

# E-government in the Belgian social sector coordinated by the Crossroads Bank for Social Security

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# Stakeholders Belgian social sector

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- > 10,000,000 citizens
- > 220,000 employers
- about 2,000 public and private institutions (actors) at several levels (federal, regional, local) dealing with
  - collection of social security contributions
  - delivery of social security benefits
    - child benefits
    - unemployment benefits
    - benefits in case of incapacity for work
    - benefits for the disabled
    - re-imbusement of health care costs
    - holiday pay
    - old age pensions
    - guaranteed minimum income
  - delivery of supplementary social benefits
  - delivery of supplementary benefits based on the social security status of a person

# The problem

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- a lack of well coordinated service delivery processes and of a lack of well coordinated information management led to
  - a huge avoidable administrative burden and related costs for
    - the citizens
    - the employers/companies
    - the actors in the social sector
  - service delivery that didn't meet the expectations of the citizens and the companies
  - suboptimal effectiveness of social protection
  - higher possibilities of fraud
  - suboptimal support of social policy

# The solution

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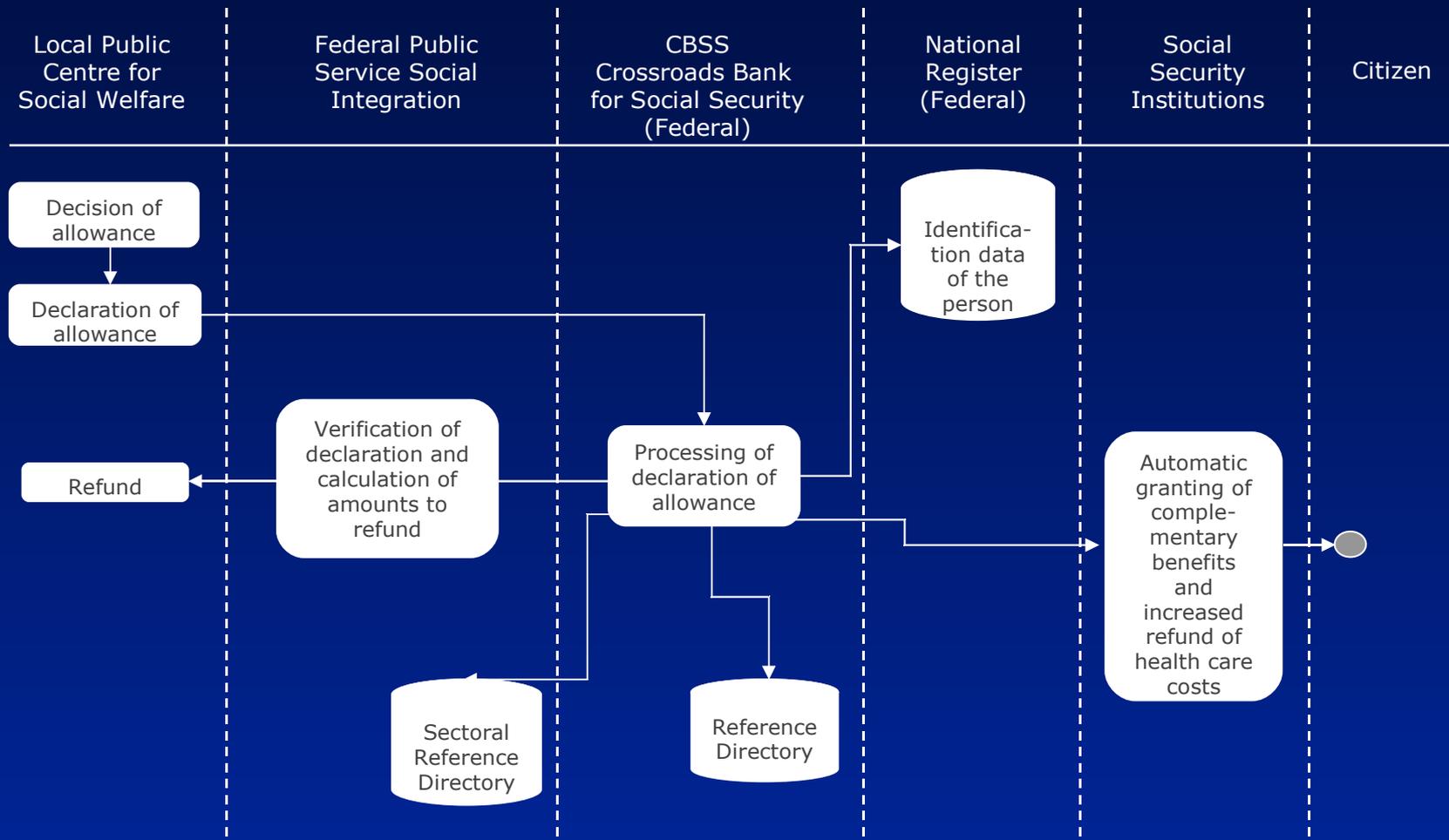
- a network between all 2,000 social sector actors with a secure connection to the internet, the federal MAN, regional extranets, extranets between local authorities and the Belgian interbanking network
- a unique identification key
  - for every citizen, electronically readable from an electronic social security card and an electronic identity card
  - for every company
- an agreed division of tasks between the actors within and outside the social sector with regard to collection, validation and management of information and with regard to electronic storage of information in authentic sources

# The solution

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- 190 electronic services for mutual information exchange amongst actors in the social sector, defined after process optimization
  - nearly all direct or indirect (via citizens or companies) paper-based information exchange between actors in the social sector has been abolished
  - in 2006 511 million electronic messages were exchanged amongst actors in the social sector, which saved as many paper exchanges

# Allowances granted by local public centres



# The solution

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- 41 electronic services for employers, either based on the electronic exchange of structured messages or via an integrated portal site
  - 50 social security declaration forms for employers have been abolished
  - in the remaining 30 (electronic) declaration forms the number of headings has on average been reduced to a third of the previous number
  - declarations are limited to 3 events
    - immediate declaration of recruitment and discharge (only electronically)
    - quarterly declaration of salary and working time (only electronically)
    - occurrence of a social risk (electronically or on paper)
  - in 2006 17.9 million electronic declarations were made by all 220,000 employers, 98 % of which from application to application

# The solution

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- electronic services for citizens
  - maximal automatic granting of services based on electronic information exchange between actors in the social sector
  - 4 electronic services via an integrated portal
    - 2 services to apply for social benefits
    - 2 services for consultation of social benefits
  - about 30 new electronic services are foreseen
- an integrated portal site containing
  - electronic transactions for citizens, employers and professionals
  - information about the entire social security system
  - harmonized instructions and information model relating to all electronic transactions
  - a personal page for each citizen, each company and each professional
- an integrated multimodal contact centre supported by a customer relationship management tool

# The solution

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## ■ reference directory

- directory of available services/information
  - which information/services are available at any actor depending on the capacity in which a person/company is registered at each actor
- directory of authorized users and applications
  - list of users and applications
  - definition of authentication means and rules
  - definition of authorization profiles: which kind of information/service can be accessed, in what situation and for what period of time depending on in which capacity the person/company is registered with the actor that accesses the information/service
- directory of data subjects
  - which persons/companies have personal files at which actors for which periods of time, and in which capacity they are registered
- subscription table
  - which users/applications want to automatically receive what services in which situations for which persons/companies in which capacity

# The solution

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- coordination by the Crossroads Bank for Social Security
  - definition of the vision and the strategy on E-government in the social sector and of common principles related to information management
  - definition, implementation and management of an interoperability framework
    - technical: secure messaging of several types of information (structured data, documents, images, metadata, ...)
    - semantic: harmonization of concepts and co-ordination of necessary legal changes
    - business logic and orchestration support
  - coordination of business process reengineering
  - stimulation of service oriented applications
  - driving force of the necessary innovation and change
  - consultancy and coaching

# Advantages

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## ■ gains in efficiency

- in terms of cost: services are delivered at a lower total cost due to
  - a unique information collection using a common information model and administrative instructions
  - a lesser need to re-encoding of information by stimulating electronic information exchange
  - a drastic reduction of the number of contacts between actors in the social sector on the one hand and companies or citizens on the other
  - functional task sharing concerning information management, information validation and application development
  - a minimal administrative burden
- in terms of quantity: more services are delivered
  - services are available at any time, from anywhere and from several devices
  - services are delivered in an integrated way according to the logic of the customer

# Advantages

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## ■ gains of efficiency

- in terms of speed: the services are delivered in less time
  - benefits can be allocated quicker because information is available faster
  - waiting and travel time is reduced
  - companies and citizens can directly interact with the competent actors in the social sector with real time feedback
- according to a study of the Belgian Planning Bureau, rationalization of the information exchange processes between the employers and the social sector implies an annual saving of administrative costs of more than 1 billion € a year for the companies

# Advantages

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- gains in effectiveness: better social protection
  - in terms of quality: same services at same total cost in same time, but to a higher quality standard
  - in terms of type of services: new types of services, e.g.
    - push system: automated granting of benefits
    - active search of non-take-up using datawarehousing techniques
    - controlled management of own personal information
    - personalized simulation environments
  
- better support of social policy
  
- more efficient combating of fraud

# Lessons learned

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- install a cooperative governance model with participation of representatives of all stakeholders
- define a long term vision on
  - integrated, customer-oriented service delivery
  - management of information as a strategic resource for all government activity
  - interoperability
- make the vision enforceable by citizens and companies and amongst government institutions, by formalizing it in regulations
- combine long term vision, profound process optimization and quick wins
- do not look at e-government as a pure ICT event, but put the emphasis on an improvement of services and use a multidisciplinary approach
- optimize processes within each government institution, at each government level and across government levels before their automatization

# Lessons learned

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- standardize concepts and, where necessary, adapt regulations in order to introduce those concepts
- also regulate aspects such as privacy protection, information security, the protection against ICT crime, unique identification keys, the probative value of electronic information, the electronic signature, the equal access to public services, the transparency of administrations, ...
- see to a close cooperation with policymakers, other government departments, other governmental levels, users, mandated intermediaries and interest groups
- attune the service offer maximally to the needs and the logic of the users and involve them actively in the development of the services
- match the governmental processes with the own processes of the users and assure user-friendliness

# Lessons learned

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- concentrate on a qualitative and interactive service offering, instead of a mere presence on the web
- support users by the implementation of data quality controls, before these are transmitted to the government authorities, and use the available data proactively for an automatic granting of rights, prefilling of information in forms during data collection and a targeted provision of information to the users
- make sure that available ICT components and information (networks, data bases, ...) are re-used to a maximum; through this, the efforts can be directed towards developing added value services
- also develop multifunctional components yourself, conform open standards, and based on a flexible, modular, expandable and service-oriented architecture, so that other developers of services can re-use your components

# Lessons learned

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- pay attention to change management, communications and training
- see to a good project management
- work incrementally and with prototyping, and give special attention to the roll-out by providing test and simulation environments, training and coaching for the users, and a multimodal contact centre for the personal support of end-users
- see to it that proper measuring facilities are available, so as to assure permanent monitoring and improvement
- make sure that the users have confidence in the electronic services that are provided; develop an information security policy, which is designed to guarantee the availability, confidentiality, integrity, authenticity and auditability of the information systems
- create an institution that stimulates and coordinates

# More information

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- Crossroads Bank for Social Security
  - <http://www.ksz.fgov.be>
  
- social security portal
  - <https://www.socialsecurity.be>
  
- personal website Frank Robben
  - <http://www.law.kuleuven.ac.be/icri/frobben>

Th@nk you!