

**Technical Note**

**Systems of governance of main social  
security schemes in the Arab States and  
selected countries France, Germany,  
United Kingdom and United States**

**Social Security Department  
Social Protection Sector  
International Labour Office, Geneva  
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## **Systems of governance of main social security schemes in the Arab States and selected countries France, Germany, United Kingdom and United States**

For the ILO, the governance of social security in member States can take different forms and be organized in a variety of ways. The choice of the system of governance is left to countries and should result from a social dialogue at the national level, between the Government and representatives of insured/protected persons and representatives of employer's and other stakeholders.

ILO Conventions leaves flexibility to member States in this regard, as long as the basic principles concerning the organization and administration of social security institutions set forth in Article 72 of the Convention concerning Minimum Standards of Social Security, 1952 (No. 102) and most of the Conventions adopted subsequently are applied. These rules of "good governance" which have to be complied with irrespective of the type of scheme established concern, among other matters, the responsibility which in the last resort rests with the State and the various interests to be represented in the administration of the system.<sup>1</sup>

### **General responsibility of the State**

The general responsibility of the State for the proper administration of social security institutions is one of the rules set forth in both Convention No. 102 and the Conventions adopted subsequently. Irrespective of the administrative system chosen, the State has to take general responsibility for the proper administration of the institutions and services concerned in securing the protection envisaged in the Conventions. The responsibility of the State also covers the provision of benefits. Irrespective of the method of financing adopted, the competent authorities are under the obligation to take all the necessary measures to ensure that benefits are duly provided. Convention No. 102 indicates in this respect that the State shall ensure, where appropriate, that the necessary actuarial studies and calculations concerning financial equilibrium are made periodically and, in any event, prior to any change in benefits, the rate of insurance contributions or the taxes allocated to cover the contingencies. The State's supervisory or monitoring powers should not, however, allow it to use the assets of its social security system for such purposes as making up for a deficit in its budget, which could cause insured persons to lose confidence in the institutions responsible for their protection. The provisions concerning the participation of insured persons are also important in this respect.

### **Participation of insured persons**

The ILO's concern not to impose a single form of organization was accompanied by the desire to take into account the various interests which should be represented in the administration of social security systems, and particularly those of the persons protected. Where the administration is not entrusted to an institution regulated by the public authorities or to a government department responsible to a legislature, the representatives of the persons protected must participate in its management or be associated therewith in a consultative capacity. Moreover, national laws or regulations may, or "shall" under certain

<sup>1</sup> This part has been mostly taken from *Standards for the XXIst century – Social Security*, by M. Humblet and R. Da Silva, International Labour Office, Geneva, 2002, pp.11-13.

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Conventions, envisage the participation of representatives of employers and of the public authorities.

### **Selected examples of systems of social security governance**

The following Tables provide an overview of the various modes of governance of social security established in selected countries, the Arab States, France, Germany, the United Kingdom and the United States, showing a wide range of possibilities in terms of the degree of involvement of the Government and relevant Ministers, of the composition of the administrative entities and of the representation of insured persons in the management of the schemes and decision-making process.

## Boards of social insurance schemes in Arab countries

Table 1. Composition of boards of social insurance schemes in Arab countries

Country	Total No.	Chairperson	Government		Protected persons		Employers		Social insurance institution	Regulation
			No.	Composition	No.	Composition	Composition			
Bahrain - General Organization of Social Insurance (GOSI)	15	Not specified in the law	8	Ministry of Labour and Social Affairs (Undersecretary) Directorate of Legal Affairs (Director-General) General Organization for Pension funds (Director General) Prime Minister Court Bahrain Monetary Agency Ministry of Finance and National Economy Ministry of Oil and Industry Ministry of Health	3	“three members from the insured workers who possess higher capabilities in their work” Nominated by Prime Minister	3	Nominated by Prime Minister	Director General	Social Insurance Law, Article 8
Lebanon - National Social Security Fund (NSSF)	36	Elected during first Board meeting; including chairperson, vice chairperson, two secretaries and four Bureau members (2 government, 3 each protected persons and employers	6	Representatives of State can be state officials or external candidates	10	Representatives of associations which are most representative of workers	10	Representatives of associations which are most representative of employers		Code de securite sociale, Article 2
					10	Representatives of associations in the agricultural sector which are most representative for employers and workers covered by this law				

Country	Total No.	Chairperson	Government		Protected persons		Employers Composition	Social insurance institution	Regulation
			No.	Composition	No.	Composition			
Jordan - Social Security Corporation (SSC)	15	Minister of Labour (Chairman) Director-General (Vice-Chairman)	7	Ministry of Labour (Minister, Director-General, Secretary-General) SSC (Director-General) Ministry of Health (Secretary-General) Central Bank (Deputy Governor) Ministry of Finance (Secretary-General) The Secretary-General of the Ministry of Industry and Trade	4	Selected by the General Federation of Labour Unions	4	Two of them to be selected by the Chamber of Industry or by the Union of Chambers of Industry (When/if the latter is established) while the other two to be selected by the Union of Chambers of Commerce.	Social Security Law (2001), Article 10
Oman – Public Authority for Social Insurance (PASI)	9	Chairman: Minister of Manpower Deputy Chairman: Undersecretary for Labour of the Ministry of Manpower	5	Ministry of Manpower (Minister, Undersecretary for Labour, Director General of Planning & Development) Ministry of Commerce and Industry (Undersecretary for Administrative and Financial Affairs and Regions Affairs) Ministry of Finance	2	Two directors representing the insured employees, nominated by the Minister of Manpower	2	Two directors representing the private sector nominated by Oman Chamber of Commerce & Industry.	[PASI website]
Saudi-Arabia: General Organization of Social Insurance (GOSI)	11	Chairman: Minister of Labour and Social Affairs Vice Chairman: Governor of GOSI	5	Ministry of Labour and Social Affairs (Minister; senior official) GOSI (Governor) Ministry of Finance and National Economy (senior official) Ministry of Health (senior official)	3	Three members from among the contributors to the scheme who are highly qualified in their work	3	Three members from among the employers	Social Insurance Law (2000), Article 10



**Table 2. Appointment of board members of social insurance schemes in Arab countries**

Country Institution	Appointment	Qualifications as specified in the law	Term	Replacement	Remuneration	Regulation
Bahrain - General Organization of Social Insurance (GOSI)		None specified	3 years, renewable		Remuneration of the Chairman of the Board and its members and members of committees shall be fixed by Order of the Council of Ministers on the recommendation of the Minister for Labour and Social Affairs.	Social Insurance Law, Article 8
Lebanon - National Social Security Fund (NSSF)	Representatives of employers and workers selected through election, which is to be confirmed by Decree of the Council of Ministers.  NEW DRAFT LAW: Appointment by whom?	Lebanese nationality Experience in their field of activity	4 years, renewable	Government can ask for replacement of one delegate by another		
Jordan - Social Security Corporation (SSC)	Not further specified	None specified	2 years, once renewable	Membership in the board may be terminated by decision of the Board  1. If he fails to attend three consecutive ordinary meetings without a legitimate excuse. 2. If he loses his capacity, as an employee or an employer, for which he was appointed in the Board. 3. If convicted of any crime or offence against honour or rules of good conduct. 4. If he becomes unable to carry out his duties as a member for a period of six consecutive months. 5. If he is declared bankrupt.		Social Security Law, Article 10

Country Institution	Appointment	Qualifications as specified in the law	Term	Replacement	Remuneration	Regulation
Oman – Public Authority for Social Insurance (PASI)		Not specified				[PASI website]
Saudi-Arabia: General Organization of Social Insurance (GOSI)	By resolution of the Council of Ministers on the recommendation of the Minister		3 years			Social Insurance Law (2000), Article 10

**Table 3. Procedural rules of boards of social insurance schemes in Arab countries**

Country Institution	Meetings	Quorum	Decisions	Remuneration	Regulation
Bahrain - General Organization of Social Insurance (GOSI)	At least one ordinary meeting each month at the invitation of the Chairman Extra-ordinary meetings as deemed necessary by the Chairman or upon a request made by at least seven members	Attendance of at least eight members of whom there shall at least be a representative of each of the employers and the workers	By majority vote	Remuneration of the Chairman of the Board and its members and members of committees shall be fixed by Order of the Council of Ministers on the recommendation of the Minister for Labour and Social Affairs.	Social Insurance Law, Article 8
Lebanon - National Social Security Fund (NSSF)			By absolute majority		
Jordan - Social Security Corporation (SSC)	Meetings at least once a month on request of chairman. Extraordinary meetings at request of Chairman or at least four members of the board	Attendance by no less than two-thirds of members including Chairman and Deputy.	Resolutions shall be adopted unanimously or by at least the majority votes of those present. If votes are equal, the side on which the chairman has cast his vote shall prevail.	Gratuity determined by a decision of the Council of Ministers upon a recommendation of the Minister.	Social Security Law, Article 11
Oman – Public Authority for Social Insurance (PASI)					[PASI website]
Saudi-Arabia: General Organization of Social Insurance (GOSI)	Ordinary meetings every three months upon convocation by the Chairman or Vice Chairman Extraordinary meetings upon a request made by at least seven members	Attendance of at least seven members	By majority vote In case of equal voting, the opinion of the side comprising the Chairman shall be taken, provided that in all cases, the number of members voting in favour of the decision shall not be less than four.	Fixed by the resolution of the Council of Ministers on the recommendation of the Minister and paid from the Organization's budget	Social Insurance Law (2000), Article 10

**Table 4. Mandate of boards of social insurance schemes in Arab countries**

Country Institution	Mandate	Specific duties in respect to...				Regulation
		Policy and legislation	Administration	Finance and investment	Other	
Bahrain - General Organization of Social Insurance (GOSI)		Supervising the implementation of the Law, regulations and Orders in force and taking all measures which it deems necessary to achieve its objectives and to improve the management of the General Organisation's business  Determining the scope of the initial implementation of the Law and determining the implementation of subsequent stages in accordance with Article 6 thereof  (7) Studying legislation concerning Social Security	(2) Approving the administrative rules to be presented to the Minister for Labour and Social Affairs for ratification by him  (4) Issuing decisions and internal rules relating to financial, administrative and technical matters without being bound by government principles, regulations, rules and without recourse to the Ministry of Finance and National Economy	(5) Approving the accounting plan, the budget estimates, financial reports and the final annual balance sheet of the General Organisation  (6) Devising the general plan for the investment of the General Organisation's funds and approving the fields of investment  (9) Appointing an actuary or actuarial experts to investigate and to prepare the financial situation of the General Organisation	(8) Performing other functions entrusted to it by this Law, or by Rules and Orders made in accordance with the provisions thereof or with any other legislative text  (10) Any other matters which may be referred to it by the Minister for Labour and Social Affairs or by the Director General	Social Insurance Law, Article 9
Lebanon - National Social Security Fund (NSSF)						

Country Institution	Mandate	Specific duties in respect to...				Regulation
		Policy and legislation	Administration	Finance and investment	Other	
Jordan - Social Security Corporation (SSC)	The Board shall be responsible for the management of SSC affairs, and the supervision of its activities, and shall for this purpose, be vested with all necessary powers and duties including:	<p>(1) Laying down SSC's general policy.</p> <p>(5) Drafting the necessary regulations and proposing the legislations relating to social security.</p> <p>(7) Suggesting the necessary recommendations that shall be submitted to the Minister who, in return, shall present them to the Council of Ministers for approval.</p>	<p>(6) Issuing executive and regulatory internal, financial, administrative, and technical instructions for SSC to ensure the fulfillment of its objectives.</p> <p>(10) Determining the organizational chart, job descriptions, duties and responsibilities at SSC.</p>	<p>(2) Approving the annual budget of SSC and specifying ways of expenditure and allocating the required sums for each.</p> <p>(3) Approving the final annual sheet, balance sheet, and the annual general account for revenues and expenses.</p> <p>(4) Setting up the general plan for the investment of SSC funds.</p> <p>(8) Appointing experts (actuaries) for examining and determining SSC's financial position.</p> <p>(9) Appointing auditors or insurance experts to audit SSC's accounts, and to examine its financial position</p>	<p>(11) Appointing a delegate to sign in the financial, legal and administrative matters on its behalf.</p> <p>(12) Appointing permanent and temporary committees and defining their missions, authorities and remunerations</p>	Social Security Law, Article 12

Country Institution	Mandate	Specific duties in respect to...				Regulation
		Policy and legislation	Administration	Finance and investment	Other	
Oman – Public Authority for Social Insurance (PASI)		<p>(1) Supervising the enforcement of the law and the applicable regulations and decisions, and taking the necessary action to achieve its objectives and improve the work progress.</p> <p>(9) Considering the Social Insurance Laws and making proposals on the same.</p>	<p>(2) Establishment of the organizational framework of the Authority in line with its responsibilities, expanding its activities, setting out the detailed functions of its administrative divisions and future amendment of the same in coordination with the authorities concerned and determining the financial and administrative powers of the Authority's Director General.</p> <p>(3) Issuing regulations and internal policies related to the financial, administrative, technical and personnel affairs without adherence to the Government rules and regulations.</p> <p>(4) Evaluation and periodical performance assessment reports and issuing the necessary suggestions for enhancement of the performance level.</p>	<p>(5) Study of plans and approving the draft of the current and investment budget of the Authority.</p> <p>(6) Approval of the Authority's financial reports in coordination with the Financial Affairs, Ministry of Finance.</p> <p>(7) Approval of the Authority's annual final accounts and financial reports within three months at the end of the financial year.</p> <p>(8) Laying the general plan for the investment of the Authority's funds, approval of the investment scopes in coordination with the Ministry of Finance and the Ministry of National Economy and taking the necessary action for implementation of the same.</p> <p>(10) Appointment of actuaries to inspect and prepare the Authority's financial status.</p> <p>(11) Investing the Authority's funds.</p> <p>(12) Appointment of one or more auditors who are directly affiliated to the Board of Directors, fixing their annual fees, and who shall audit the accounts of the Authority.</p> <p>(13) Receiving grants, wills, subsidies and donations</p>		[PASI website]

Country Institution	Mandate	Specific duties in respect to...				Regulation
		Policy and legislation	Administration	Finance and investment	Other	
Saudi-Arabia: General Organization of Social Insurance (GOSI)	The Board of Directors shall have the following prerogatives	<p>(1) Supervising the implementation of the Law and Regulations, achieving the objectives of the Law and to improving the Organization's work progress.</p> <p>(2) Approving the organizing and implementing regulations.</p> <p>(3) Proposing the application stages in accordance with the provisions of Article (6) hereof and the institution of new insurance branches.</p>	(4) Approving establishment of the Offices of the Organization	<p>(5) Approving the accounting plan, the balance sheet, the financial report and the final account of the Organization.</p> <p>(6) Announcing the Organization's annual financial position and investment activities.</p> <p>(7) Devising and approving the general plan for the investment of the Organization's funds and approving the fields of investments which it deems useful for the employment of such funds within the framework of the said plan.</p> <p>1(0) Accepting donations and bequests.</p>	<p>(8) Expressing its opinion regarding any matter referred to it by the Board Chairman or Vice-Chairman.</p> <p>(9) Performing such other duties as may be entrusted to it by virtue of the provisions of this Law or the Regulations issued in implementation of the provisions hereof or any other legislative provision.</p>	Social Insurance Law (2000), Article 12

## Systems of governance: France, Germany, United Kingdom and United States

Table 1. Supervision/ Administration of main social security schemes in selected countries

Country	Total No.	Responsible person/Head	Government		Protected persons		Employers	Social security institution	Regulation
Institution			No.	Composition	No.	Composition	Composition		
<b>France – Social Security Direction (DSS)</b>  The Social Security system in France is composed by 10 types of schemes. Each scheme has its Agencies, Caisses, Unions and Funds. Each national organism has its own Administration Board. The composition of Boards change as the scheme. The following example shows the National Old-Age Pension Insurance Fund (Caisse nationale d'assurance vieillesse des travailleurs salariés)	30	Elected by the administration Board; including Chairperson and Vice Chairperson	4	Persons qualified in the areas of pension funds and designated by the competent authority of the State, including at least one representative of retirees.  Also serve in an advisory capacity: - One person designated by the National Union of Family Associations; - Three staff representatives elected under conditions down by decree.	13	Representatives of insured persons nominated by staff unions representing workers at the national level	13 Representatives of employers nominated by national professional organizations representative of employers	Not specified in the law	Social Security Code Article L222-5



Country	Total No.	Responsible person/Head	Government		Protected persons		Employers	Social security institution	Regulation
Institution			No.	Composition	No.	Composition	Composition		
<p><b>Germany</b></p> <p><i>Old-age disability and survivors' benefits:</i> 2 federal and 17 regional public corporations (legal entities); 1 national umbrella association for matters of common interest (in force since 2005). Organs: executive director, executive board (Vorstand), supervisory board (Vertreterversammlung)</p> <p>In both organs are elected representatives of workers and employers.</p>	N/A	Different rules for the different branches of social security. Normally juridical supervision on federal level by the Federal Insurance Office (=Bundesversicherungsamt) and for corporations on the level of the Land the competent authority of the Land (often the Ministry of Labour and Social Affairs of the Land or an Insurance Office of the Land). The supervision is connected with the principle of self-government of the corporation (= Selbstverwaltung).	--	Federal Ministry of Labour and Social Affairs:  Only limited general supervision; no juridical supervision in individual cases.  Involvement of the Federal Ministry of Finances (reasoning: public subsidies to the expenses).	50 % of all members.  Exception Insurance Corporation for miners (knappschaftliche Rentenversicherung): 2/3	50 % of all members.  Exception Insurance Corporation for miners (knappschaftliche Rentenversicherung): 1/3		Articles 31 to 40 of the Book IV of the Social Security Code with supplementary rules for the other branches of social security in the other Books of the Social Security Code.  8	

Country Institution	Total No.	Responsible person/Head	Government		Protected persons		Employers	Social security institution	Regulation
			No.	Composition	No.	Composition	Composition		
<b>Germany</b> <i>Employment promotion and unemployment insurance:</i> Federal Corporation of Labour (legal entity with 1 federal office, 10 regional offices and 181 local offices. Organs: Executive Board (President and two other Members coming from workers and employers). Administration Council (= Verwaltungsrat) on federal level and the Administration Committees on regional and local level. In both organs are representatives of workers, employers and of the Governments (federal and Land).	N/A	Federal Ministry of Labour and Social Affairs (juridical supervision The Federal Corporation has to submit to the Ministry an annual report of management. In specific matters the Ministry has extended competences of supervision and even a right to give instructions. The Administration Council and the Administration Committees have the task to supervise the administration and to give advice in labour market matters.	--	The President and the other members of the Executive Board are appointed by the Federal President of Germany.  Federal Ministry of Labour and Social Affairs: Only limited general supervision; no juridical supervision in individual cases. Involvement of the Federal Ministry of Finances (reasoning: public subsidies to the expenses).	Organs of self-governing: 1/3 of workers, 1/3 of employees, 1/3 of the federal government and of the Länder.	See under "protected persons"	Articles 31 to 40 of the Book IV of the Social Security Code with supplementary rules Articles 371 to 374 and 393 of the III. Book of the Social Security Code.		

Country	Total No.	Responsible person/Head	Government	Protected persons	Employers	Social security institution	Regulation
Institution			No. Composition	No. Composition	Composition		
United Kingdom – Department for Work and Pensions (DWP)	N/A	<p><u>Overall responsibility:</u> Secretary of State for Work and Pensions</p> <p>- overall statutory and accountability/ responsibility to Parliament for work of DWP</p> <p>- personal responsibility for public expenditure</p> <p><u>Head:</u> Permanent Secretary of DWP</p> <p>- Principal Accounting Officer for the DWP (personal responsibility for propriety and regularity of DWP expenditure)</p>	<p>Secretary of State for Work and Pensions, supported by:</p> <p>Minister of State for Employment and Welfare Reform</p> <p>Minister of State for Pensions and the Ageing Society</p> <p>Minister for Disabled People</p> <p>Parliamentary Under Secretary of State (House of Commons)</p> <p>Parliamentary Under Secretary of State (House of Lords)</p>	N/A N/A	N/A N/A	<p>Permanent Secretary Department for Work and Pensions, supported by Executive Team (collective accountability to Ministers for ensuring delivery of DWP objectives)</p> <p>And Departmental Board (advisory and risk assessment)</p>	<p>Act establishing the DPW and various laws and regulations for the implementation of the governance system</p>

Country	Total No.	Responsible person/Head	Government	Protected persons	Employers	Social security institution	Regulation
Institution			No.	Composition	No.	Composition	
<b>United States - Social Security Administration (SSA)</b>  The Commissioner of Social Security is responsible for the exercise of all powers and the discharge of all duties of the Administration, and has authority and control over all personnel and activities thereof. It's appointed by the President, by and with the advice and consent of the Senate.  The Social Security Advisory Board advise the Commissioner as follows	7	A member of the Board is designated by the President to serve as Chairman for a term of 4 years, coincident with the term of the President, or until the designation of a successor.	7	3 members are appointed by the President, by and with the advice and consent of the Senate. Not more than 2 of such members shall be from the same political party.  2 members (each member from a different political party) are appointed by the President pro tempore of the Senate with the advice of the Chairman and the Ranking Minority Member of the Senate Committee on Finance.  2 members (each member from a different political party) are appointed by the Speaker of the House of Representatives, with the advice of the Chairman and the Ranking Minority Member of the House Committee on Ways and Means.			Social Security Act Sec. 703. [42 U.S.C. 903]

**Table 2. Appointment of the Administration of the main social schemes in selected countries**

Country Institution	Appointment	Qualifications as specified in the law	Term	Replacement	Remuneration	Regulation
<b>France</b> – Social Security Direction (DSS)  The Social Security Law down common provisions for the basic schemes as follows.	Representatives of employers and workers selected through election. The Minister of Social Security appoints the qualified persons in the Board.	Must be aged between eighteen years and sixty-five years at the date of their appointment, have been the subject of any sentence referred in Articles L. 6 and L. 7 of the electoral code and not have been the subject of a sentence imposed under criminal provisions of the Social Security Code or within five years preceding the date above to penalty imposed under this code. However, the age limit of sixty-five years is not applicable to Board members or representatives of retired officers appointed as qualified people.	5 years	Each organization designates one substitute member for each representative to the Board.  The substitutes are called to serve to the Board in the absence of the owners and to replace those whose seat became vacant.  In the case of replacement of staff representatives, shall be the candidates from the list immediately after the last elected candidate for this list has priority.	The members of a Board are not paid. However, the travel expenses are reimbursed.  The employed members receive compensation relative to the hours of participation in the Board.  Independent workers may receive compensation for loss of earnings, determined by ministerial decree.	Social Security Code Article L231-12
<b>Germany</b>	For the most important corporations on federal level:  Proposal of the Ministry of Labour, approval by the Federal cabinet. Appointment by the Federal President of Germany.  Federal Pension Corporations	Is guaranteed through the procedure of nomination.	Example BA: (Labour) 5 years with further terms possible.		Special contract stipulates the conditions.  The members of the self-governing bodies/committees are working on a honorably basis. They receive only lump sum expenditures (daily allowances for the participation on meetings, travel costs (e.g. the regulations of the Federal Corporation of Labour)	e.g. III. Book of the Social Insurance Code, Articles 376, 382

Country Institution	Appointment	Qualifications as specified in the law	Term	Replacement	Remuneration	Regulation
	(DRV Bund): Members of the executive board (President and two executive directors)  DRV miners, railway, seafarers:		6 years			
<b>United Kingdom</b> – Department for Work and Pensions	Permanent Secretary: by Prime Minister (approved by Queen)  Executive Directors and DWP Board : by Prime Minister with recommendation of Secretary of State for Works and Pensions		Unlimited		Fixed by independent Review Board for civil service salaries	Act establishing the DPW and various laws and regulations for the implementation of the governance system
<b>United States - Social Security Administration (SSA)</b>	Described above	The members are chosen on the basis of their integrity, impartiality, and good judgment, and are individuals who are, by reason of their education, experience, and attainments, exceptionally qualified to perform the duties of members of the Board.	6 years	None specified	A member of the Board shall, for each day (including travel time) during which the member is attending meetings or conferences of the Board or otherwise engaged in the business of the Board, be compensated at the daily rate of basic pay for level IV of the Executive Schedule. While serving on business of the Board away from their homes or regular places of business, members may be allowed travel expenses, including per diem in lieu of subsistence, as authorized by section 5703 of title 5, United States Code, for persons in the Government employed intermittently.	Social Security Act  Sec. 703. [42 U.S.C. 903]

**Table 3. Procedural rules of the Administration of social security schemes in selected countries**

Country Institution	Meetings	Quorum	Decisions	Remuneration	Regulation
<b>France</b> – Social Security Direction (DSS)	The Board shall meet not less than 4 times each year. The Chairmen also calls to meet every time the needs of the service require.	Attendance by no less than half plus one of members.	By majority vote	Not specified in the law	Social Security Code Article R231-1
<b>United Kingdom</b> – Department for Work and Pensions	N/A	N/A	Collective decision-making; within Government - Final decision with Parliament		Act establishing the DPW and various laws and regulations for the implementation of the governance system
<b>United States</b> - Social Security Administration (SSA)	The Board shall meet at the call of the Chairman (in consultation with the other members of the Board) not less than 4 times each year to consider a specific agenda of issues, as determined by the Chairman in consultation with the other members of the Board.	Four members of the Board (not more than 3 of whom may be of the same political party) shall constitute a quorum for purposes of conducting business.	Not specified	A member of the Board shall, for each day (including traveltime) during which the member is attending meetings or conferences of the Board or otherwise engaged in the business of the Board, be compensated at the daily rate of basic pay for level IV of the Executive Schedule. While serving on business of the Board away from their homes or regular places of business, members may be allowed travel expenses, including per diem in lieu of subsistence, as authorized by section 5703 of title 5, United States Code, for persons in the Government employed intermittently.	Social Security Act Sec. 703. [42 U.S.C. 903]

**Table 4. Mandate of the Administration of social security schemes in selected countries**

Country Institution	Mandate	Specific duties in respect to...				Regulation
		Policy and legislation	Administration	Finance and investment	Other	
France – Social Security Direction (DSS)	<p>The Board shall be responsible for the management of the Organization's affairs.</p> <p>The Board decisions do not replace the powers and the functions of the director and the regional advice medical recognized to them by the applicable regulations</p>	(4) Supervising the application by the director and the accountant of the laws and regulations, and the implementation of its own proceedings	<p>(1) establishment of the statutes and internal rules of the Organization</p> <p>(5) Appointing a director, vice director and accountant subject to approval</p> <p>(6) Appointing, considering the proposal of the Chairmen, the others directors subject to approval</p> <p>(7) Appointing agents responsible for jobs ad interim of the direction, subject to approval by the "autorité de tutelle" or its territorial representative. The Board can determinate the internal commissions and delegate some of their functions</p>	<p>(2) Approving the budgets of the administrative management of the health and welfare actions, prevention and, where appropriate, of the institutions managed by the organization.</p> <p>(3) Approving the budget of capital transactions concerning investment, grants and financial programs.</p>		Social Security Code Article R231-8-1
<b>Germany</b>		<p>Supervising the implementation of the Law, regulations and Orders in force and taking all measures which it deems necessary to achieve its objectives and to improve the management of the General Organisation's business</p> <p>Determining the scope of the initial implementation of the Law and determining the implementation of subsequent stages in accordance with Article 6 thereof</p> <p>(7) Studying legislation concerning Social Security</p>	<p>(2) Approving the administrative rules to be presented to the Minister for Labour and Social Affairs for ratification by him</p> <p>(4) Issuing decisions and internal rules relating to financial, administrative and technical matters without being bound by government principles, regulations, rules and without recourse to the Ministry of Finance and National Economy</p>	<p>(5) Approving the accounting plan, the budget estimates, financial reports and the final annual balance sheet of the General Organisation</p> <p>(6) Devising the general plan for the investment of the General Organisation's funds and approving the fields of investment</p> <p>(9) Appointing an actuary or actuarial experts to investigate and to prepare the financial situation of the General Organisation</p>	<p>(8) Performing other functions entrusted to it by this Law, or by Rules and Orders made in accordance with the provisions thereof or with any other legislative text</p> <p>(10) Any other matters which may be referred to it by the Minister for Labour and Social Affairs or by the Director General</p>	Social Insurance Law, Article 9



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<b>United Kingdom</b> – Department for Work and Pensions	<p><u>Secretary of State:</u></p> <ul style="list-style-type: none"> <li>- defines DWP aims, objectives, roles and strategy in support of Gvt's objectives;</li> <li>- agrees DWP high level outcome and output targets</li> </ul> <p><u>Ministerial Team:</u></p> <p>Each Minister has delegated responsibility for defined parts of DWP business</p> <p><u>Permanent Secretary:</u></p> <ul style="list-style-type: none"> <li>- Resp. for effectiveness and efficiency of all aspects of DWP work; ensuring proper use of resources authorized by Parliament</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>- Executive Team (takes collective responsibility for decisions and achievement of DWP objectives) and Departmental Board (advisory and risk assessment role)</li> </ul>	<p><u>Permanent Sec:</u></p> <ul style="list-style-type: none"> <li>- Advising on strategies, policies, values and delivery mechanisms to achieve outcomes;</li> <li>- Defining with Sec. of State overarching strategy for delivering objectives;</li> <li>- Reporting to Sec. of State and Parliament on overall performance;</li> </ul> <p>with support of Executive Team and Departmental Board</p> <p>And:</p> <p>Ministerial Team provides advice to Sec. of State on policy, strategy and targets and helps to account to Parliament for policy and results (on advice from)</p>	<p><u>Permanent Sec:</u></p> <ul style="list-style-type: none"> <li>- Agreeing with Sec of State allocation of resources</li> <li>- Leading and managing DWP</li> </ul> <p>with support of Executive Team and Departmental Board</p>	<p><u>Permanent Sec:</u></p> <ul style="list-style-type: none"> <li>- Advising Sec of State on targets and associated funding requirements</li> <li>- putting in place mechanisms to ensure legal and Treasury authority for expenditure and that allocated funds are applied for purposes authorized by Gvt</li> </ul> <p>with support of Executive Team and Departmental Board</p>	<p>Departmental Report laid before Parliament annually (with a mid-year progress update): objective assessment of progress towards achievement of targets, objectives, delivery outcomes, DWP expenditures and plan</p> <p>with support of Executive Team and Departmental Board</p>	<p>Act establishing the DPW and various laws and regulations for the implementation of the governance system</p>

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United States - Social Security Administration (SSA)	On and after the date the Commissioner takes office, the Board shall advise the Commissioner on policies related to the old-age, survivors, and disability insurance program under title II, the program of special benefits for certain World War II veterans under title VIII, and the supplemental security income program under title XVI.	<p>(3) making recommendations to the President and to the Congress with respect to policies that will ensure the solvency of the old-age, survivors, and disability insurance program, both in the short-term and the long-term;</p> <p>(5) making recommendations with respect to policies and regulations regarding the old-age, survivors, and disability insurance program and the supplemental security income program;</p>	<p>(1) analyzing the Nation's retirement and disability systems and making recommendations with respect to how the old-age, survivors, and disability insurance program and the supplemental security income program, supported by other public and private systems, can most effectively assure economic security;</p> <p>(2) studying and making recommendations relating to the coordination of programs that provide health security with programs described in paragraph (1);</p> <p>(4) making recommendations with respect to the quality of service that the Administration provides to the public;</p> <p>(7) making recommendations with respect to a long-range research program and evaluation plan for the Administration;</p>		<p>(6) increasing public understanding of the social security system;</p> <p>(8) reviewing and assessing any major studies of social security as may come to the attention of the Board;</p> <p>(9) making recommendations with respect to such other matters as the Board determines to be appropriate.</p>	Social Security Act Sec. 703. [42 U.S.C. 903]

