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EXCELLENCE IN SOCIAL SECURITY

Strengthening social security through institutional transformation and innovation

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International Social Security Association (ISSA)

Membership

- Social security institutions
- Government departments
- Institutions representing key functions in social security: actuarial, investment, contribution collection/tax, international agreements etc.



13
Technical
Commissions

334 member
institutions

162 countries



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19
Regional structures

1927
founding year

Governance

- General Assembly
- Council
- Bureau
- Control Commission

Key mission

- Promotion of social security globally
- Through relevant knowledge, networks and services for members

Outline

- **A changing context for social security institutions**
 - Transformations impacting on social security
 - Social security systems evolve
 - Climate change and emerging social security responses

- **Social security institutional transformation and innovation**
 - Management practices to meet evolving policies and customer needs
 - Building capacities for institutional resilience
 - The role of innovation and leadership

- **ENASP/ISSA collaboration**

Transformations impacting on social security

■ Several megatrends:

- Population ageing
- Changes in the world of work (AI, platform work, career patterns, skills etc.)
- Evolving family structures
- New social security needs
- Changing public expectations

■ Uncertainty, environmental and economic shocks and transitions:

- Short-term crisis (climate change, economic, geopolitical etc.)
- Longer-term gradual changes (chronic risks)
- Transition to a low-carbon economy



Climate change and social security: risks and impacts

- **Risks to the financing of government/social security**
 - Contribution base: employment, productivity, disrupted supply chains
 - Resources diverted to adaptation/mitigation priorities
 - Permanent crisis mode prevents anticyclical approaches
- **Higher demand for social security, health and social services**
 - Health/mortality/morbidity: new health risks (OSH, health and care services)
 - Migration and displacement (within/across countries)
 - Economic transition
 - New inequalities and poverty risks
- **Demand for different social security benefits and services – existing ones may not meet resilience needs**



Social security systems evolve

- **Protecting and empowering people during a changing life course**
 - Prevention and rehabilitation for a longer working life
 - Proactive support during work/life transitions
 - Increasing coordination within different social security benefits/services and with other policies (active labour market policies, health ageing etc.)
- **Addressing coverage gaps**
 - New forms of work, particularly coverage of platform workers
 - Self-employed, migrant workers, care workers
 - Long-term care
- **Protecting vulnerable groups through specific policies**
- **Reforming the financing of social security benefits and services**



Proof of life in international social security: Progress and persistent challenges

Published: 2 October 2024

Type: Analysis

Region: [Bosnia](#) [Algeria](#) [Euro-region and host](#)

Migrants have the right to collect their pensions in their country of residence, guaranteeing the continuity of benefits acquired after years of contributions. However, for these pensions to be properly paid, it is essential that social security institutions periodically verify that the beneficiary is still alive.



Greening health care: Social security and environmental preservation

Published: 22 August 2024

Type: Analysis

Topic: [Health](#) [Environment and climate change](#)

Aligned with the Hippocratic oath's principle of "first, do no harm", the health care sector aims to prevent and treat illness. However, health care services can paradoxically harm health, as the sector creates significant medical waste and carbon emissions. Environmental sustainability is crucial, necessitating collaborative efforts and tailored strategies involving social security organizations and health care stakeholders.



Quality digital service delivery for all: Experiences in Europe

Published: 8 August 2024

Type: Analysis

Region: [Europe](#)

Topic: [Digital inclusion](#) [E-services](#) [Technological transition](#) [Service quality](#)

Customer-centric

Guidelines: [Service Quality](#)

Quality-centred service delivery leveraged by digitalization now prioritises personalized, responsive services that empower individuals. This analysis article demonstrates how institutions in Europe have implemented digital service approaches aligned with the ISSA Guidelines on Service Quality to focus on providing quality and inclusive services that are user-centred and provide value to members.



Protecting families and supporting women – Gender-responsive practices in Europe

Published: 2 July 2024

Type: Analysis

Region: [Europe](#)

Topic: [Family benefits](#) [Employment](#) [Gender Inequality](#)

Guidelines: [Information and Communication Technology](#) [Promotion of Sustainable Employment](#)

[Communication by Social Security Administrations](#)

[Administrative Solutions for Coverage Extension](#)



Climate change - emerging social security responses

- **Globally – promoting social security coverage extension:**
 - Adapting existing systems is more efficient, effective and predictable than ad hoc measures
 - Coverage gaps – focus on the self-employed
- **From ad hoc to predictable support:** “built in” measures triggering responses (e.g. droughts, temperature, etc.) income replacement and unemployment insurance
- **OSH and prevention strategies:** reduce impact on productivity / economy
- **Cushion impact of climate policies:** fuel subsidy reforms, carbon pricing
- **Green “behaviours” as a condition for social benefits:** promoting non-participation in environmentally harmful activities
- **Accompanying policy approaches in other sectors:** active labour market policies, skills, entrepreneurship policies, formalization of small/medium-sized companies
- **Greening social security’s own operations:** pension fund investments & health care sector

Social security evolves - and institutions?

■ Social security evolves:

- A more coordinated life-course approach
- Adapting to new needs and closing coverage gaps
- Pro-active and preventive
- Resilience, shock-responsive

■ Social security institutions promote and facilitate

- Changing management practices
- Building resilient and innovative institutions

Management transformation components

**Digitalization /
data-driven**

**Customer-centric
service delivery**

Communication

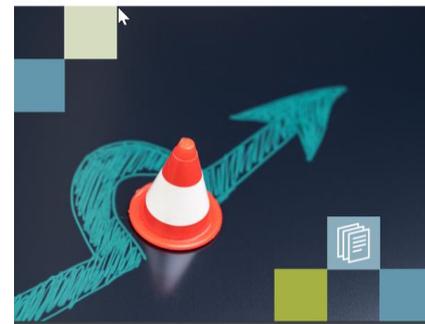
**Institutional
resilience**

Innovation

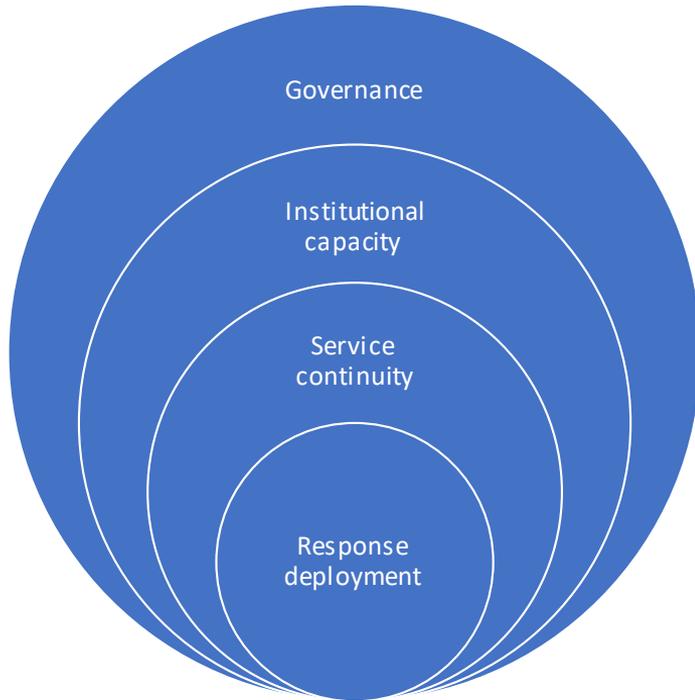
**Good
Governance**

Institutional readiness and resilience to face crisis

- **Challenge: running standard operations while being prepared for disruptions**
- **Business continuity and resilience objectives:**
 - Ensure the appropriate institutional capacities for preparedness
 - Minimise impact on institution, assets, people and reputation
 - Restore functions/processes to normality in shortest time possible
 - Service continuity and rapid delivery of additional measures
 - Protect critical digital resources, in particular data



Institutional readiness and resilience to face crisis



- **Governance:** decision-making in case of crisis, risk management, internal communication, stakeholder collaboration
- **Capacities:**
 - Information resources / data
 - HR capacity
 - Continuity plans and processes
 - Technological capacity
- **Service continuity:** continuity while ensuring compliance
- **Response deployment:** additional support, capacity to implement new measures leveraging existing data, services etc.

Innovation

- **Challenge: running standard operations while encouraging disruptions**
- **Key elements of successful innovation practices:**
 - Strategic vision and leadership support
 - Promote creativity / design-thinking / customer centricity
 - Multi-disciplinary teams
 - Linking up with stakeholders as required
 - De-risking innovation – “experiment without fear of failure” – separation from main processes
 - Strategy for scaling up
- **Innovation capacity for social security institutions – report and methodology at ISSA World Social Security Forum 2025**



ISSA Collaborative Innovation Hub

FEBRUARY 2024

 Date: 27 February 2024
ISSA Webinar: Governance and leadership of innovation in social security
Topic: Innovation capacity
Webinar: Virtual

JANUARY 2024

 Date: 31 January 2024
ISSA Webinar: Linking research, policy analysis and innovation in social security
Topic: Innovation capacity Policy analysis
Webinar: Virtual

NOVEMBER 2023

 Date: 16 November 2023
ISSA Webinar: Governance and leadership of innovation in social security
Topic: Innovation capacity
Webinar: Virtual

APRIL 2023

 Date: 13 April 2023
ISSA Webinar: Innovation in social security: Institutional experiences and the ISSA Collaborative Innovation Hub
Topic: Innovation capacity
Webinar: Virtual

Transformation and innovation require leadership

- Defining the vision of an innovative and resilient organization
- Leading transformation / disruptive initiatives
- Promoting coordination and breaking silos (within/across)
- Ensuring good governance
- Reinforcing the institution's position in the national context

Conclusion

- Multiple transformations impacting on social security
- Climate change is a topic of growing importance for social security schemes and institutions
- Social security schemes are essential to enable individuals, societies and economies to cope with uncertainty and shocks
- Social security institutions' management practices undergo transformations, with a growing focus on resilience and innovation



International Conference on Management and Innovation in Social Security

MANAGEMENT 2025

Cairo, Egypt, 11-13 February 2025



ISSA/ENASP cooperation

- Extending and maintaining social security coverage is a key ISSA priority
- Social security coverage is a condition for resilience and effective crisis responses
- Revision of ISSA Guidelines next ISSA triennium (currently includes specific chapters on informal sector workers, health coverage etc.)
- New focus on coverage of agricultural workforce
- Good practices – webinars & events – knowledge & analysis – Guidelines
- ENASP and its members - unique expertise

Administrative Solutions for Coverage Extension

2022





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