

37th Session of the Council

Geneva, 7 December 2018

ISSA/C/37/2a

Report of the Nominations Committee on the election of the Secretary General of the ISSA

Report submitted to the Council by the Bureau

NOMINATIONS COMMITTEE

Election of the ISSA Secretary General: Report on the Candidates

Introduction:

Mr. Hans-Horst Konkolewsky, current Secretary General of the International Social Security Association (ISSA), is scheduled to retire on 31 January 2019, resulting in a vacancy of the position. As a result, a new Secretary General will be elected at a meeting of the ISSA Council to be held in Geneva on 7 December 2018.

In preparation for this event and in accordance with the terms and conditions of Article 45.(1) of the ISSA Constitution, a call for candidatures was prepared and dispersed to all affiliate and associate members of the ISSA in February 2018. A Vacancy Notice was posted at the same time through the ISSA Website. In March, the Vacancy Notice was published in selected written and online press media, such as The Economist. The deadline for candidate submissions was 15 May 2018. Both the Call Letter and the Vacancy Notice recommended that candidates should possess the requisite experiential factors that were listed in the notice in order to be considered as part of the preliminary screening of applicants (copies of the Call for Candidatures are attached as Annex 1 to this Report).

At its 115th meeting in June 2017 and in accordance with Article 43 of the ISSA Constitution, the ISSA Bureau established a Nominations Committee to examine the qualifications of persons submitting their candidatures for the position of Secretary General, to submit a report on each candidate for consideration by the Bureau and to perform any other function entrusted to it by the Bureau.

The following report is submitted in accordance with the ISSA Constitution.

The Nominations Committee was comprised of the following persons:

Chairperson

M. Noël Alain Olivier MEKULU MVONDO AKAME

Members

Mr Muhammad bin Talal AL-NAHAS

Mr Anton Viktorovich DROZDOV

Mr William GARDEY

Mr Richarde A. GRAHAM

Mr Raj KUMAR

Mr John McKEON

Ms Milka MUNGUNDA

Sr. Juan Carlos PAULUCCI MALVIS

Mr Habib TOUMI

Sra. Liliana JIMENEZ ALCOCER (until March 2018)

Mr Amado D. VALDEZ (until February 2018)

Mercuri Urval, a consultant firm with requisite experience in assisting global organizations with selection processes for senior management positions, was engaged by the ISSA Secretariat to assist in the initial screening of candidates and provide a preliminary shortlist to the Nominations Committee.

In the course of the three-month campaign, Mercuri Urval received a total of 79 files, of which six applicants were retained to participate in the selection process, as each of these 6 candidates was judged to be a potential candidate on the basis of the information contained in their respective personal history form. All 6 candidates had the two required letters of support in accordance with the Constitution at the deadline of 15 May 2018.

At its meeting in January 2018, the Nominations Committee agreed that the interview process would ultimately yield the final short-list of candidates who would subsequently be retained for presentation to the ISSA Council. It was also agreed that a smaller Sub-committee representative of the ISSA regions and experienced in carrying out selection processes in their respective countries, should undertake the interviews. The names of the six Sub-committee members are:

Mr Noël Alain Olivier MEKULU MVONDO AKAME
Mr William GARDEY
Mr Richarde A. GRAHAM
Mr Raj KUMAR
Mr John McKEON
Ms Milka MUNGUNDA

Only the members themselves, and not persons representing them, could participate in the work of the Sub-Committee.

Selection of Candidates:

All six candidates were asked to participate in an assessment examination with Mercuri Urval, aimed at better understanding the personal aptitudes and characteristics of the applicants. These assessments took place between 31 May 2018 and 5 June 2018.

All six candidates were then invited to participate in interviews which took place in Geneva on 13 and 14 June 2018. The interviews were conducted in person, except for one candidate whose flight was cancelled in the morning of the day of the interview and was therefore offered the possibility for a skype interview. Each candidate was allocated about 1 hour to answer questions designed to showcase the candidate's abilities and qualifications in a variety of areas categorized as "essential" for the position of Secretary General, such as: leadership abilities, visioning, policy capacity, managerial and administrative expertise and technical knowledge. The consensus view of the Committee was that the collective experience of leading and managing complex social security organizations was very valuable in assessing the skills and abilities of the candidates, knowing that these very same complexities will be confronted by the next Secretary General. Following the interviews, the Sub-committee allocated itself approximately 30 minutes for considered deliberation on the performance of the candidate at interview before proceeding to the next candidate.

During the interview process, all candidates clearly demonstrated that they possessed core technical capacities and knowledge of social security, given their experience working with social security institutions or directly with the ISSA itself.

In addition, of the six individuals participating in the interview process, five candidates clearly displayed, to varying degrees, the requisite leadership competencies that are considered essential for the position of Secretary General.

Each of the five candidates demonstrated an ability to articulate a future vision for the ISSA and how they would address the challenges in leading an international organization with a complex and changing environment. The five candidates also demonstrated innovative and creative thinking in a number of important fields, including the management of people and the management of change, traits which have been recognized by many ISSA members as indispensable for the leadership of the ISSA into the 21st century. Finally, all five candidates possessed communications, partnership and consensus building skills. Each of the five candidates were convincing on how they would go about managing the very diverse range of stakeholders and interests across the broad spectrum of ISSA membership. Ultimately, the demonstration of all these skill sets distinguished them from the other candidate. Above and beyond the technical knowledge, it is these skill sets which will be essential in furthering the ISSA's efforts to be a respected voice around the international table with other influential leaders in the field of social security such as the World Bank, the International Monetary Fund, the OECD and the ILO.

As a result of these leadership traits, the five candidates will be invited to participate in the election process for Secretary General. In summary and based on the independent and impartial assessment of the Sub-committee and the broader Nominations Committee, the five candidates qualified for consideration are named as follows (in alphabetical order):

Mr Marcelo Abi-Ramia Caetano, Brazil

Mr Bruno Coquet, France

Mr François Perl, Belgium

Mr Cristian Patricio Moraga Torres, Chile

Mr Jean-Marc Vandenberg, Belgium

The curriculum vitae of the five candidates as well as their answer to the question “*How will you ensure that the ISSA can sustainably provide relevant knowledge and services to members in the future?*” are provided as attachments in Annex 2.

Based on the information accumulated through the entire selection process, the Nominations Committee would like to offer some elements it considers relevant for describing the candidates (in alphabetical order):

Mr Marcelo Abi-Ramia Caetano

During the interview and assessment phases of the selection process, Mr Caetano displayed a sound academic background. His intelligent and adequate analysis of social security problems, linked to a strongly economic view, in correlation with his experience as a researcher, gives him authority as a thought-leader in the domain.

Mr Bruno Coquet

During the interview and assessment phases of the selection process, Mr Coquet came across as a pleasant, consensual and prudent individual with good analytical skills and technical competencies in social security matters. His expertise and competence had also been challenged in the private sector in the past.

Mr François Perl

During the interview and assessment phases of the selection process, Mr Perl appeared as a credible leader. He conveyed excellent intellectual abilities and displayed his broad based experience in national & international social security issues, as well as his sound and deeply enrooted faith in the importance of social security.

Mr Cristian Patricio Moraga Torres

During the interview and assessment phases of the selection process, Mr Moraga demonstrated a strong technical expertise and thorough knowledge in social security matters. He also came across as a credible leader and displayed relevant people management experience and interpersonal skills as well as an unassuming and transparent approach.

Mr Jean-Marc Vandenberg

During the interview and assessment phases of the selection process, Mr Vandenberg appeared as communicative and spontaneous individual with good verbal presentation skills and a strategic orientation in his national and international approach of social security and (un-)employment related matters.

During the entire selection process, the broader Nominations Committee was consulted to ensure that the procedures used by the Sub-committee to interview candidates and to create a final short list were done in accordance with its mandate. The entire Nominations Committee was supportive of the steps taken to arrive at the selection of candidates.

The Nominations Committee has decided to limit the candidacies to five names, since these candidates clearly demonstrated abilities and competencies over and above the rest of the field - abilities which are clearly required to lead and manage the ISSA into the next triennium and beyond.

The process for short listing was one where objectivity, impartiality and transparency were essential criteria for achieving a successful mandate. Very thoughtful consideration was taken to ensure that only the most qualified candidates were placed on the short list.

Ultimately, the procedures used to screen the candidates, establish a preliminary eligibility list, interview candidates, create a final short list of candidates and draft a report were achieved in accordance with the mandate of the Nominations Committee and this Report is submitted to the Bureau in fulfilment of that objective.

Submitted to the ISSA Bureau by the ISSA Nominations Committee
August 2018

Annex 1

ISSA/B/NOMCOM/SG/2018

15 February 2018

**Circular letter from the ISSA President to liaison officials
of affiliate and associate member organizations****Call for candidatures for the position of the Secretary General of the ISSA**

Dear Madam,
Dear Sir,

As you may be aware, the current Secretary General of the International Social Security Association (ISSA) will retire on 31 January 2019. The ISSA Council will be asked to elect a new Secretary General at a special session that, pending the confirmation by the ISSA Bureau, is provisionally scheduled for 7 December 2018 in Geneva.

The Secretary General manages and directs the activities of the Association and the position is therefore key to ensuring the functioning of the ISSA and the relevance and quality of its activities and member services. In accordance with *Article 45.(1)* of the ISSA Constitution, I am pleased to forward to you the Call for candidatures for this important position, and I would like to encourage you to bring it to the attention of any person who may be interested.

I should like to inform you that applications may be submitted either by an affiliate member organization of the ISSA, or by the candidate, and must be supported by affiliate member organizations from at least two countries (*Article 45.(3)* of the ISSA Constitution).

I would further like to call your attention to the fact that, in accordance with *Article 45.(2)* of the ISSA Constitution as well as the decision of the Bureau, the deadline for the submission of applications has been set at **15 May 2018**.

Applications must be submitted **in full** by email or fax by this deadline and incomplete applications will not be accepted. A complete application consists of:

- a free-format of Curriculum Vitae (CV) of a maximum of three pages;
- a letter of motivation;
- a response not exceeding 500 words to the question:
“How will you ensure that the ISSA can sustainably provide relevant knowledge and services to members in the future?”
- at least two letters of support by affiliate member organizations from at least two countries.

Any potential conflict of interest must be noted in writing as part of the application. Affiliate member organizations or candidates can forward applications as well as any questions they may have regarding the Call for candidatures or the procedure to apply for the position to the Agency “Mercuri Urval” (T: +41 22 365 44 44; F: +41 22 365 44 45; E: nyon.ch@mercuriurval.com).

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Dr. Breuer', written in a cursive style.

Dr Joachim Breuer
President of the ISSA

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**issa**

INTERNATIONAL SOCIAL SECURITY ASSOCIATION
ASSOCIATION INTERNATIONALE DE LA SÉCURITÉ SOCIALE
ASOCIACIÓN INTERNACIONAL DE LA SEGURIDAD SOCIAL
INTERNATIONALE VEREINIGUNG FÜR SOZIALE SICHERHEIT

International Social Security Association

Vacancy Announcement

Secretary General

The International Social Security Association (ISSA) is the world's leading international organization for social security institutions, government departments and agencies. Founded in 1927 under the auspices of the International Labour Organization (ILO), the ISSA counts more than 320 member organizations in close to 160 countries. It is an autonomous body associated with the ILO.

ISSA members are committed to excellence in social security administration as an essential condition for developing and sustaining inclusive social security systems. The ISSA aims to support this commitment through effective knowledge, services and relevant platforms and communities.

As a member-based organization financed by member institutions, the ISSA's key objective is to ensure that its activities are relevant, of high quality and offer a significant added value to the ISSA membership. In a rapidly changing external environment, the ISSA must therefore constantly adapt its topical focus and services to the evolving needs and priorities of its members.

The Secretary General is the executive head of the ISSA General Secretariat in Geneva. She/he leads the development and implementation of a global triennial programme of activities to meet members' expectations, ensure ISSA's impact and enable the proper functioning of the governance of the ISSA. She/he is accountable to the ISSA Bureau, which is the administrative governing body of the Association, and the ISSA General Assembly.

The Secretary General:

- Defines the vision and strategy for the Association, and leads the development of a programme of activities that enables the Association to achieve its objectives;
- Taking into account the ISSA regulatory framework and the decisions of the ISSA governing bodies, organizes and directs the activities of the Association as a whole in order to ensure the implementation of the triennial work programme within the approved budget;
- Regularly reports to the ISSA governing bodies on the implementation of the triennial work programme and any issues critically impacting on the development of the Association;
- Manages the operation of the ISSA General Secretariat, including the organization of its functions, staff, and budget so as to ensure that the human and financial resources of the Association are used in an efficient and sustainable manner;
- Ensures the responsiveness of the Association's knowledge and member services to the evolving needs, expectations and priorities of its member institutions, and works

towards strengthening the value of the ISSA for its diverse global membership, including the maintenance and development of the ISO 9001:2015 certification of ISSA's quality management system.

Candidates should have:

- an advanced university degree;
- a thorough knowledge of social security and social security administration;
- more than 15 years of progressively responsible managerial and technical experience in the field of social security (as defined in *Article 1* of the ISSA Constitution) and social security administration, including significant international experience and at least ten years of senior management experience;
- proven senior leadership qualities, including regarding strategic management, decision-making and the ability to motivate and engage staff;
- strong commitment to social security and the objectives of the ISSA and the ILO;
- strong integrity, proven commitment to good governance, and a high degree of service orientation;
- outstanding communication and public speaking skills, tact and diplomacy as well as capacity to lead multidisciplinary and multicultural teams;
- ability to work in a multicultural environment and demonstrate non-discriminatory behaviour and attitudes;
- ability to demonstrate gender-sensitive behaviour and attitudes;
- willingness to travel as needed;
- excellent command of one of the official languages of the ISSA (English, French, Spanish, German) and good working language of English (another language if the first one is English). Good working knowledge of a third ISSA language would be an advantage.

All candidates must be supported by affiliate ISSA members from at least two countries. You can access the list of ISSA affiliate members at: <https://www.issa.int/en/directories/organization>. The final decision on the successful candidate is by means of an election by the ISSA Council to take place on 7 December 2018 in Geneva. The ISSA Council, which is the electoral body of the ISSA, consists of the Titular Delegate of each country in which the ISSA has at least one affiliate member. Each Titular Delegate has one vote.

The term of the Secretary General is up to six years, and is renewable without limit to the number of terms of office. The retirement age is 65.

The elected candidate will be appointed through a technical cooperation contract with the International Labour Office (ILO) at the D2 grade.

Grade: D2

Salary and post adjustment		USD
Salary	Minimum	108,189
Rising to	Maximum	127,565
Post adjustment for Geneva	Minimum	88,282
	Maximum	104,093

Please note that the above salary levels are determined according to the criteria established by the International Civil Service Commission (ICSC). The ILO is an international public sector employer and salary and other employment conditions are not negotiable. The post adjustment (cost of living adjustment) is variable and subject to change without notice in accordance with the rates set by the ICSC for the UN Common System for salaries and allowances. Therefore, the figures quoted (based on the rate at the time of publication of this vacancy) are only indicative.

Other allowances and benefits subject to specific terms of appointment:

- Family allowance;
- Children's education grant (per child per year);
- Pension and Health Insurance schemes;
- 30 working days' annual leave;
- Settling-in grant;
- Entitlement to transport expenses of personal effects;
- Repatriation grant (if applicable);
- Home-leave travel with eligible dependants every two years;
- Rental subsidy (if applicable).

Recruitment is normally made at the initial step in the grade. Salaries and emoluments are exempt from taxation by the Swiss authorities and, on the basis of international agreements or national law relating to presence or residence abroad, are generally exempt from taxation by other governments. In the absence of exemption, in most cases tax paid will be reimbursed in accordance with an ILO document which will be supplied upon request.

The deadline for the submission of candidatures is 15 May 2018. Applications must be submitted **in full** by email or fax **by this deadline** and incomplete applications will not be accepted. A **complete application** consists of:

- a free-format of Curriculum Vitae (CV) of a maximum of three pages;
- a letter of motivation;
- a response not exceeding 500 words to the question:
“How will you ensure that the ISSA can sustainably provide relevant knowledge and services to members in the future?”
- at least two letters of support by affiliate member organizations from at least two countries.

Candidatures and letters of support should be sent to by email or fax to:

Mercuri Urval

T: +41 22 365 44 44

F: +41 22 365 44 45

E: nyon.ch@mercuriurval.com

Annex 2

Marcelo Abi-Ramia Caetano

Brazilian.

Native speaker of Portuguese. Fluent in English and Spanish.

PhD in Economics.

Researcher at the Institute of Applied Economic Research.

Secretary for Social Security of the Ministry of Finance.

Education

Doctorate of Economics, PhD Thesis: "Economies of Scale and Scope on Complementary Pension Funds in Brazil".

MBA (Actuarial Management).

Degree in Economics.

Professional experience

1997 – Member of the Federal Civil Service.

Researcher at the Institute of Applied Economic Research - IPEA. The Institute of Applied Economic Research is a public policy think tank of the federal government.

Key positions occupied

2016 – to present: Secretary for Social Security of the Ministry of Finance. Responsible for determining and monitoring social security policies, establishing guidelines and general parameters for designing and implementing social security public policies. Managerial position.

2012 - 2016: IPEA Coordinator for Social Security, Assistance, Demography, Inequality and Poverty. Managerial position.

2005 - 2011: Senior Researcher on social security.

1998-2005: Coordinator for Actuarial Work, Accounting and Technical Studies of the Ministry of Social Security. Managerial position.

1997 - 1998: Social Security Researcher at IPEA.

Other offices held

Professor of Introduction to Economics and Macroeconomics at the Pontifical Catholic University of Rio de Janeiro (PUC-RJ) and "Universidade Federal Fluminense".

Professor of preparatory courses for the entrance examination to the diplomatic career, promoted annually by the Ministry of Foreign Affairs.

Main Publications¹

Books and articles in Brazil, USA, England, Switzerland, Portugal, Chile and Mexico.

CAETANO, M. A. "Debates on Social Insurance in Brazil". *Benefit: the Journal of Poverty and Social Justice*, v. 16, p. 255, 2008.

CAETANO, M. A. "Tensiones fiscales y contributivas relacionadas con la previsión social en el Brasil" ("Fiscal and contributory tensions related to social security in Brazil"). In: Antonio Prado; Ana Sojo (Org.). *Envejecimiento en America Latina ("Aging in Latin America")*. Santiago de Chile: CEPAL, 2010, p. 203 - 227.

CAETANO, M. A. "Recent histories, perspectives and challenges to pensions policy: the Brazilian case". In: Katja Hujo (Org.), *Reforming pensions in developing and transition countries*. Hampshire: Palgrave Macmillan, 2014, p. 127-157.

Participation in international events as Secretary for Social Security

April 2018: International Seminar and Technical Meetings, IDB and International Association of Pension Fund Supervision Organizations, Panama; Inter-American Conference on Social Security, ICSS, Mexico; Brazil Conference at Harvard & MIT, Harvard University and Massachusetts Institute of Technology, USA.

February 2018: International Seminar "Sufficiency and Sustainability of Social Security: the challenges of Social Security", Ministry of Labor, Employment and Social Security of Argentina.

January 2018: OECD High-Level Conference on Policies for Equal Ageing: A Life-Course Approach, Brdo, Slovenia.

November 2017: ISSA Regional Social Security Forum for the Americas 2017.

October 2017: IDB Subregional Social Security Dialogue, Panama; III Conference on Non-Financial Defined Contribution (NDC), IDB, Italy.

July 2017: Meeting of BRICS Ministers of Labor and Employment, China.

August 2016: Ordinary General Assembly of the Inter-American Conference on Social Security, Mexico.

¹ Complete list of publications available at <http://lattes.cnpq.br/8910431837362162>.

Marcelo Abi-Ramia Caetano is an economist with a PhD degree from the Catholic University of Brasília and has an extensive academic and managerial experience in social security.

Researcher at Brazil's prestigious Institute of Applied Economic Research (IPEA) since 1997, where he started to work on social security. He is a native speaker of Portuguese and fluent in English and Spanish. He coordinated work in the areas of demography, welfare, social assistance, inequality and poverty, having published extensively on social security in several Brazilian books and journals, as well as in the USA, Switzerland, Portugal, Chile and Mexico.

He has participated in several international scientific events on actuarial work, economics and demography with a focus on social security. He has been a Senior Visiting Fellow at the London School of Economics and is an international editorial advisor for the Journal of Social Policy published by Cambridge University Press.

Also at IPEA he worked in international cooperation initiatives with Ecuador and Cape Verde, operating in the demographic, economic and actuarial areas of local social security systems.

As a social security policy manager, he actively participated in the drafting of Brazilian pension reforms from 1998-1999 (President Fernando Henrique Cardoso's administration) and 2003 (President Luiz Inácio Lula da Silva's administration).

In 2016, he took on the post of Secretary for Social Security of the Ministry of Finance. He has been responsible for the technical coordination, political articulation and advocacy for the social security reform proposal that seeks to minimize its sustainability challenges and to correct its unequal and regressive nature.

As Secretary, he has strengthened international ties by drafting social security cooperation agreements with Sweden, India and the Czech Republic, and by advocating for approval by the National Congress of the social security agreement between Brazil and the United States. He has contributed to projects to develop international cooperation, such as initiatives involving the Dominican Republic, Mozambique and Tanzania. He has participated in international events in which the contemporary challenges of social security are debated.

He has worked towards improving administrative efficiency by enhancing quality of services rendered to citizens through updating information and communication technologies, strengthening actions to fight fraud against the social security system and improving social security governance.

In addition, he has enhanced social dialogue on social security policies by chairing the National Social Security Council, the National Complementary Pension Council and the National Council of Directors of Social Security for Public Employees.

His professional background includes several experiences in important managerial positions in Brazilian social security. Between July 1998 and August 2005, he was the Coordinator for Actuarial Work, Accounting and Technical Studies of the Ministry of Social Security. Between November 2012 and May 2016 he was the Coordinator for Social Security, Social Assistance, Demography, Inequality and Poverty of IPEA. In June 2016, he took on the post of Social Security Secretary of the Ministry of Finance, a position he has since held. Marcelo worked actively as a social security researcher when he did not hold managerial positions.

This makes him one of the main references in the Brazilian media on the subject of social security.

Marcello Caetano

How will you ensure that the ISSA can sustainably provide relevant knowledge and services to members in the future?

The enhancement of the ISSA knowledge and services sectors should always be high on its agenda, in order to promote the technical and administrative improvement of institutions, governmental agencies and social security bodies of its member countries.

To make this practice sustainable, I propose to outline a project that has as its benchmarks the pillars of good practices in social security, namely quality in services; transparency in management; efficient governance; and use of technology for the benefit of citizens.

When it comes to knowledge, this project would include boosting academic activities, such as training, experience exchange events, as well as publication of managers' research to disseminate good practices and recognize qualification levels.

As for services, its focus would be on actions to strengthen and broaden academic qualification; promotion of events to exchange experiences among members; certification of quality standards; efficient use of financial resources; and seeking partnerships for new sources of project financing.

For such actions to be sustainable, one of the strategies is to increase ISSA's revenue, and this would result in an expansion of its activities. The first step in this direction is to carry out a diagnosis in order to identify potential members among countries with few or no affiliate or associate organizations.

With this in mind, a project will be outlined, taking into account the universal objectives of social security, namely protection, healthcare and employment, which are strategic issues all around the world, given the adaptation challenges for many societies that face the reality of longevity. Such a reality requires an adaptation of systems and policies in the areas of health, labor, social security and social assistance. The ISSA is the forum for exchanging experiences and disseminating good practice on all these issues. Attracting new members supposes bringing together institutions and governments, highlighting the benefits and excellence of the services provided by the ISSA.

Another front for ensuring sustainability in the knowledge and services sectors is the strengthening of the ISSA's thematic commissions. Through the strategic areas of each commission, a survey of the specificities of each member should be carried out, expanding the focus and attention to the already associate and affiliate members.

Taking the Thematic Commission on Information and Communication Technology as an example, its actions should directly contribute to strategies to offer simple, accessible and efficient services for citizens. This thematic commission traces the best tools and identifies and disseminates practices that allow for more effective and faster processes.

In social security, there are no universal solutions. But the exchange of ideas and practices provides inputs to create solutions adapted to each country's reality, hence the primary need for international cooperation to be a tool for dissemination of knowledge. This way we can develop social security systems that meet the fundamental principles of coverage – protection against social, economic and even natural risks; sufficient and adequate benefits; and sustainability, based on balanced public finances.

PROFILE International Affairs – Policymaking – Research Management

- In depth experience of public policies, applied economics, international affairs and global companies.
- Concrete results in many business or political contexts, in multicultural working environments.
- Vision. Innovation. Persuasion.

WORK EXPERIENCE

2012 - Present **Senior Economic Adviser to the Director General for Employment**

MINISTRY OF LABOUR

- Strategic advising on social and economic policy issues, reform design
- Unemployment Insurance governance: strategy, rules, financial management, audit, evaluation, etc.
- Consensus building on complex and politically sensitive issues
- International and European relations (*Policy / political inputs, representation, project management*)
- Member of the Executive Committee

State Administration / Policy Management

Budget 12 Bn € / Staff 270

Independent Expert / Consultant

FRANCE STRATEGIE (*Think Tank, Prime Minister's Office*)

INTERNATIONAL LABOUR ORGANISATION (*UN Agency*)

EUROPEAN COMMISSION (*Task-Force for Greece*)

INSTITUT DE L'ENTREPRISE (*Think Tank – Enterprises*)

NATIONAL AGENCY FOR HOUSEHOLD SERVICES

Strategic advising, Capacity building, Technical Assistance, Reports.

2011 – 2012 **Sherpa G20**

MINISTRY OF LABOUR, EMPLOYMENT, HEALTH

- Organization of G20 French Presidency – Employment and Labour Market
 - Pilot of Employment issues: political and technical issues, negotiation of Ministers' conclusions
- International Affairs

2009 – 2011 **Chairman – Employment Committee of the European Union**

Member of the EU Council of Ministers for Employment and Social Affairs

EUROPEAN COUNCIL

- Unanimously elected (All EU Member States and the EU Commission).
- Chairing of EMCO meetings: negotiations, opinions, policy assessments and recommendations, evaluations and reports, multilateral surveillance, Social Partners hearings, etc.
- Management of EMCO's work with the EU Presidency, the Commission and relevant stakeholders
- Communications and reporting on policy issues to the Council of Ministers
- Representation of the EU Council (summits, conference, EU-Presidency events, etc.)

European Affairs

2007 – 2009	Vice-Chair – Employment Committee of the European Union EUROPEAN COUNCIL	European Affairs	
2005 – 2009	Deputy-Director – Policy Assessment and Innovation MINISTRY OF ECONOMY, INDUSTRY, EMPLOYMENT	State Administration / Policy Management	
2002 – 2004	Deputy Chief – Economic Analysis Unit MINISTRY OF EMPLOYMENT, LABOUR, SOCIAL COHESION	Economic analysis and design / Policy evaluation	
1999 – 2002	Head of Division – Markets and Products Forecasts, Sales and Manufacturing RENAULT – NISSAN	Automotive Industry	
1991 – 1999	Macro-Economist – Country Economist OFCE – NATIONAL FOUNDATION FOR POLITICAL SCIENCES	Forecasts / Applied Economics / Think Tank	
1990 – 1991	Sales Application Engineer BULL S.A.	Consulting / IT Industry	

ADDITIONAL INFORMATION

Memberships	Policy Fellow IZA - INSTITUTE FOR THE STUDY OF LABOUR	(Labour Market Research, Bonn (DE))
	Associate Expert INSTITUT DE L'ENTREPRISE	(Think tank, Entreprises)
	Research Fellow OFCE	(Forecasts / Applied Economics / Think Tank=
	Board Member, Treasurer IHEE-CONNECT	(Alumni Association)
	Board Member CENTRE D'ETUDES DE L'EMPLOI CENTRE D'ETUDES ET DE RECHERCHE SUR LES QUALIFICATIONS	(2005-2011) (Labour Market Research) (Skills, Education & Labour Market Research)
Courses and seminars	SCIENCES-PO – PARIS	Labour Market Policies
	UNIVERSITY PARIS I PANTHEON-SORBONNE / ECOLE NORMALE SUPERIEURE	Social Issues
	ECOLE NATIONALE D'ADMINISTRATION (ENA – PARIS)	Labour Economics
	CAIRO UNIVERSITY (EGYPT)	International Economics
	ESCP EUROPE (BUSINESS SCHOOL – PARIS)	Macroeconomics
Books, publications, media		<ul style="list-style-type: none"> • <i>Un avenir pour l'emploi. Sortir de l'économie administrée.</i> Paris, Odile Jacob, 2017. • <i>La nouvelle assurance chômage. Pièce en trois actes.</i> Paris, Institut de l'Entreprise, 2015. • <i>L'assurance chômage, une politique malmenée.</i> Paris, Editions de l'Harmattan, 2013.
		More than 80 publications in French and English: Economic reviews, Collective books, Reports. Numerous interviews, articles, opinions (Newspapers, Magazines, TV, radio, Websistes, etc.).

EDUCATION, LANGUAGES

PhD – Economics

(Summa cum laude)

AIX-MARSEILLE UNIVERSITY

« Unemployment Insurance and the contemporary labour market »

Master – Management

SKEMA BUSINESS SCHOOL / CERAM – NICE SOPHIA ANTIPOLIS

MPhil – International Finance and Economics

UNIVERSITY PARIS— DAUPHINE

French

Mother tongue

English

Fluent

Spanish

Basic

Italian

Basic

CASE STUDY

“How will you ensure that the ISSA can sustainably provide relevant knowledge and services to members in the future?”

ISSA's mandate is dual: improve economic and social conditions, through co-operation to develop Social Security systems and policies. ISSA must thus focus on two main strands: a political and institutional environment favourable to Social Security, and quality products and services meeting ISSA members' needs and expectations. But ISSA is a small organisation: I will ensure that its limited financial and human resources are rightly allocated to each of these two dimensions.

Since 1927 ISSA and its members accompanied the massive expansion of Social Security. ISSA must look after and build on this legacy. However, these achievements should not be considered as granted. The case for Social Security needs to be continuously supported by a strong up-to-date narrative. This “political” pillar is key in the long term to the sustainability of ISSA, its members', and thus for the relevance of ISSA products and services. I will guarantee that all ISSA officials strongly advocate the case more and better Social Security at all level, in any occasion.

Better Social Security management is the core duty of ISSA. As such, the bulk of ISSA resources should be devoted to this issue.

ISSA value added stems from its global coverage and its comprehensive view of the Social Security landscape. As new challenges are continuously creating opportunities, shaking existing programs, or slowing Social Security development, ISSA must monitor, assess and interpret global trends in light of Social Security issues. I will insure that ISSA continues bringing together scattered information hardly visible from national members' point of view, that it stimulates and keep watch on research, gathers early alerts from members or partners, and adds value by making this material meaningful, pointing out trends, and extracting relevant knowledge and guidelines for its whole community.

ISSA is the hub of a Social Security network, and is already organised to take advantage of this position (“centre of excellence”, publications, learning programs, thematic working groups, global and regional events, etc.). I will pursue and further develop these highly relevant orientations. ISSA's affiliated members are its distinctive asset and main resource: I will ensure that this community is untiringly organised, stimulated, that enhanced co-operation is proposed to members to share innovations and best practices.

ISSA must also leverage the numerous stakeholders involved in Social Security. I will reinforce synergies with other institutions in particular the ILO but also other

international institutions (World Bank, regional development banks, UN divisions, OCDE, etc.). Useful knowledge also lies into many other partners' ideas and practices (think tanks, services providers, etc.). I will rely on all possible stakeholders, and on international events (summits, conferences, G20, etc.).

ISSA financial data are not accessible to non-members (I have no access). From a general point of view, I will work with the governing board in full transparency, to set up a strategy and concrete goals, in coherence with members' contributions (financial and in-kind, such as events, conferences, etc.).

(480 words / 500)

CRISTIAN PATRICIO MORAGA TORRES

Civil Engineer – P. Universidad Católica de Chile

Master in Business Administration (MBA) – P. Universidad Católica de Chile

Master of Management – McGill University, Montreal, Canada

SUMMARY

Civil industrial engineer, MBA and Master of Management for Health Leadership. 17 years of experience in executive positions in; social security, healthcare, and hospital management.

Broad experience in the develop and leadership of multidisciplinary teams for the implementation of commercial, operational, efficiency and service projects, that increase the assessment of costumers, and the community in general.

Great capacity to work under pressure, and to generate and implement projects of change and control management.

Good in build and develop relationship networks, with stakeholders.

Main strengths; strategic vision, ability to implement new projects, creativity in propose new projects and problem solving, communication skills, analytical capacity, honesty and ethical.

PROFESSIONAL HISTORY

Mutual de Seguridad C. Ch. C.

Santiago

1998 – today

Worker Compensation Company. Part of social security, private and non for profit organization.

CEO

2011 – today

Responsible for proposing and implementing corporate strategy, which has following goals; reduce accidents at work and occupational diseases, increase coverage of protected workers, healthcare leadership in trauma, rehabilitation and return to work, economic sustainability, and develop of workers´ competences.

Accountable for:

- Developing trust relationships with different stakeholders: authorities, community, business representatives, and workers associations.
- Define and lead the implementation of projects that allow the organization to develop new capabilities for future challenges and optimize operation. Some projects are; Safety Culture, Vision Zero and 7 Golden Rules projects, Health Information Systems (HIS), Contact Centre (web, phone, mobile apps) for workers and companies, Quality Health Certification (according Health Minister Standards), healthcare campus (universities), RisPacs (x Ray digitalization), international agreements, etc.
- Strategic understanding of; environment, regulatory changes, companies and workers´s needs
- Improve the social assessment of company´s service, based on quality service and social commitment. In 2016, Mutual de Seguridad reached a recognition as one of the three companies that most contribute to the development of Chile.

Main Achievements:

- Double the number of workers protected by the Accidents and Occupational Diseases Insurance, reaching 2,120,000 workers (2017), mainly by new small companies members.
- Develop a new safety model, based on innovation, and international models. A 30% reduction in the frequency rate with a greater effect in SMEs.
- Health network, with the high number of quality accreditations of the Ministry of Health.
- Innovative program in Return to Work, reached the "Zero Project" recognition in 2017, of the Essl Foundation.
- It develops a new model of health promotion in the workplace, integrated with safety. In this topic, establishing an agreement with Public Health School of Harvard University

Board Director**2005 – today**

Member of boards in different companies.

- Clinics
- Remote services; health and safety

Approve the strategic plan, select the CEOs, review major projects, to follow up on the fulfilment of economic and qualitative goals

Main Achievements in "Sercomed", a company of remote health and services:

- Defines a new business plan to extend health services using new technologies. This enable to provide remote services to; Insurances, hospitals, employers, and people.
- Increase the use of IT platforms; Phone, mobile apps, email, web, social networks, etc.
- Develop service of telemedicine
- In 3 years, the company has twice its size.

Main Achievements in "Regional Clinics":

- Define strategic plan that focus on middle class people.
- That implies to develop a very efficient model of health production, new agreements with insurances, and close relations with physicians.

Health Manager**2007 – today**

Mutual de Seguridad Health systems´ include a High Complexity Trauma Centre, and a network of 80 outpatients clinics through the country.

Accountable for:

- Proposing and implementing health management strategy. This is an integrative model with health promotion, health prevention, emergency services, intensive services, rehab and return to work.
- Responsible for building a trusting relationship with the medical staff and other health professionals.

Main Achievements:

- Build and remodel the main Hospital of company. Incorporating a Rehabilitation area, an ICU of High Burned patients, and improvements in all clinical services
- It improves the rescue and emergency network. This includes modern ambulances, an ambulance plane and emergency rooms. In addition to training the health teamwork.
- Increase the capacity for preventive health test, reaching more than 300,000 by year, mostly in occupational preventive test.
- Do trade agreements with public and private insurers

Hospital Manager (Gerente Hospital Santiago)**2002 – 2007**

Main Trauma Centre of Mutual de Seguridad. The hospital's core is high complexity in trauma, severity and specialization illness. Hospital of 140 beds, and 1,000 persons as employed.

Main Achievements:

- Developing plan; new facilities, quality services, operational improvement, and trining of the staff.

Claims Manager**2001 – 2002****Analyst Engineer****1998 – 2001**

TEACHING EXPERIENCE

Universidad del Desarrollo de Chile - Operations Master of Health (MGOS)

- Evaluation of Health Projects in 2007 – 2009
- Member of Academic Committee of MGOS. 2009
- Human Resources Management in 2017 - 2018

OTHER

ISSA Prevention Section of Mining

2015 - today

Vice President

COURSES

- "Human and Organizational Factors in Safety Risks". ICSI (Institute for a Safety Industrial Culture), 2016
- "Organization of health services in Spain". Universidad Europea de Madrid, Madrid 2007.
- "Negotiating". Universidad Adolfo Ibáñez, 2006.□
- "Health Services Management", University of Chile, 2003.

Speaker in national and international conferences

Languages: Intermediate English, spoken and written

Computation: User level of Windows, Office, and SAP

¿How will you ensure that the ISSA can sustainably provide relevant knowledge and services to members in the future?

ISSA must ensure that its current services and research provide value for its members, and at the same time ISSA should innovate and improve the scope of its activities to ensure sustainability.

How to create value for ISSA members?

ISSA membership should be perceived as a high value offer for its members. To achieve this ISSA must offer services with high technical and professional support and costumed to the specific reality of each member. Innovation, development and improvement of services should be based on foreseeable trends for Social Security. For example, the ISSA document; "Ten global challenges for the Social Security", and the report of the World Economic Forum of 2016 "The Future of Work", that defines two major elements of future change: Demographic and Socio-Economic Changes and the technological changes of "The Fourth Industrial Revolution"

Based on those and other relevant documents ISSA should:

1. Carry out a strategic planning exercise that reviews the current definition of projects and their alignment with future trends. This planning should consider the participation of members with different realities, supported by specialists.
2. Develop a workforce that reflects the diversity of its members and integrates competencies from different professional areas.
3. Facilitate the continuous training of professionals who work in social security systems at the global level.
4. Develop collaborative work across the board with other industries and ensure public-private integration and tripartite participation.

Initiatives to innovate and develop new services and to upgrade current services

Parallel to the planning activity described ISSA should work in:

- Promoting a professional management of Social Security: ISSA should continue to provide knowledge and technical support on best practices, through specialists, and Research and Development.
- Promoting knowledge communities to share good practices, and disseminate of successful experiences of members. ISSA could also generate new instances, for these type of experiences as well as boosting existing ones.
- Promoting the use of new technologies (artificial intelligence, Big data, IoT, e-learning) in the management of social security institutions and in ISSA services.

- Generating a network of international consultants, to provide support for members in their specific challenges. These consultants could be ISSA staff, professionals from member institutions, or associate experts.
- Strengthening the center of excellence, and increase its coverage, through massive on line distance courses (MOOC) supported by local workshops given by certified consultants
- Updating the technical guides, and developing tools that facilitate their dissemination and application.

Approach for sustainability of ISSA

In my vision to achieve all present and future challenges we must work to ensure ISSA's financial sustainability. In this line, it could be necessary to analyze the current financing structure and evaluate potential changes such as using a base fee, and a variable charge based on usage of services.

1. Profile

- 46 years old with a Master's in Political Science (Free University of Brussels, high distinction, 1994)
- 17 years' professional experience in the field of social security
- 13 years' senior management experience in social security (Social Security Institution, strategic unit of the Minister of Social Affairs and Health)
- Areas of expertise: invalidity, disability, health care, labour market and social security relations, mandatory pension schemes, social security management

2. Current Positions

- **INAMI – Director General – Brussels**

2009–

Civil servant in charge of sickness and invalidity benefits at the Belgian National Institute for Health and Disability Insurance (INAMI)

Member of the INAMI Management Committee (6 members), Disability Medical Council member, National College of Insurance Medicine member

The INAMI is the public social security institution responsible for statutory health insurance and disability benefit schemes.

1400 employees, €115 million operating budget, €8 billion benefit budget (for the disability sector)

The benefits department is responsible for managing the disability insurance budget, ensuring that legislation in this area is properly implemented, ensuring medical recognition of disability rights (390,000 cases in 2017) and vocational rehabilitation programmes.

- **International Social Security Association – Member of the Bureau of the Technical Commission on Old-Age, Invalidity and Survivors' Insurance – Geneva**

Since 2014

Assignments undertaken within the ISSA:

- Co-organisation and chairing of a European network seminar on "Social security and the future world of work" in Brussels (March 2018)
- Organisation of two meetings of the Technical Commission in Brussels (2014 and 2018)
- Coordination (with the Secretariat) of the Guidelines for "difficult to cover groups" published by the ISSA Centre for Excellence (2016)
- Presentation of the study entitled "What are the adequacy criteria for disability insurance schemes?" at the ISSA Research Conference in Jerusalem (2014)
- Mention at the European ISSA Good Practice Award at the Stockholm Regional Forum (2016) for INAMI's "back to work" plan (return to work of insured persons receiving invalidity benefits)

- **Rehabilitation International (RI Global) – Vice President, Europe Region/Executive Committee Member – New York**

Since 2015

RI Global is an international network of public administrations, NGOs, associations of people with disabilities working for the inclusion of people with disabilities, particularly in the fields of health and employment. RI Global has a presence in more than 100 countries worldwide.

There are around 20 associate members in the Europe region.

The Executive Committee includes the President of the organisation, the Presidents and Vice Presidents of the 5 regions (Americas, Europe, Asia Pacific/Oceania, Middle East/North Africa, Africa) as well as the Presidents of the thematic committees.

- **European Social Insurance Platform (ESIP) – Chairman of the Disability and Rehabilitation Committee – Brussels**

Since 2016

The ESIP is the most prominent organisation representing social security institutions at the European institutions in Brussels. It has more than 50 members.

- **International Disability Management Standards Council (IDMSC) – Board Member – Vancouver**

Since 2014

The IDMSC is the international network of organisations holding a licence for the disability management programme of NIDMAR (National Institute for Disability Management and Training), the ISSA's partner for "return to work" Guidelines.

3. Professional Experience

- **Strategic Unit of the Minister for Social Affairs – Brussels**

Belgian Federal Government (Minister Laurette Onkelinx) 2007 to 2009

Head of Unit "Health Insurance Budget"

Government delegate to the General Health Insurance Council

- **Strategic Unit of the Minister for Social Affairs – Brussels**

Belgian Federal Government (Minister Rudy Demotte) 2004 to 2007

Advisor then Head of Unit (from 2006) "Health Insurance Budget"

Government delegate to the General Health Insurance Council

- **Office of the Minister for the Economy and Employment – Advisor – Brussels**

Brussels-Capital Regional Government – 1999 to 2004

- **Brugmann University Hospital – Vice Chairman of the Board of Directors – Brussels**

853-bed general public hospital – 1999 to 2001

- **Deloitte and Touche – Senior Consultant – Brussels**

Consulting firm – 1998 to 1999

Work in the social security field: drafting of the strategic framework for administration contracts of the Public Social Security Institutions (Belgium)

- **General Federation of Belgian Labour – advisor to the Research Department, representative of the organisation in the management committees of social security institutions – Brussels**

Trade union organisation – 1997 to 1998

Member of the following management committees: INAMI, Work Accident Fund, Occupational Diseases Fund and National Social Security Office

- **Office of the Minister-President – Head of External Relations Unit – Namur**

Walloon Government – 1995 to 1997

- **European Commission – Intern – Brussels**

DG Social Affairs – 1995

4. Publications / Conferences / Cooperation and Expertise Assignments

Publications in collective works, national and international journals and papers presented at numerous conferences (list on request).

Cooperation and expertise assignments in Central and Eastern Europe and Africa.

5. Languages

French: native language

English: professional proficiency (spoken and written)

Dutch: professional proficiency (spoken and written)

Spanish: basic passive knowledge

François Perl

How will you ensure that the ISSA can sustainably provide relevant knowledge and services to members in the future?

The ISSA is a unique and important organisation in the community of international bodies active in the field of social protection. This uniqueness stems from it being an organisation of national institutions and not of Member States. This uniqueness is a valuable asset that must be preserved and developed.

To provide relevant knowledge and services, my project for the ISSA is structured around the following points:

1. Renew the service provided to members

The provision of services to members must remain the ISSA's core business. This activity is based on the quality of the relationship between the Secretariat and the members, whether bilateral or multilateral (by country or by social security branch). It must be developed with a view to improving the number, scope and quality of services offered. This task requires constant listening to the needs of members, who must be able to express these needs more effectively through the development of interactive technology tools. I think, for example, about the organisation of webinars. This technology is not an end in itself. It is intended to create formal and informal exchange networks that allow for the increase in the flow of information, knowledge and pooling of resources available to members.

Renewing the service provided to members also means making maximum use of technical resources and members' internal expertise to develop information and knowledge. This requires a very marginal use of external resources. This is an essential requirement for maintaining an acceptable balance between member contributions and the service provided. The ISSA Secretariat and the Secretary General must be at the core of these networks of cooperation, sharing and exchange. They must encourage and organise them.

2. What service should members receive?

Stating that the service provided to ISSA members is essential is not enough. It is important to ask questions about the content of this service.

The service provided to members should focus on two thematic areas:

- Guidelines and training on topics of strategic importance such as new technologies, financing and social protection coverage, or administrative architecture and customer service.
- Foresight and knowledge development relating to the new challenges of social security: platform economy, artificial intelligence, impact of migration, ageing, etc... .

3. The ISSA: a voice that is listened to

The representation function is the third important focus of member services. This function is closely linked to the quality of the content produced by the ISSA. The current credibility of the ISSA is already very important with interlocutors including the ILO, the World Bank and the OECD. This credibility depends on maintaining (or even increasing its quality and quantity) this content. But also on the increased distribution of this content with the outside world through the use of interactive means of communication, like those I would like to develop between the Secretariat and the members.

François Perl
May 2018

Jean–Marc Vandenberg

General Manager – Public Social Security Institution
Doctor in Management Sciences from the University of Liège – Belgium

PROFESSIONAL EXPERIENCE

General Manager – CAPAC, *Caisse de paiement des allocations de chômage* (Unemployment Benefit Payment Fund), Public Social Security Institution, Brussels, Belgium since May 2006

General Management – Strategic and day-to-day management of the institution (600 employees and an annual budget of €1 billion)

Chair of the Management Board, representative of the institution in various bodies (member of the Board of General Administrators of Social Security Institutions, Vice Chair of Inter OP, member of the Board of Directors of Smals, etc.)

Advisor – Office of the Minister for the Economy and Employment, Namur, Belgium from 2004 to 2006

Advisor to the Minister in economic matters relating to businesses; in particular the acquisition of holdings, their management and the granting of loans from the Walloon Region to businesses.

Advisor and Head of European Projects – Fondation André Renard – FGTB Liège-Huy-Waremme¹ research department, Liège, Belgium from 1992 to 2004

- Research and studies: hospital funding, importance of the public sector, etc.
- Management of European projects under the European Social Fund² from 1996 to 2005. These include the CRETA project as part of the ADAPT (Adaptation of the Workforce to Industrial Change) Community initiative from 1995 to 1997 and the SODIA (Platform for Intragroup Exchange and Social Dialogue) project from 2001 to 2004. These international projects brought together partners from most European Union countries.
- Advice and speeches at Business Councils and European Works Councils.

¹ The FGTB (General Federation of Belgian Labour) is one of the four official bodies for the payment of unemployment benefits in Belgium and as such is a Belgian social security organisation.

² The overall objective of the ESF is to promote high levels of employment and job quality, improve access to the labour market, encourage a high level of education and training, combat poverty and strengthen social inclusion.

EDUCATION

- **HEC – School of Management at the University of Liège**, Liège, Belgium – Doctor in Management Sciences – Change Management – 2018
- **Vlerick Management School**, Ghent, Belgium – Advanced Management Programme – 2010–2011
- **Free University of Brussels**, Brussels, Belgium – Postgraduate Diploma in Management Sciences (DEA) – 2001–2002
- **HEC Liège**, Liège, Belgium – Degree in Commercial and Financial Sciences, Taxation option – 1994–1995
- **University of Tilburg**, Tilburg, Netherlands – European Studies Programme – 1991–1992
- **University of Liège**, Liège, Belgium – Degree in Business Administration – 1987–1991

LANGUAGE SKILLS

French: native language

English: excellent professional proficiency

Dutch: excellent professional proficiency

German: school knowledge

Spanish: currently learning

Public Responsibilities and Mandates

- **Vice Chair of the Organization, Management and Innovation Technical Commission** – ISSA, Geneva, Switzerland – since 2017
- **President of the ISSA Control Commission** – ISSA, Geneva, Switzerland – since 2016
- **Member of the Board of Directors** – Smals (1800 employees, €230 million turnover), IT management for public social security institutions, Brussels, Belgium – since 2011. Member of the Audit Committee and invited member of the Strategic Committee since 2015
- **Member of the Board of Directors** – Les Lacs de l'Eau d'Heure asbl, Boussu-Lez-Walcourt, Belgium – since 2011
- **Active Member of the International Social Security Association** – ISSA, Geneva, Switzerland – since 2008
- **Walloon Council for the Social Market Economy (CWESMA)**, Liège, Belgium – Member of the Plenary Assembly – 2001–2005
- **Economic and Social Council of the Walloon Region (CESRW)**, Liège, Belgium – Member of the Aeronautics commission – 1997–2001
- **Central Council for the Economy (CCE)**, Brussels, Belgium – Member of the commission on “Information provision to Companies” – 1996–2004
- **Institute of Company Auditors (IRE)**, Brussels, Belgium – Member of the Board of Examiners – 1994–2005

Other Experience

- Management and member of the Board of Directors of various companies (between 10 and 80 employees) in sectors of the social economy from 1997 to 2003
- Presentations at various conferences, seminar facilitation, chairing workshops
- Various publications: working papers, reports, analyses and monographs
- Teacher of management at IPEPS in Seraing and Verviers – 1995–1998

SCIENTIFIC AND ACADEMIC EXPERIENCE

- Vice Chair of the Board of Directors – AIRMAP, *International Association for Research in Public Management*, Paris, France – since 2010
- Lecturer on the Innovation Management course of the International Strategy and Economic Intelligence programme, *University of Paris 1 Panthéon-Sorbonne*, Paris, France, since 2018
- Lecturer on “Project Management in International HRM” course at *IGR-IAE, University of Rennes*, Rennes, France, since 2017
- Scientific collaborator at the *University of Liège*, Liège, Belgium – since 2009

RECENT SCIENTIFIC PAPERS

- **“Organizational Reforms in Belgian Administrations. Towards a New Model of Institutionalization”** KAPA (Korean Association for Public Administration) international conference “Competing Public Values and Paradigm Shift in Public Administration”, 21–23 June 2018, Seoul, South Korea
- **“Change Management in the Administration: How a local Radical Change becomes Global”** SNU international conference (International Association for Research in Public Management in Busan), “Interrogating Convergence of Public Administration and Politics”, 18–20 June 2018, Busan, South Korea
- **“The Universality of Management Models in the Public Sector(s)?”** AIRMAP Symposium 2017 “Universal Public Management?” 1 and 2 June 2017, Nice, France
- **“How to manage a change without managers? An organizational change in the Belgian Administration”** AIRMAP Symposium 2016 “Public Management Between Trust and Distrust” 2 and 3 June 2016, Poitiers, France
- **“Increasing the legitimacy of government, satisfying the citizen and improving public trust in the public administration: A (im)possible mission. Case study of French public administration reforms since 1980s”** Puyn, H and Vandenberg, J-M. TAD 12 – 12th Transatlantic Dialogue “How to increase the Legitimacy of Government in Times of Crisis?” Ghent University, Belgium, 8–11 June 2016
- **“The ‘New Way of Working’, a Way Out of New Public Management? A Belgian Case”** ASPA Annual Conference, “*New Traditions in Public Administration: Reflecting on Challenges, Harnessing Opportunities*” 18–22 March 2016, Seattle, USA

M Vandenberg

A proactive vision to serve the members

Introduction

Social protection extends to only 30 per cent of the world's population. It is therefore a priority to implement more dynamic social security policies and systems throughout the world based on solidarity to make progress towards the objectives of sustainable development, social justice and respect for human rights.

The ISSA is, through its members, a major player in this process.

ISSA members are its raison d'être

The ISSA is a membership association. The link between the ISSA and its members must be permanent. The quality and diversity of the services that the ISSA offers its members is therefore a priority concern. Both technical services and more strategic areas need to be developed further.

Development of member services

Recent ISSA activities and its services are interesting and are widely communicated. However, more needs to be done.

Three main areas must be substantially strengthened: offering more direct services to members, developing a dynamic study and anticipation department, and intensifying contacts between members.

The ISSA needs to:

- Offer more specialised/comprehensive services for members. Possess real expertise in the various branches in order to respond quickly to specific questions from members.
- Offer members that develop or restructure their social protection systems the possibility for specialized technical cooperation with branch experts.
- Go further with current services: new sets of Guidelines need to take into account regional and sectoral concerns. The Technical Commissions must, for the most part, find a new impetus. The themes need to be broadened and more stakeholders need to be mobilised.
- Redevelop a study and anticipation department.
- Make greater use of members' expertise (unique in the world) and increase participation from both the Director Generals of member organisations and their best collaborators.
- Increase the use of NTIC (New Technology for Information and Communication), not only to strengthen networking between members themselves but also to create a closer relationship with members.

Relations with other international organisations

It is important that the ISSA strengthens its links with all international organisations (WHO, WTO, etc.) with the ILO being a priority, while keeping sight of the respective specific characteristics. Additionally, we need to look to new technical or financial partnerships with various national or supranational public organisations. The approach of the ISSA President in his advocacy role should be developed and supported.

Good governance

First and foremost, the ISSA needs to demonstrate impeccable cost control, make the best use of available resources and maximise its impact. Developing an ambitious vision involving new approaches is required, but by seeking, as far as possible, financial resources outside member contributions, through alternative financing.

With regard to the ISSA's staff and recognising gender, culture, language and other sensitivities, the major challenge remains to continually adjust to a constantly changing environment. Employee motivation and satisfaction are also priorities.