l’emploi* – ONEM), Belgium.

“The Association’s budget and financial management are in good shape. However, global political and economic uncertainty means we need to monitor its income, expenditure and investments closely, and steer with caution.”



Secretary General

Marcelo Abi-Ramia Caetano from Brazil was re-elected for a second term as Secretary General.

“Together with our members, we will continue our mission to promote social security for all. How to manage social security effectively will be at the heart of that agenda.”

Interview with the Secretary General

Members of the Control Commission

Chairperson and Titular Auditor

Fabian Pilzecker, Head of Finance in the Corporate Services Department, German Federal Pension Insurance (*Deutsche Rentenversicherung Bund* – DRV Bund), Germany.

“My primary objective is to ensure compliance with the financial regulations and the administrative regulations, based on the principles of transparency, integrity and efficiency.”

Titular Auditors

Carlos Gerardo Arias Alvarado, Executive Director, Pension and Retirement Board of the National Teachers’ Union (*Junta de Pensiones y Jubilaciones del Magisterio Nacional* – JUPEMA), Costa Rica.

Ahmed Imraga Abdelgader Bulgasem, Head of Expense Department, Social Security Fund, Libya.

Deputy Auditor

Zohra Hannachi Oueslati, Accounting Director, National Social Security Fund (*Caisse nationale de sécurité sociale* – CNSS), Tunisia.

03 ISSA priorities 2023–2025

The 2023–2025 ISSA Programme and Budget was adopted by the ISSA Council at the World Social Security Forum (WSSF) in October 2022. ISSA priorities are aligned with the United Nations Sustainable Development Goals (SDG) and the global agenda on social justice.



Topics

Four topical priorities and one cross-cutting issue will steer the ISSA’s knowledge production and activities during this triennium.

<p>Transformation and innovation in management and service delivery</p>	<p>Social security coverage for a diverse workforce</p>
<ul style="list-style-type: none"> – Barriers and enabling factors for successful transformation and innovation in social security management – Ingredients and strategies for accessible, data-driven, pro-active and high-quality delivery of people-centred social security benefits and services 	<ul style="list-style-type: none"> – Extending contributory social security approaches to difficult-to-cover groups – Extending health coverage and unemployment insurance – Maintaining coverage levels and integrating new types of work, e.g. platform work – Accessibility to social security for all eligible populations
<p>Protecting and supporting people during a changing life course</p>	<p>Social security supporting resilience and sustainability</p>
<ul style="list-style-type: none"> – How social security systems can achieve their objectives in the context of changing patterns of work, family and demography – Supporting people through an increasing number of transitions, due to increasingly flexible and atypical work careers and diverse family models – Meeting new needs of persons in all ages, and adapting to demographic ageing 	<ul style="list-style-type: none"> – Key enablers to optimize the resilience of social security systems – Business continuity, service upscaling and delivery during a crisis – Institutional capacity and risk management approaches – Link with crisis preparedness for social security institutions – Enhancing the contribution of social security to environmental sustainability
<p>Cross-cutting: Innovative financing mechanisms and financial sustainability of social security systems</p>	
<p>Strategies for closing financing gaps, identifying the appropriate financing mix and enhancing the effectiveness and efficiency of social security systems</p>	

Products and services

As the ISSA enters the 2023–2025 triennium, the Association will consolidate its strong focus on knowledge and analysis and further innovate to respond to member needs for networking and exchanges. New product and service developments will focus on facilitating and strengthening member collaboration, capacity-building and co-creation of innovation in social security administration.

ISSA Guidelines and ISSA Recognition	Social security analysis and development
<ul style="list-style-type: none"> – Develop new Guidelines on long-term care – Review and update nine of 15 sets of Guidelines – Enhance access to and classification of good practices to support the Guidelines – NEW: Expand the ISSA Recognition Programme to new and updated Guidelines 	<ul style="list-style-type: none"> – Flagship reports for the four regional forums and the World Social Security Forum – Studies and analysis related to the topical priorities, and also reports by the ISSA technical commissions – Special issues of the <i>International Social Security Review</i>, linked to the topical priorities, in addition to regular issues
Collaborative Innovation Hub	Country profiles
<ul style="list-style-type: none"> – Support member institutions develop innovative projects and strengthen their permanent innovation capacity – Focus on outputs that provide innovative, immediate, and practical solutions – Work with partner organizations, technical commissions and experts to support and coach members 	<ul style="list-style-type: none"> – Regular updates of the online database with social security profiles for 180 countries and territories – Finalization of country profiles redesign project to strengthen the value and responsiveness to user needs – Improved access to information and data on the ISSA web portal
Events	Capacity-building
<ul style="list-style-type: none"> – Actuaries, Statisticians and Investment Specialists 2023 – Co-organized with the ILO: World Congress on Safety and Health at Work 2023 – Regional Forums: Africa 2023, Americas 2023, Asia and the Pacific 2024, Europe 2024 – Information and Communication Technology 2024 – World Congress on Rehabilitation Disability Management 2024 – NEW: Management and Innovation 2025 – World Social Security Forum 2025 – Technical seminars, webinars and workshops 	<ul style="list-style-type: none"> – Diploma training courses on the ISSA Guidelines in partnership with the EN3S, ITCILO, Muhanna Foundation and others – NEW: ISSA virtual short courses on topics of demand – NEW: Executive Master’s in Public Performance Management and International Social Security, in partnership with Sciences Po Bordeaux and the Forhom Institute (Egis Conseil)



New ISSA Collaborative Innovation Hub

Social security institutions are adopters of innovations, but they also have great innovative capacities themselves. The new ISSA Collaborative Innovation Hub is a way to bring ISSA members together to co-create innovations that will help solve and overcome challenges in social security management, implementation and delivery.

www.issa.int/innovation



Good Practice Award and Special Distinction for Innovation

A new ISSA Special Distinction for Innovation, as part of the ISSA Good Practice Award competitions, aims to highlight good practices with considerable promise to define new pathways to achieve the goals of social security at an institutional, national or regional level. The first special distinction was awarded at the Regional Social Security Forum for Africa 2023.

www.issa.int/gpa

Technical commissions and their workplans

The 13 ISSA technical commissions in many ways represent both the brains and the engine in producing new knowledge and outputs of the Association.

The technical commissions will play a key role in updating and developing new ISSA Guidelines during the 2023–2025 triennium. They will also produce technical reports linked to the priority topics of the Association, contribute to studies and analysis, to innovation projects, and to the organization of conferences, webinars and other events. In addition, working groups cover cross-cutting priority topics and the international prevention sections support the Special Commission on Prevention.

17th ISSA Forum for Technical Commissions

Between 7 and 21 March 2023, the ISSA technical commissions gathered virtually for their yearly Forum. In addition, to plenary sessions, all technical commission held individual meetings to develop their workplans for the triennium. The workplans will be guide their work until the end of 2025.



17th Forum for Technical Commissions

TC FORUM 23

Virtual / 7–21 March 2023
Geneva, Switzerland

ISSA technical commissions and working groups

- 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

www.issa.int/tc

ISSA international prevention sections

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

www.issa.int/prevention-sections

Working groups

- Rehabilitation
- International Social Security Agreements and Data Exchange

04 Building resilient social security

The pandemic boosted focus on the importance of building resilient societies, of which resilient social security is a key component. The ISSA started knowledge exchanges and reflections on this topic and produced new guidelines which go far beyond COVID-19.

Keys to resilient social security

Capacity
of the institution

Continuity
of services

Responses
through programmes
and schemes

Through ISSA webinars and virtual events organized during the pandemic, ISSA members shared their experiences on how the pandemic was handled from an institutional perspective. This also triggered the development of the new *ISSA Guidelines on Continuity and Resilience of Social Security Services and Systems*, which were presented at the World Social Security Forum in October 2022.

In social security, being resilient means looking beyond “simply” ensuring continuity of services, or enduring an unexpected event, but to have or build the capacity to quickly respond to the needs of populations.

A shock such as COVID-19 or the social and economic instability that followed can potentially throw everything into disarray, not least human and ICT resources, business processes, programmes and service delivery. The new ISSA Guidelines address all the relevant aspects of how to ensure resilience and being prepared for the unexpected.

“Social security supporting resilience and sustainability” is one of the four key priorities of the 2023–2025 triennium and after the World Forum discussions continued in a dedicated webinar on the issue, a technical seminar organized by the ISSA Liaison Office for Southern Africa, and at the Regional Social Security Forum for Africa, all during the first half of 2023.



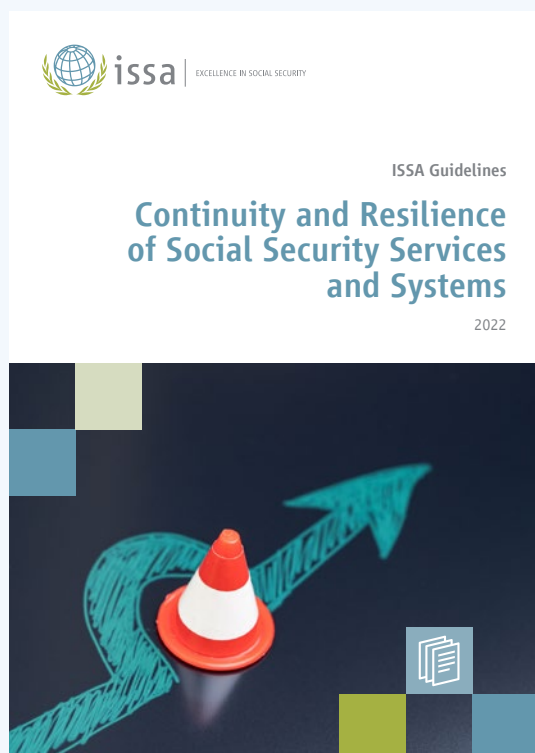
Experiences from Asia and the Pacific

In August 2022, the ISSA released the analysis *Business Continuity Management for resilient social security in Asia and the Pacific*, with cases from Maldives, Oman, Saudi Arabia and the United Arab Emirates.

www.issa.int/analysis

New ISSA Guidelines

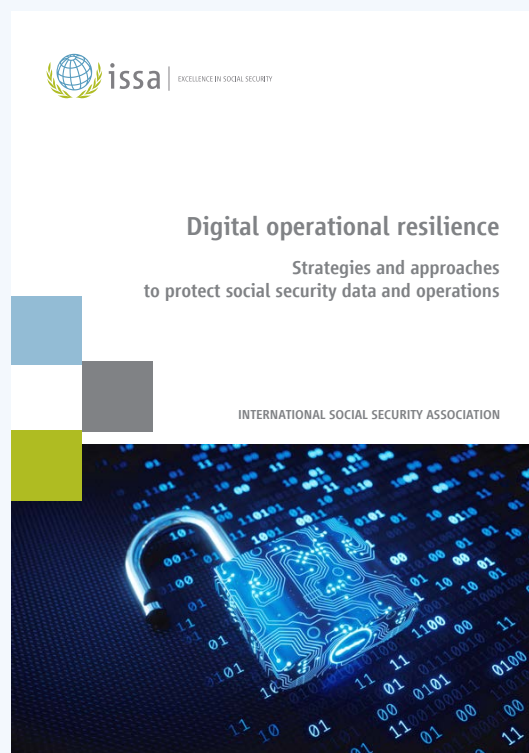
The *ISSA Guidelines on Continuity and Resilience of Social Security Services and Systems* offer valuable advice, references and experiences to assist ISSA members.



www.issa.int/guidelines/cor

Digital resilience

Cyber security and digital operational resilience are other aspects linked to institutional resilience. The ISSA published the reports *Enhancing the protection and cyber resilience of the social security administrations in 2021* and *Digital operational resilience: Strategies and approaches to protect social security data and operations in 2022*.



www.issa.int/publications

05 More and better health and long-term care

There is a growing need for health and long-term care services and the ISSA has made it a priority to build knowledge and share good practices and experiences in this area. These are being looked at from various angles.

Health care

Health care has become a priority on the international agenda, something which is being followed closely by the ISSA. While in some countries there are large parts of the population that do not have any health insurance coverage, in other countries there is not adequate coverage or there are uncovered population groups.

A milestone in the ISSA's work in health care was the inclusion of a new chapter on regulatory strategies for health in the updated *ISSA Guidelines on Administrative Solutions for Coverage Extension*, which were launched in October 2022. This was followed by a webinar series to illustrate these guidelines

with concrete country cases and institutional experiences, in cooperation with the Technical Commission on Medical Care and Sickness Insurance. The series looked at overall regulatory strategies, as well as specific topics like prevention, health care products and financial sustainability.

Other webinars in the last year addressed digital innovation, eHealth, building more resilient health systems and environmental protection in health care. As climate change intensifies, environmental sustainability will gain greater significance for social security and health care institutions.

Long-term care

Long-term-care is another area that will continue to increase in importance as the challenges of population ageing reaches all regions of the world. Societies are preparing for a surge in a wide diversity of care needs for the elderly, ranging from medical and health services to support daily life, due to a loss of autonomy. In turn, social security and health systems face important barriers to addressing these needs, notably fragmented schemes and programmes, workforce shortages and informality, and the need to ensure sustainable financing of long-term care services.

As this will be a concern for social security institutions in all regions in the years ahead, the ISSA is determined to continue assisting its member by bringing forward knowledge and facilitating the exchange of experiences and good practices. During the ISSA Forum for Technical Commissions in March 2023, it was agreed to develop new ISSA Guidelines on administrative solutions for long-term care, which will take a cross-cutting perspective starting with health, pensions and employment.



Webinar series

In the last year, ISSA continued its webinar series on health and long-term care.

There has been focus on innovation, including a webinar on digitalization, alternative care settings and workforce, and one looking at the use of artificial intelligence in health care.

Building resilient health care systems has been another important topic, and a specific webinar series on extending health care coverage was rolled out from the beginning of 2023.

All webinar recordings are available on the ISSA website.

www.issa.int/webinars

Joint ISSA-ILO publications

ISSA and ILO are working closely together to promote the long-term care agenda, taking a comprehensive approach to both policy and implementation issues.

In September 2022, the ISSA and ILO published an article on the role of social protection policies in a special edition of the *International Social Security Review* on “The human right to long-term care for the elderly: Extending the role of social security programmes”.

In October 2022, the same authors published the joint working paper *Long-term care in the context of population ageing: A rights-based approach to universal coverage*.



www.issa.int/publications

ISSA Guidelines

At the World Social Security Forum in Morocco, in October 2022, a new version of the *ISSA Guidelines on Administrative Solutions for Coverage Extension* was launched. These guidelines now include a chapter on “Defining a Regulatory Strategy to Ensure the Sustainability of Health Coverage and Build Confidence across the Population”. This was followed up in a webinar series from February 2023. In 2023 starts work on new ISSA Guidelines on long-term care, which will be ready in 2025.

www.issa.int/guidelines

Working Group on Rehabilitation

The mandate of the Working Group on Rehabilitation was extended to continue its work in the 2023–2025 triennium. Through the project “COVID-19 and Long COVID-19 Syndrome”, it aims to improve knowledge, reflecting on how social security institutions can most effectively contribute to addressing the increased rehabilitation needs in light of the experiences from the pandemic.

www.issa.int/wg-rehabilitation

Technical Commission on Health

The ISSA Technical Commission on Medical Care and Sickness Insurance plays an active role in developing and sharing new knowledge in these areas.

It has contributed to new guidelines on the regulation of health coverage, to the organization of webinars on health and long-term care and discussions at major ISSA events.

www.issa.int/tc-health

International partnerships

The ISSA is working closely on health and long-term care with international partners such as the International Labour Organization, the World Health Organization, the Organisation for Economic Co-operation and Development and the European Commission.

06 Make smart use of artificial intelligence

Artificial intelligence (AI) has been one of the major buzzwords over the last year, with some of the world's largest tech companies racing to provide the best tools. AI represents enormous opportunities for social security, but also risks. Institutions must make smart use of AI.



Artificial intelligence is a must. Sooner or later, all social security institutions will be using AI in one form or the other. The ISSA has made it a priority to support member institutions in taking advantage of such powerful but challenging tools by deconstructing the complexity of building AI solutions and assisting its members in understanding how it works and how it can be of use. By increasing and spreading knowledge of how AI systems are built and exchanging experiences on the applications and the challenges they present, the ISSA supports member institutions to engage in leveraging this technology.

AI is rapidly transforming the way institutions deliver services and make strategic and operational decisions. It will change how we learn, work and live. It can improve quality and scale up capacity in social security service delivery. On the other hand, it also holds the risk of making grave mistakes, excluding citizens and not reaching those most in need. Understanding how AI works and how to make use of it in a safe way is therefore crucial. AI cannot be left to work on its own. There needs to be human oversight and critical decision making must be made by humans.

Members have requested that the ISSA helps deconstruct these issues, and the ISSA Technical Commission on Information and Communication Technology is actively involved in these efforts. AI was demonstrated in the Innovation Zone during the World Social Security Forum in October 2022, a series of webinars on AI is ongoing and will be an important topic at the 17th ISSA International Conference on Information and Communication Technology in Social Security, planned in 2024. AI projects are also on the agenda of the ISSA Collaborative Innovation Hub.

The case of chatbots

In December 2022, the ISSA published the analysis *Artificial intelligence in social security institutions: The case of intelligent chatbots*. Worldwide, around 1 in 4 government agencies use chatbots and the article builds on examples from Belgium, Finland, Germany and Malaysia.

www.issa.int/analysis/ai

Webinar series

In November 2022, the ISSA launched a new AI webinar series and the Operating Unit on Policy-Driven Electronic Governance at the United Nations University (UNU-EGOV) is an important partner. The series looks at AI for automating service delivery, health claim processing, identifying data patterns, decision-making processes, extending coverage to vulnerable groups, and more. All webinars are recorded and available online.

www.issa.int/webinars/ai

ISSA around the world

Never has the ISSA had such a wide global membership and network of regional structures.

To help serve the 324 member institutions from 163 countries, the ISSA has established a network of 19 Focal Points and Liaison Offices. Each one of them supports the ISSA to implement its priorities and activities, and responds to the specific needs and interests of the member institutions that they cover.

The Liaison Office for the Andean Countries has moved from Derrama Magisterial to the Pension Standardization Office (*Oficina de Normalización Previsional*) of Peru, and the Liaison Office for East Africa is now hosted by the National Social Security Fund of Uganda. The ISSA thanks them, and all the other host institutions, for contributing to the promotion of excellence in social security.

Americas

Liaison Office for the Andean Countries
Hosted by the Pension Standardization Office – Lima, Peru

Focal Point 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 – Brasília, Brazil

ISSA General Secretariat
Geneva, Switzerland

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

Asia and the Pacific

Liaison Office for the Arab Countries
Hosted by The Public Institution for Social Security – Kuwait City, Kuwait

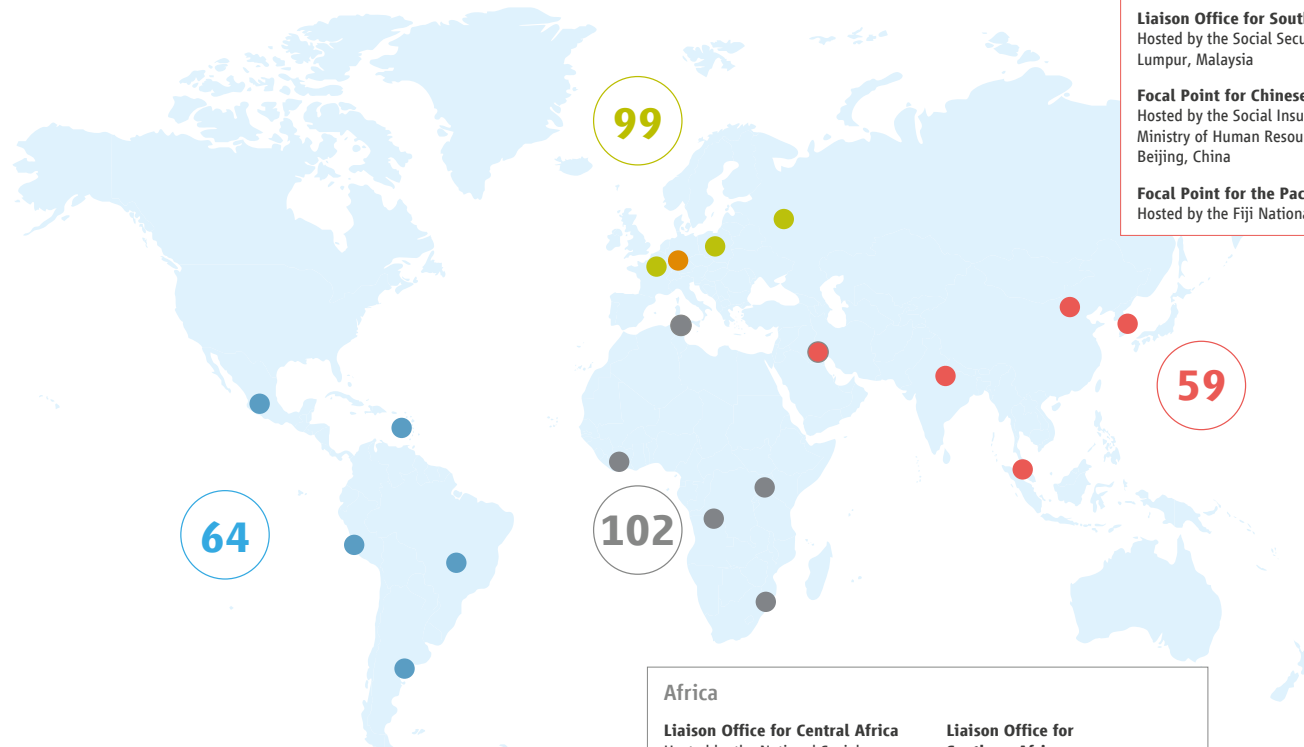
Liaison Office for East Asia
Hosted by the National Health Insurance Service – Seoul, Republic of Korea

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



324 member institutions
in
163 countries

Africa

Liaison Office for Central Africa
Hosted by the National Social Security Fund – Kinshasa, Democratic Republic of the Congo

Liaison Office for East Africa
Hosted by the National Social Security Fund – Kampala, Uganda

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 IPS - National Social Insurance Fund – Abidjan, Côte d'Ivoire

ISSA on the global stage

It's the ambition of the global community to deliver social protection to all, in line with the United Nations Sustainable Development Goals. To deliver on this objective, the ISSA's expertise and perspectives on social security management and administration is sought after more than ever before. That policy and implementation join hands at the international level is good news, and helps social security institutions in their discussions nationally.

A global voice

With 324 social security institutions from 163 countries in its membership, the ISSA is a valued voice and partner at the international level. The ISSA promotes excellence in social security administration and delivery, and highlights the role of contributory social security.



“Today, confronted with uncertainty, crises, rising inequalities and a persistent social protection coverage gap, we must redouble our efforts to ensure social security for all.”

ISSA Secretary General Marcelo Abi-Ramia Caetano speaking at the International Labour Conference in Geneva, Switzerland, 6 June 2023.

Highlights

International Labour Organization (ILO): The collaboration with the Association’s closest and most important partner at the international level has been further pursued and enhanced. Further progress has in particular been made in the development of the joint ILO/ISSA actuarial services platform, in the field of data collection and exchange and as regards capacity-building activities. The ISSA also supported the ILO’s ratification campaign on social security conventions and recommendations.

The Group of Twenty – G20: ISSA is part of the G20 Employment Working Group and regularly participates in the G20 employment and labour ministers meetings. The ISSA was very active under the Indian Presidency of the G20 in 2023 by providing knowledge input through two reports on platform/gig workers and social security and social security financing. These reports were prepared jointly with the ILO and the OECD.

Here is an overview of selected other key international and regional organizations and platforms that ISSA is involved with and where there have been important activities in the last year.



International platforms

Global Coalition for Social Justice: ISSA has signalled support for the Global Coalition for Social Justice, an initiative by the ILO to bring together key stakeholders to promote strong, sustainable and inclusive development, including promoting universal social protection.

USP2030: The Universal Social Protection 2030 Global Alliance (USP2030) aims to ensure that all people have a minimum level of social protection by the beginning of the next decade, and the ISSA contributes with the administrative perspective in this alliance.

SPIAC-B: The Social Protection Inter-agency Cooperation Board (SPIAC-B) is a coordination body for agencies under the United Nations, other international organizations and bilateral partners. The ISSA is the voice of social security institutions on this boards.

BRICS: Brazil, the Russian Federation, India, China and South Africa (BRICS) are forging closer ties on social security. Together with the ILO, the ISSA host a Virtual Liaison Office on social security and contributes to the Employment Working Group and the Labour and Employment Ministers’ Meeting.

International organizations

ILO: The ILO is the ISSA’s closest partner at the international level, and this ever since ISSA was established under the auspices of the ILO in 1927. Together, we ensure a holistic approach to policy, implementation and delivery.

OECD: ISSA has a close cooperation with the OECD and participates in the Working Groups on Social Policy and on Health. The OECD is also a regular contributor to ISSA webinars and events, including at the World Social Security Forum in October 2022.

WHO: The World Health Organization is a close partner and contributes to ISSA activities related to health, long-term care and rehabilitation, topics at the centre of the Association’s priorities. The ISSA is an active member of the WHO World Rehabilitation Alliance (WRA).

UNU-EGOV: In partnership with the United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV), under the Nations University, the ISSA has put a spotlight and brought new knowledge on various aspects of digitalization in social security.

ITU: ISSA also works with the International Telecommunication Union (ITU) on the role of information and communication technologies (ICT) for social security, and contributed to the World Summit on the Information Society Forum in March 2023.

Regional organizations

Africa: ISSA is forging closer ties with the African Union, which co-hosted the Summit at the Regional Social Security Forum for Africa in Côte d’Ivoire, in May 2023. The Summit brought together senior government representatives and regional organizations from the continent.

Americas: In the Americas, ISSA works closely with the Inter-American Social Security Conference (CISS), the Ibero-American Social Security Organization (OISS), the Economic Commission for Latin America and the Caribbean (ECLAC), and the Caribbean Community (CARICOM). A new collaborative partnership was also established with the Inter-American Development Bank (IDB).

Asia and the Pacific: ISSA has close contact with the United Nations Economic and Social Commission for Asia and the Pacific, and the ASEAN Social Security Association (ASSA), and contributed to the ASSA High-level meeting in Bali, Indonesia, in July 2022.

Europe: A close dialogue has been established with the European Commission in recent years. In February 2023, the High-Level Group on the future of social protection and of the welfare state in the EU presented its report, and the ISSA contributed to the programme of the launch event.

Language communities: ISSA has strengthened its cooperation with the International Organisation of La Francophonie, and the Community of Portuguese Language Countries (CPLP), which goes hand in hand with the ISSA Focal points for member institutions within these language communities.



07 Regional Social Security Forum for Africa

The first regional forum of the 2023–2025 triennium was held in Abidjan, Côte d’Ivoire, 17–19 May 2023. A highlight of the Forum was the designation of the ISSA Good Practice Award and the first ever ISSA Special Distinction for Innovation.

RSSF Africa in figures

500
participants

128
institutions

51
countries

Regional Social Security Forum
AFRICA2023
Abidjan, Côte d’Ivoire, 17–19 May 2023



Hosted by:



With more than 500 registered participants, the Regional Social Security Forum for Africa (RSSF Africa) was an important milestone. Framed by the new ISSA report *Social security developments and trends – Africa 2023*, the Regional Forum addressed key issues linked to the topical priorities of the ISSA for the 2023–2025 triennium.

In Africa, expanding social security is a crucial issue, as only around one in four have health care coverage or old-age benefits. At the same time the report demonstrates that in many countries, both governments and social security institutions have made important steps to accelerate the extension of social protection coverage in recent years.

The Regional Forum gave the opportunity to highlight a number of good practices in this area, including the winner of the ISSA Good Practice Award for Africa 2023. The Department

of Social Development in South Africa won the award for *The Child Support Grant*, and its role in the gradual extension of social security coverage to vulnerable children.

The RSSF Africa focussed on transformation, innovation and leadership for a better social security. A combination of plenary and smaller interactive sessions gave the opportunity to present and discuss a rich variety of good practices from ISSA member institutions, summed up in key success factors for excellence and innovation in social security. The first ever ISSA Special Distinction for Innovation was awarded to the National Social Insurance Fund for Employees (*Caisse nationale des assurances sociales des travailleurs salariés – CNAS*) for its work on *Electronic medical records*.

Summit with the African Union

The Regional Social Security Summit was a highlight of the Forum, bringing together government and high-level representatives from Côte d'Ivoire, Egypt, Guinea, South Africa, South Sudan, Uganda, the African Union (AU) and the International Labour Organization (ILO). The Summit was organized in partnership with the African Union and focussed on strategies to achieve Universal Social Protection in line with the 2030 Sustainable Development Goals of the United Nations.



Special Distinction for Innovation

The first ever ISSA Special Distinction for Innovation was awarded during RSSF Africa. This new distinction is part of the ISSA Good Practice Award competitions 2023–2025.

Winner: National Social Insurance Fund for Employees, Algeria

Good Practice: *Electronic medical records*



Good Practice Award

The competition for the ISSA Good Practice Award for Africa 2023 received a recording-breaking 138 entries from 46 organizations in 30 countries.

Winner: Department of Social Development, South Africa

Good Practice: *Gradual extension of social security coverage to vulnerable children: The Child Support Grant in South Africa*



Certificates of Excellence

Certificates of Excellence were awarded to five social security institutions from Cameroon, Côte d'Ivoire, Morocco and Zambia. The certificates are awarded under the ISSA Recognition programme and represent international certification for the successful implementation of a set of ISSA Guidelines on Social Security Administration.



Back to campus

08 ISSA Diploma training and Master's courses

Between mid-2022 and mid-2023, the ISSA Diploma training transitioned from online to onsite courses, and a completely new international Master's degree in social security was launched.

The Diploma training courses are unique opportunity to build knowledge and skills in key areas of social security administration in an international setting with peers from other countries. The courses that build on the ISSA Guidelines are only open to staff from ISSA member organizations. Upon successful completion of a course, the participant receives a valued professional diploma.

When the COVID-19 pandemic struck in 2020, the ISSA worked closely with its training partners to establish online courses. This offer was a success and the flexibility of combining training and work was appreciated by participants. At the same time, it was a pleasure to be able to welcome participants back to onsite courses again.



Diploma training partners

EN3S – French

The National School of Social Security (*École nationale supérieure de sécurité sociale – EN3S*) offers courses in French.

In 2022, it offered a combination of online and onsite courses and in 2023 all its courses take place in person in Paris, France.

www.issa.int/diploma

ITCILO – English

The International Training Centre of the International Labour Organization (ITCILO) offers courses in English.

In May 2023, ITCILO gathered participants from all over the world for a week with seven parallel training courses at its campus in Turin, Italy.

Muhanna Foundation – Arabic

The Muhanna Foundation offers courses in Arabic.

In 2022, Muhanna offered its courses as e-learning. In 2023 it has announced six courses to be held in Amman, Jordan and Muscat Oman in the second half of the year.





International Master's in social security

An exciting development in the last year was the launch of the Executive Master's in Public Performance Management and International Social Security in partnership with the French institutions Sciences Po Bordeaux and Forhom (Egis Conseil).

The new Master was first announced, and received great interest, at the World Social Security Forum in Morocco in October 2022. During the first half of 2023, the ISSA organized a series of webinars together with its partners to present and explain the programme.

The full programme will take two years and is divided in four autonomous learning blocks. While most training takes place online, each block includes a face-to-face session.

The first Master's class

The first Executive Master in Public Performance Management will be offered in French and starts in September 2023.

www.issa.int/master

09 An active year for prevention and Vision Zero

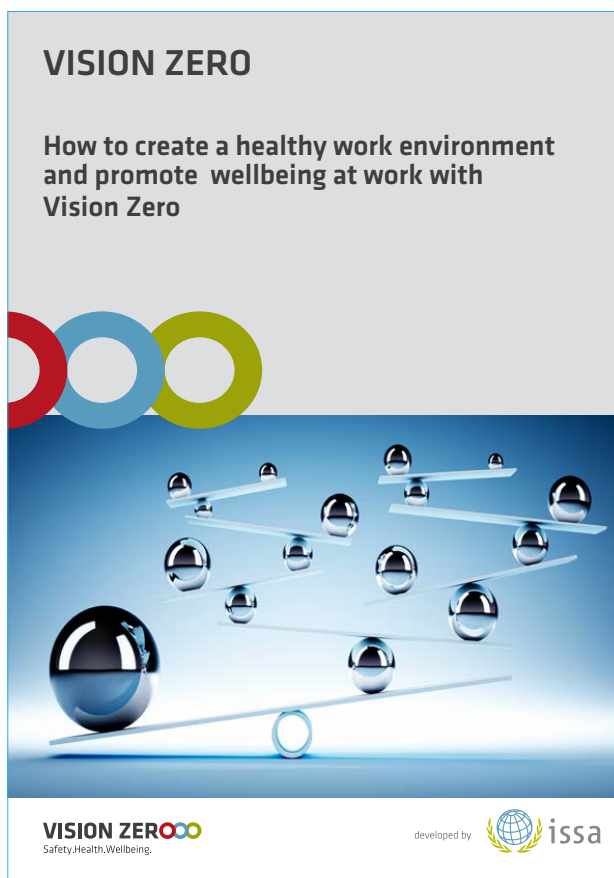
It has been an active year for the ISSA’s prevention community and new steps forward have been made for the Vision Zero strategy. Well-being at work, a webinar series, Vision Zero training and preparations for the 23rd World Congress on Safety and Health at Work 2023 are some key developments.

The ISSA Special Commission on Prevention is the main body dealing with occupational safety and health, supported by 14 international prevention sections that cover specific areas and industries. The Special Commission is also behind the successful Vision Zero campaign launched in 2017 to promote a world of work without accidents, diseases and harm. Vision Zero has since evolved into a strategy actively used by businesses, institutions, governments and international organizations. Here are some highlights from the last 12 months of activities.

www.visionzero.global

Well-being guide

The new guide *How to create a healthy work environment and promote wellbeing at work with Vision Zero* has been made available in English, French, German and Spanish.



Let's talk about OSH

The hugely successful “Let's talk about OSH” webinar series, organized by the ISSA Special Commission on Prevention, brought together safety experts from around the globe to discuss current occupational safety and health topics.

Vision Zero for All

At the Expo 2025 in Osaka Japan, the Global Initiative for Safety & Well-being (GISW) promoted the ambition and commitment of “Vision Zero for All”, building on the Tokyo Declaration of the Vision Zero Summit Japan 2022.

Accredited training

Accredited Vision Zero Training was stepped up in partnership with the Institution of Occupational Safety and Health (IOSH), and promoted through dedicated webinars.

Vision Zero in the EU

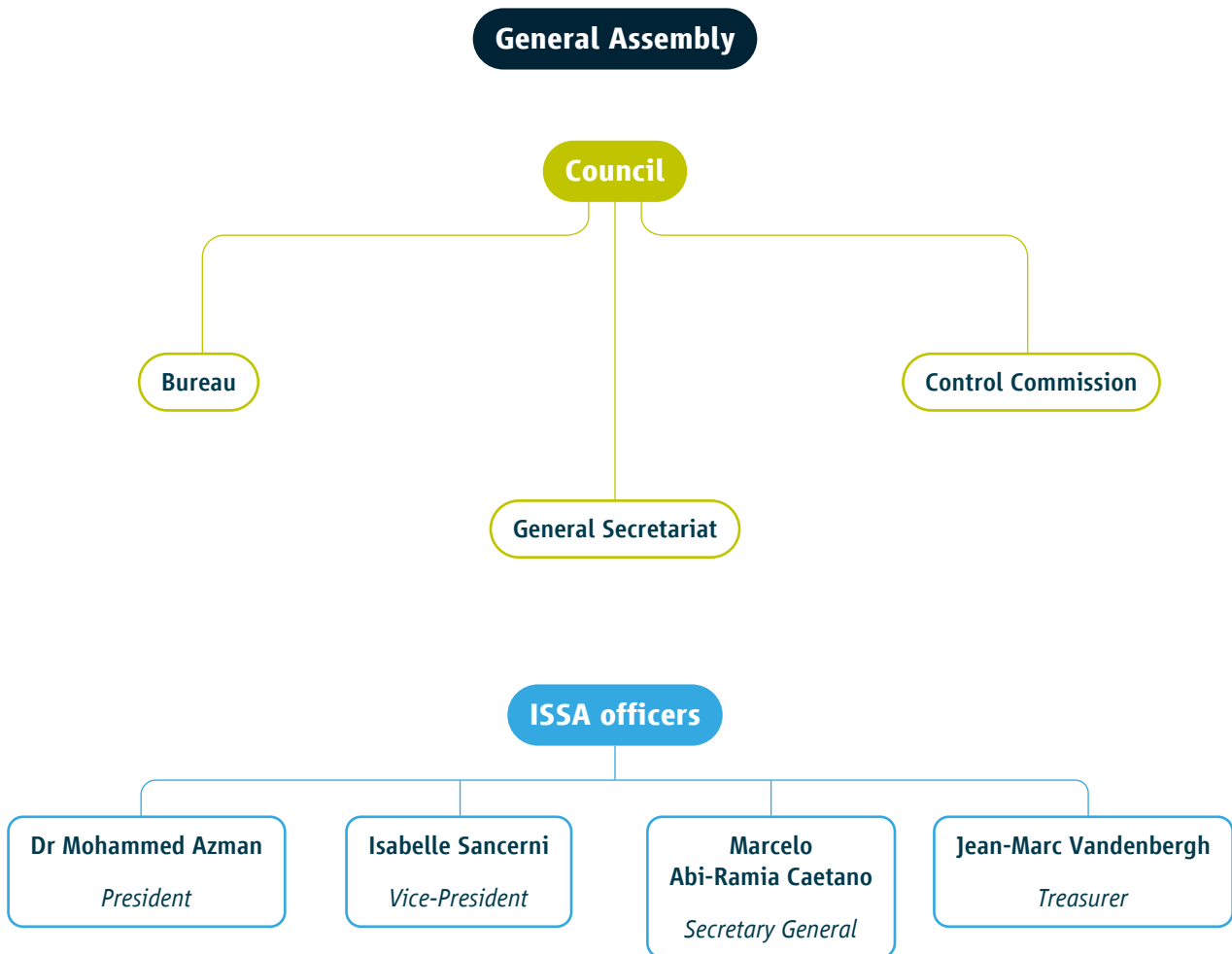
Vision Zero was on the agenda at the European Union's (EU) Occupational safety and health summit in Stockholm, Sweden on 15–16 May 2023. The EU has placed Vision Zero at the heart of its policies in the area.

Environmental guide

The 7 Golden Rules – To protect the environment and our future – A guide for industry, employers and managers has been made available in English, French, German, Polish and Spanish.



ISSA structure and governance



New triennium, new leadership

ISSA knowledge

Website

The website continues to be the main gateway for access to ISSA knowledge, products and services. Some structural adjustments have been made to facilitate navigation on the website, while pages on the new Masters' programme and Collaborative Innovation Hub have been added.

www.issa.int

Publications and articles

A broad range of technical reports were made available for ISSA members only, and stored in the publications section of the website. In addition, flagship reports are available for a broader audience and the ISSA regularly publish analysis articles focussing on key developments in social security.

www.issa.int/publications

www.issa.int/analysis

Guidelines

The ISSA Guidelines represent internationally recognized standards in social security administration. New guidelines on human resource management and continuity and resilience of social security of systems were published in October 2022, adding to the 13 existing sets of guidelines.

www.issa.int/guidelines

Good Practices

Around 1,450 good practices are available in the searchable online ISSA Database of Good Practices. This is a unique and exclusive source of good practices from and for ISSA member institutions, and the ISSA has strengthened its focus on innovative good practices.

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 to further develop this online database, to 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. ISSA members have free access to the review.

www.issa.int/review





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