

Background Information to the workshop “The Dutch approach”



Ministerie van Binnenlandse Zaken en Koninkrijksrelaties



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25% reduction of Administrative Burdens

In its Outline Coalition Agreement, the Dutch government determined that the quality of public services had to be improved. At the same time, the government decided that the amount of red tape and bureaucracy had to be reduced. The target is to cut the amount of red tape (in official jargon: 'administrative burden') by a quarter by 2007.

Programme

In order to realise this objective, a special Reduction in Administrative Burden for Citizens Programme ('AB Citizen' for short) has been launched to reduce the amount of bureaucracy in collaboration with interest groups and local, provincial and national authorities. Possible ways of achieving this might include reductions in the amount of regulation, better cooperation between public authorities, or more intelligent use of ICT.

Target groups

Older people, the disabled and chronically ill, volunteers and benefit claimants will receive special attention in the efforts to cut the amount of bureaucracy. These groups are confronted with an accumulation of rules and regulations and therefore suffer most from the burden of bureaucratic red tape.

Procedure & Instruments

In order to achieve the target of cutting red tape by a quarter by 2007, the AB Citizen programme coordinates several activities:

Baseline measurement

As a first step, a 'baseline measurement' has been carried out across the entire government apparatus to identify which rules and schemes are the most time-consuming and irritating for the public.

Reduction proposals

Based on the outcomes of the baseline measurement all ministries, local and provincial authorities have drawn up plans to tackle the amount of bureaucracy: the reduction proposals.

List of specific problems

To ensure that the right quarter of bureaucracy is tackled, a list of specific problems has

been drawn up based on information from the public. The list consists of items about which Dutch citizens want to say to the government: 'Do something about this!'.

Hotline

In order to ascertain what administrative burden people are confronted with in practice, a hotline has been opened. Incoming reports are used as policy information to help public authorities in drawing up their reduction proposals.

Practical examples

In order to show that efforts are already being made to cut red tape, the Programme describes a number of practical examples, focusing on government agencies which have adopted an intelligent approach and have successfully reduced the amount of bureaucracy for citizens.

Museum of Needless Policies

A travelling museum in which citizens and policymakers submit their examples of needless policies. Young artists provide these examples with fitting art work. Departments, provincial governments and municipalities can apply for the museum free of charge but have to agree with one condition: to contribute an example themselves of needless policies which can be abolished. [Website of the Museum](#) (at the moment only Dutch information available). Contact office 0031 70 426 8547

Kafka Brigade

The AB Citizens programme has hired a group of specialists to help dispense with superfluous or illogical regulations. Operating under the name of the Kafka brigade, it is their job to prevent citizens from becoming ensnared in the regulations or trapped between various government organizations.

Profiles

In order to emphasise that these efforts are based on people's own experiences, 'profiles' have been developed. A profile is a concrete portrayal of an individual, complete with name and situational description. For example, there is Maria, a benefit claimant and mother. The profile 'Maria' summarises all the legislation and regulations that Maria has to deal with, the agencies she comes into contact with, and the organisations to which she can turn for help.

The profiles describe precisely which rules and regulations a typical person faces and supplements the information obtained from the baseline measurements. This information can be used by civil servants to draw up their reduction proposals in a way which reflects more accurately the reality encountered by members of the public.

Communication

Translating the profiles into role models ('types') makes it possible to communicate, in concrete and recognisable terms, what the reduction measures will mean for people in their everyday lives and what the Programme has achieved. By communicating using profiles we hope to break down barriers between different government agencies while at the same time making civil servants more aware of the perspective of the citizen.

Five steps to a noticeable administrative burden reduction

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Preface

Stacks of forms for a simple application and weeks of waiting time for one single permit. Administrative burdens are a source of frustration to many citizens. A frustration that also contributes to the widening of the gap between citizens and the government. The government wants to change this situation. They have set the goal to have realised a 25% reduction of administrative burdens compared to the year 2002 by 2007.

To this end the Administrative Burden Reduction Scheme for Citizens (Programma Administratieve Lastenverlichting-PAL), belonging to the Ministry of Home Affairs and Kingdom Relations was created in 2003. On the basis of the current departmental regulations and inventory of burdens, frustrations and obstacles for citizens, PAL submitted a considerable series of reduction proposals. On the basis of these proposals many rules have already been abolished or adapted. The administrative burdens have been substantially reduced and it appears the government's objective will be attained.

Although the results appear to be favourable, the citizens don't seem to notice a lot of it yet. This makes the question arise whether the current efforts have the desired effect. PAL wants to find out in which way the administrative burden reduction for citizens could be applied more effectively, in order for citizens to start noticing it. To get the answer to that question, PAL hired Matthijs van Dijk. Van Dijk is a professor of Industrial Design at the Delft Technical University and also the director of KVD | reframing and design. KVD approached the topic in an innovative way. It resulted in an exciting quest with an outcome certainly offering tools for improvements. In this publication KVD gives account of its quest.

This publication is meant explicitly for the purpose of exploration of new approaches. The tools and formulated thoughts submitted are intended mainly to encourage the reader to think further. A tangible next step is also on the horizon: the Ministry of Home Affairs and Kingdom Relations is planning to work out an actual experiment based on this study. The aim: to find whether it would be feasible to develop a government product that makes citizens perceive the burdens they have experienced as more appropriate.

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Introduction

This publication describes the study carried out by KVD into the noticeability of the administrative burden reduction by the government. The aim of this study is to determine how administrative burden reductions can be applied more effectively, so citizens will notice them more.

Chapter 1- Approach

The Administrative Burden Reduction Scheme for Citizens (PAL) called on KVD Reframing and Design for the study. The first chapter will go into why an industrial design bureau was selected and how KVD went about the study.

Chapter 2- Findings

In chapter 2 KVD will submit its view on the relation between citizens and government, now and in the future. This is done using the relation model. By positioning the government services within this model, the government is able to determine how its products need to be designed in order to keep the administrative burdens to citizens as limited as possible. From this, the government can work out the right protocol in dealing with citizens. By using four examples KVD will show how the government can translate this into practice.

Chapter 3 - Conclusions and recommendations

KVD has formulated five conclusions regarding the term administrative burdens, the relation between government and citizens, appropriate measures for the noticeable administrative burden reduction and the design of government services. In chapter 3 KVD will submit these conclusions and make a number of recommendations.

Chapter 4- Flow Chart

The conclusions and recommendations are integrated into a flow chart. This is a tool for civil servants wanting to know how they can contribute to a noticeable administrative burden reduction.

Strategy

It is not logical to consult an industrial design bureau such as KVD for a study into the reduction of administrative burdens. However, PAL was deliberately looking for new insights and therefore opted for an unconventional approach, measured by government standards.

KVD reframing and design specialises in the development of visions for the corporate sector and translating these visions into services and/or products. A vision developed by KVD predicts how people want to handle products and services in the future. To make these so-called protocols possible products and services need to have fitting characteristics. If a service or product has characteristics that provoke the desired future protocol, then the service or product is fitting and has legitimacy.

KVD have used this method in the Administrative Burden Reduction for Citizens issue. They developed a vision describing the future fitting protocol between government and citizen and reviewed the future service provided by the government. After all, it is the character of the government services which determines the protocol between government and citizens. With a fitting design of its services the government can ensure that the interaction between government and citizens is 'aligned'.

To gain an insight into the factors influencing the relation between government and citizens, KVD has interviewed four experts, namely: Dr A.F.M. Brenninkmeijer (the National Ombudsman), Mr H.A.J. Hannen (member of the board of directors of the European Insurance Group, Eureka and vice-president), J. Laurier MA (chairman of the National Client Board and member of the General Commission on Administrative Burdens of Citizens) and Dr. A. Zuurmond (former professor of social Administration and partner of Zenc: innovations in public administration). These interviews have yielded over one hundred context factors, such as administrative principles, cultural developments and psychological principles. All factors, more or less, have an influence on the future relations between citizens and government. Using these factors KVD formulated a vision on future relations between citizens and government. In fact this vision describes the connection between all context factors.

KVD then scrutinised four existing government services that were causing a lot of administrative burdens: the Monument Act, the Health Care Assessment, the Income Tax Act and the Citizen's Initiative. KVD studied how the administrative actions surrounding these services could be adjusted in such a way that they would better connect to the relation between citizens and the governmental body belonging to a particular service.

On the basis of this KVD designed a flow chart. This flow chart serves as a tool to every public servant wanting to know how to reduce the administrative burdens for the particular service or product he is involved with.

Findings

KVD has formulated a vision on the relation between citizens and government both now and in the future. They present this vision using the 'relation model'.

The relation model

The citizen is downright individualistic. This has been the case for twenty years already and it will not change in the twenty years before us. Citizens see themselves as both designers and executants of their lives on the basis of self-made choices. They strive for a situation of freedom so they can live that way. The way they perceive the interaction with the government, can be reduced to three states. Each with a different degree of freedom:

- 1) citizens feel independent from the government
- 2) citizens feel they share a mutual dependency with the government
- 3) citizens feel dependent on the government

The government offers services and products to citizens. The aim of the most of these services and products is inextricably connected to the objective of the Dutch democratic and bureaucratic constitutional state. The states in which the government can find itself when dealing with citizens, can thus be reduced to the following three:

- 1) the government offers citizens perspective
- 2) the government represents the Dutch democracy
- 3) the government creates a social collective

These states of both citizens and government can be combined in nine ways (see illustration). How citizens and government confront each other, depends on the governmental body. For benefits citizens are highly dependent on the government while in case of reporting a misdemeanour citizens and government are dependent on one another. Just like the individualistic attitude of citizens, the nine possible relations between government and citizens cannot be changed.

The relation model

government: offering perspective, representation, creating a social collective

citizen: dependency, mutual dependency, independency

Each relation requires another form of administrative actions.

The thesis of this study is: **if an administrative action is not aligned with a current relation between government and citizens, citizens will perceive the administrative burden as unfitting. In other words: citizens will then experience an administrative burden.** An administrative action will not be felt as a burden if it is aligned with the applicable relation between citizens and government.

So: noticeable alleviation of administrative burdens takes place where the character of administrative actions connects to the fitting protocol. That protocol is intrinsic to the relation between citizens and government.

Protocols

Each field of the relation model describes another relation between government and citizens. For each of the nine relations another government protocol in relation to citizens is fitting. To illustrate this we will describe a fitting protocol for the relation in field 1: an independent citizen and a government offering perspective.

In which fitting way can the government offer perspective to a citizen who is not dependent on the perspective offered? The answer to this question can be found in an analogy: the protocol between government and citizens should be such as the protocol between someone offering a tip or direction (the government) and someone receiving the tip or direction (the citizen). In the ideal situation the tip giver would be astute and modest (not obtrusive) and the protocol between the two would be characterised by efficiency and unconditionally.

A fitting protocol for each of the nine fields can be described in this way. In the already filled in relation model on page ..., you can see which protocols and characters belong to which relations. To illustrate the relations we have formulated the interests of an imaginary citizen in each field of the model.

To create fitting protocols, government services need to have fitting characters. In the example of field 1 the government has an astute and modest character. This is expressed in the way the government service is designed. The administrative actions for example may show from which attitude the actions have been created. A form asking for unnecessary information, is not a testimony of astuteness. A government service boasting an astute and modest character, provokes the fitting protocol. This way the government will enter into the most favourable relation with the citizen.

The relation model shows that a citizen perceives an administrative action as unfitting if the action is not aligned with a current relation between government and citizen; the citizen experiences an administrative burden.

Concepts

To make the relation model tangible, we have developed four concepts. The concepts visualise the future fitting protocols for four government services, instruments and laws. The concepts are not permanent yet, but they indicate a possible outline. They are connected to the four existing services which we can expect to still be relevant ten years from now.

- A the Monument Act
- B the Health Care Assessments
- C the Income Tax Act
- D the Citizen's Initiative

We have positioned these services on the basis of their purposes in one of the model's nine fields. With this they each express a different relation between government and citizens.

On the basis of the relation model an assessment was made for each service on how the administrative actions for this service can best be outlined. The answer to this question implicitly shows what are fitting administrative actions and consequently to what extent the current outline and proposed improvement measures are either fitting or unfitting.

Below we will describe the existing reduction measures per service. Along with each service we will also name the position within the relation model, the fitting protocol and the character that comes along with it. We will also describe an illustrative concept for each service.

The Monument Act

What does it stand for? The Monument Act regulates the care for monuments, thus protecting the Dutch cultural heritage. Citizens require a monument permit if they want to make alterations to the monument.

What are the costs? The application for a monument permit will, on average, take the citizen 26 hours and 56 minutes and costs € 3.605.

Which measures? Through the reduction measures, PAL mainly aims to achieve efficiency improvement of the Monument Act. The emphasis is on simplification of administrative actions such as looking for data, describing the location or building and providing sketches.

Position within the relation model

The law can offer perspective to a citizen in an independent state and therefore it belongs in field 1 of the relation model. The fitting protocol here is 'as if providing a tip'. In order to provoke this protocol the service's character needs to be astute and modest. An example of a possible effectuation in practice is the monument oath.

The concept: the monument oath

The citizen swears an oath when buying a monument to acquire responsibility for a monument. In addition he signs a 'monument contract' in which mandates and requirements regarding that specific monument are laid down.

The service appeals to the citizens' passion for cultural heritage, advises and stimulates and gives room to take individual responsibility. This way the monument oath gives expression to the modest character of the Monument Act. The oath is not an obligation but a voluntary requirement.

Once made responsible the citizen will be astutely assisted in his role of guardian. The citizen will be awarded privileges such as subsidies, access to municipal archives and access to the extended knowledge of the 'monument help desk'. In case of buying or selling the monument, it will be inspected by the authorised body. Repairable damage will be billed and irreparable damage will be fined.

The assessment

What does it stand for? The Centre for Health Care Assessment (CIZ) determines with an assessment whether a citizen is eligible for collective health care services under the General Exceptions to Sickness Expenses Act (AWBZ), and if so to what extent. The limited capacity of the collective health care services is divided as evenly as possible over citizens who most need it.

What are the costs? Application for a standard assessment will take 90 minutes of the citizen's time. It will generally take six weeks to reach a decision. Because the validity of the assessment is time limited, re-indications often occur.

Which measures? PAL proposes reduction measures in the areas of ICT en information exchange such as one-time only information provision, digital forms and an assessment passport containing all the client's required information.

Position within the relation model

The assessment puts citizens in a dependent position. The state of the government in this is to either 'offer perspective' or not. So the assessment in health care belongs in field number 7. The fitting protocol is "like selecting the chosen ones". In order to provoke this protocol the character of the service needs to be emphatic and precise. An example of a possible effectuation in practice is the assessment dialogue.

The concept: the assessment dialogue

In the assessment dialogue the government together with the citizen looks into the applicant's eligibility to collective health care services. The question is whether the applicant belongs to the thirty percent of citizens who most need the scarce services available. If this question has been answered, the citizen and government will decide together which services the applicant requires in order to reach a generally accepted level of social functioning.

Special CIZ application form assistants will fill in the complex application form together with the citizen. The application form assistant is an assessment application professional. He empathises with the citizen and forms a solid human point of contact. This also shows the ability to empathise.

The precise character of the service is shown in the personal discussions with the citizen. Breaking it down into people who need the services and those who don't quickly creates clarity. This shows the service's emphatic character.

The Income Tax Act

What does it stand for? The Income Tax Act ensures that every citizen makes a fair and legitimate contribution in both the building up and maintenance of collective services. Annually, six million citizens in The Netherlands declare their income.

What are the costs? A citizen who owns a house and a corporate car, and declares his income via internet, on average, spends 1 hour and 45 minutes on filling in the tax form.

Which measures? PAL wants to reduce the time needed by already filling in certain segments of the tax form for the citizen.

Position within the relation model

The Revenue Service creates a social collective and citizens are in a dependent state (field 9). The fitting protocol is "like showing its benefit". To attain this, the service's character needs to be patient and consistent. Using the "tax balance" concept we can create a more tangible protocol and character.

The concept: the tax balance

Many citizens believe that their contribution to the collective (tax money) is disproportionately high. A patient government understands this and takes time to take away this feeling and to show that the contribution is fair. This is done by allowing the citizen himself to make a comparison between the tax money he contributes to the collective services and the financial value of the services he himself benefits from.

A citizen can do this by making a so-called "tax balance". This means that he has to fill in another more elaborate questionnaire in addition to his income tax form. With this form the citizen can calculate what, roughly, is the financial value of the collective services he is entitled to. Partly these are fixed standard services such as defence, police and the fire department and partly these are variable services such as health care, culture, education and public transportation. Each citizen will find that the comparison will always be in his advantage. No one pays more in taxes than he 'gets in return' in services.

By taking time for this balance to be made up the Revenue Service shows a patient and consistent character.

The Citizen's Initiative

What does it stand for? A citizen's initiative is an improvement proposal worked out by an individual citizen. Through the initiative a citizen puts an issue on the agenda of city council or Second Chamber. The initiative of course needs to meet a number of conditions, such as enough signatures. For a citizen's initiative for the Second Chamber this is a minimum of 40,000 signatures.

What are the costs? PAL estimates that a citizen's initiative for the Second Chamber would take at least 1600 hours of a citizen's time.

Which measures? PAL has not proposed any reduction measures as of yet.

Position within the relation model

The citizen's initiative creates a social collective and the citizen feels a mutual dependency with the government (field 6). And the fitting protocol is "like a win-win situation". The service's character is critical and enthusiastic. An example of a possible practical effectuation is the citizen participation service.

The concept: the citizen participation service

The citizen participation service assists the citizen who, maybe in his own interest, wants to improve The Netherlands. The service determines together with the citizen whether a citizen's initiative is the best way to submit a specific idea to the collective.

The citizen participation service first, together with the citizen, determines whether the idea meets the conditions of a citizen's initiative, even before a citizen starts collecting signatures. For example, it would maybe be better to contact a member of the Second Chamber to submit the proposal.

The service will closely scrutinise the proposal. It has to be new and not against the customs and values of Dutch democracy. If an initiative meets the conditions, then the service will guide the citizen in an enthusiastic manner. The service will assist the citizen with advice, know-how and instruments. This way it offers the public assistance in taking initiatives and makes sure that citizen's initiatives can always be found on the service's website.

Conclusions and recommendations

1. The concept of administrative *burden* needs to be redefined

The current approach pertaining to administrative burdens assumes a highly quantifiable burden combined with frustrations and obstacles among citizens. Administrative actions that demand a lot of time and/or money from citizens, are often characterised as a burden by the government. In this study however we assume that an administrative action is not by definition a burden, even when it takes time or costs money. Because the administrative action often constitutes an essential component of a government service and to a large extent determines the protocol between citizens and government. We therefore call for an additional qualitative definition of the concept of administrative burden. Only when the government also has an insight into the qualitative and emotional perception by citizens of administrative burdens, will it be able to take noticeable measures.

A possible new definition for administrative burden is:

'An administrative action connected to a particular service, the character of which is not aligned with the fitting protocol between government and citizen'

Recommendation: introduce more qualitative criteria for determining the administrative burden

2. The relation between citizen and government needs to be decisive in the design of administrative actions

The relation between government and citizens is a multifaceted relation; citizen and government can relate to each other in nine separate ways. Each existing and future government service, each government instrument and each law positions the citizen and government in one of the nine relations. Which relation this is depends on the service or the product concerned. Each relation requires another form of protocol and each protocol requires other administrative actions. The more fitting the character of the administrative action, the less the citizens will perceive the administrative actions as a burden. By taking the relations between citizen and government into consideration, the administrative burden may be reduced. The result of this is a noticeable burden reduction and eventually a better relation between government and citizens. To find out which relation is applicable, each government service needs to be positioned within the relation model.

Recommendation: align administrative actions with the relations between citizen and government.

3. From reduction measures to 'fittingness measures'

According to the new definition of administrative burdens (see conclusion 1), reduction of the duration and costs of administrative actions does not necessarily have to lead to a noticeable burden reduction. Reduction measures will probably lead to noticeably less contacts between government and citizens. And according to this study an invisible government is not helpful to a citizen, whereas a government which always acts in a fitting way would be. Administrative burdens according to the new definition are a signal that the government acts in an 'unfitting' way.

To better align the administrative actions with the current relation between citizens and government- consequently improving the relation between government and citizens – measures aimed at improving the level of how fitting a relation is, are needed. Reduction of duration and costs might be an element of this. In chapter.... we will present four concepts which can be translated into how fittingness measures can be used to illustrate this.

By placing the government services into the relation model it becomes clear whether the character of the current administrative actions is aligned with the fitting character of the service. Where the current outline is correct, measures will not yield any noticeable burden reductions. Where the current administrative actions have an unfitting character; fittingness measures can ensure that the actions will move more into the direction of the fitting protocol. The citizen will experience noticeably less administrative burdens because of this.

Recommendation: assess how fitting the outline of all existing services and design fitting measures.

Below we will give an example of designing fittingness measures for health care assessments. In chapter 2 the concept of the "assessment dialogue" has already been presented.

Example: Designing fittingness measures for health care assessments

The Centre for Health Care Assessment (CIZ), through an assessment determines whether a citizen is eligible for collective health care services under the General Exceptions to Sickness Expenses Act (AWBZ), and if so to what extent. So the citizen is dependent and the government state is either 'offering perspective' or not (field 7).

The current reduction measures regarding the Administrative Burden Reduction are aimed more at reducing the quantity of administrative actions and not so much at improving the perception of the actions.

To design fittingness measures we first need to assess to what extent the current arrangement of the administrative actions fits the precise and emphatic character of field 7. Next, measures can be taken to ensure a higher level of fittingness. Below you will find two examples of assessment and measure:

Assessment 1- The care application form - on the basis of which the CIZ makes an assessment decision - is an elaborate document. This in itself does not need to pose a problem, because the citizen understands that his/her situation needs to be thoroughly evaluated. The form, however is so ambiguous and complex that almost each applicant needs help filling it in. The citizen cannot turn to the government (CIZ) for this assistance. He has to turn to GP, family or friends. The empathy therefore has been outsourced and the role of the government is limited to the assessment of the application.

Measure1- A fittingness measure in this case is offering assistance with filling in the form. The CWI will provide application form assistants who will fill in the form together with the citizen. The application form assistant empathises with the citizen and forms a solid human point of contact.

Assessment 2- The processing of the assessment application takes six weeks (provided the application has been filled in properly). The processing needs to be precise and this takes time. But the empathic character of the service is not in line with the long waiting periods.

Measure 2- A possible solution would be splitting the application into two transparent stages. In the current situation the assessment decision is made on the basis of the total appraisal of the living situation, the level of standard care and the physical problems of the citizen. It would make more sense to assess- on the basis of the current level of social functioning- whether the applicant is eligible for the collective care services in the to start with. Only then can it be decided together with the applicant which services the applicant requires to reach the generally accepted level of social functioning.

4. An inconsistent designed government service can harm the faith of citizens.

In this publication we propose concepts for four government services in which fittingness measures can be applied: the Monument Act, the health care assessment, the Income Tax Act and the citizen's initiative. These services are known to PAL because of the high quantitative, administrative burdens and because of frustrations and obstacles to citizens. KVD research has shown that the current arrangement of these four services is not aligned with the contents. In other words: the outline of the service and the administrative actions are not aligned with the fitting protocol between citizens and government. Proposed reduction measures will not change anything about that. Therefore it is most unlikely that those measures will result in a noticeable burden reduction.

The inconsistent arrangement which can be identified in these four government services, causes a lack of trust between citizen and government. Because the service is moulded into an arrangement inconsistent with the contents, citizens will be apprehensive. The government can build up trust by showing itself to be clear and consistent. Sometimes this means that the government needs to emphasise its relation to the citizen instead of hiding it. The government always acts in accordance with its position within the relation model. The relation model therefore can be seen as an instrument to further repair trust between the government and citizens.

Recommendation: ensure a consistent arrangement of government services.

5. By shifting government services noise can arise in the interaction with citizens.

It can cause a shift of services within the relation model from their original position to another position. For example a service offering perspective to citizens and intended for citizens in an independent position, such as the Monument Act. This service belongs in field 1- If the service is arranged in a way creating a dependency for the citizen, the service will shift to field 7. The arrangement of the service is no longer aligned with the fitting protocol, causing the administrative actions to be perceived as a burden. Hence the noise in interaction with citizens.

To eliminate this, government services need to be classified into the relation model on the basis of their original purpose and meaning. New services should be managed in a way guarantees their position within the relation model from the start. Moving a service is of course possible but this should always be accompanied by the introduction of another protocol. This includes other administrative actions.

There is room in the relation model for shifts. The model indicates the bandwidth within which the 'designs' of services are allowed to change. This is allowed as long as the services retain the same character, i.e. provoking the same protocol. This way the occurrence of noise will be eliminated up front.

Recommendation: use the relation model for the explicit positioning and surveillance of the starting points.

Flowchart

Five steps to a noticeable administrative burden reduction

Do the contents of this booklet appeal to you? You want to reduce the administrative burden to citizens, but you don't quite know where to start? Then this flow chart is for you. It is a tool that will help you recognise administrative burdens and if necessary come up with fitting measures.

Step 1- **Describe the purpose**

Existing service

Describe the purpose of the service. If you don't have it at hand, go back to the creation of the service. When and under which circumstances has the service been created and for whom was it originally intended?

New service

Describe the purpose of the service. If it concerns a new service of which you yourself are allowed to determine the purpose, then you can influence the position within the relation model and consequently the design of the service.

Step 2- **Determine the position within the relation model**

Position the service in the relation model on the basis of the purpose. When doing this reason

from the citizen's perspective: how will citizens perceive the service from their perception of freedom? And what role, according to them, does the government play in this case?

Step 3 – **Read out protocol and character**

Determine the fitting protocol and the appropriate character for the service. To this end study the metaphors or analogies from the relation model. Why does the selected protocol fit the relation between government and citizens and why does the character provoke the selected protocol? It may help when you think of persons who have such character traits when thinking of the characters. If someone is astute and modest, would you accept a tip from this person?

Step 4- **Compare or design**

Existing service

Assess the current outline of the service in relation to the qualities within the relation model. Does the outline fit the protocol from the model? Do the administrative actions have a character as described in the field concerned in the model? If so, then the service

is fitting. There are no administrative burdens to reduce. If not, then the current outline is unfitting. Administrative actions will most likely be perceived as a burden by citizens. Proceed to step 5 to take measures.

New service

The fitting character is leading in designing the content. Make your choices on the basis of this character. Always ask yourself whether the administrative actions you come up with for a service, fit both character and protocol. If you do this properly, you will have designed a service in which the citizen will not experience administrative burdens.

Step 5- **Take measures** (only in case of an already existing service)

Your service has a divergent character. It is now important to propose measures that bring the service closer to the fitting character. Submit 'fittingness measures' which –if only a little- achieve this. You can check whether you are looking in the right direction by assessing services you have adjusted as described in step 4.

Good luck!

Additional Information on change and ict programs in Holland in alphabetical order

Bedrijvenloket (Business Desk)

English > Overview > Programmes > Bedrijvenloket

Bedrijvenloket - Business Desk

The Bedrijvenloket is the first port of call for all employers who require access to government information over the Internet and provides a single point of entry by which employers can find answers to questions concerning government issues, for example concerning legislation and regulations. In the near future, the site will also enable users to exchange data and carry out transactions with the government such as filing a license request. The site enables government agencies who participate in the Bedrijvenloket service to improve their own services for businesses. In turn, the agencies also benefit: they have to respond to fewer queries over the telephone, queries are better directed to the most appropriate agency, and the queue for their services is also smaller. In this way, the Bedrijvenloket contributes to a decrease in administration charges for both business and the government agencies themselves.

Employers can also participate in the development of the bedrijvenloket service and website by inclusion in consumer panels. Moreover, different government organisations (at municipal, provincial and local level) can make specific requests for certain employer-oriented information to be provided at the Bedrijvenloket site.

Services/products

At the moment, the site offers:

- Topic-oriented services (with deep linking)
- Business and sectoral profiles
- Daily news (RSS) with subscriptions
- Links with municipality counters direct from the homepage
- Effective (search) structure and navigation
- Broad ranging search engine

Bouwstenen (BBO) Building blocks for data exchange between government agencies

English > Overview > Programmes > Bouwstenen (BBO)

Bouwstenen (BBO) - Building blocks for data exchange between government agencies

As part of the ePV programme, a number of key products and services concerning criminal law are being developed. One such project is the BBO - Building Blocks - project. The objective of the BBO project is to generalise these products and services wherever possible and stimulate the application of these generalised products within a broader context. The goal is that other parties and initiatives in government, besides judicial

authorities and the police force, will implement their data exchange flows in a manner that will ultimately enable them to benefit from one or more (shared) products from the ePV programme.
The project will run from 1 Sept 2005 to 31 December 2006 and focuses on the following issues:

- Supporting interactions between the criminal law process and other government sectors and services
- Ensuring consistency between activities carried out within the framework of the project, including as they relate to other government projects and initiatives
- Improving results in not only the criminal law process, but also, where applicable, in other related government services.

Products/Services

The products and tools that can be applied in a broader context include:

- Standards and standard methods for modelling process interactions and data
- Technical architectures based on (inter) national open standards (for example the JAB and SBG profiles, based on ISO 15000-2, ebXML Messaging);
- Tools which facilitate the process of enabling or testing electronic data exchange

Burger@Overheid, Citizen@Government

English > Overview > Programmes > Burger@Overheid

Burger@Overheid - Citizen@Government

[Burger@overheid](#) is an independent platform that stimulates the development of e-government from the citizen's point of view. To that end it involves citizens, advises government bodies and monitors progress. [Burger@overheid](#) regularly conducts surveys with its own People's Panel, annually grants the Webwise Awards for good practices and at present is developing a so called e-Citizen Charter with quality requirements for e-government. [Burger@overheid](#) is an initiative of the Ministry of the Interior. The bureau is part of ICTU, the Dutch implementation organization for ICT in the public sector. A Steering Committee representing citizen's interest groups supervises the proceedings.

Website

<http://www.burger.overheid.nl/>

DURP - Digitally Exchangable Spatial Plans

English > Overview > Programmes > DURP - Digitally Exchangable Spatial Plans

Digitally Exchangable Spatial Plans

As of the end of 2007, the new law on spatial planning makes provisions for the digital creation and availability of spatial planning exercises. Over the past few years, the DURP programme has been busy developing standards and making arrangements for creating and enabling exchange spatial plans in digital form. Moreover, DURP has stimulated local, provincial and national government agencies to participate and engage with digital spatial planning processes.

With the onset of the new law, spatial planning activities must also be made available through RO Online. Municipalities, provinces, and central government have ten years in which to digitise all relevant documentation and make it available through this portal. RO Online is the access point for all spatial planning exercises and will be launched in July 2008.

More information:

Website - [DURP Helpdesk](#)>

Presentation - [Digital Spatial Plans: The DURP Project \(2004\)](#) 

Ministry of Housing & Spatial Planning website - [DURP pages \(in Dutch only\)](#)>

EGEM Electronic Municipalities

English > Overview > Programmes > EGEM

EGEM - Electronic Municipalities

Municipalities are increasingly implementing ICTs within their business processes and simultaneously improving their services. The benefits and advantages of using ICTs in this way are enhanced when municipalities work together and collaborate. This is EGEM in action. EGEM supports municipalities in improving their services and business processes by effective and efficient implementation of ICTs. This includes not only the development of diverse products and services such as reference models and standards, but also the examination of existing implementations within municipalities and the dissemination of knowledge from these experiences out to a wider audience.

Website

<http://www.egem.nl/>>

e-Inspections

English > Overview > Programmes > e-Inspections

e-Inspections

The e-Inspections programme is investigating how ICT can be used to help improve coordination and cooperation within government inspections at both national and local levels. This addresses a significant objective of the Cabinet's vision for decreasing the administrative burdens in government, particularly with respect to univocal supervision.

The objectives are:

- Reducing the administrative burden by up to 25%
- Improving the efficiency and effectiveness of the inspection process
- Improving service delivery for not only businesses and government agencies, but also citizens.

Activities

In 2006, ICTU was requested to support the central government inspection service in using ICTs. A 'Quickscan' was undertaken to gain insight into ways in which ICTs may potentially be used to support cooperation between central and local inspections. The QuickScan also investigated potential for third-party integration with front offices, information exchanges, and shared inspection planning within priority domains. The resulting QuickScan overview takes into account existing initiatives and relevant ICT applications.

As a follow-up to the QuickScan, ICTU is working with the inspection agencies to develop and deliver a number of achievable steps (or projects) that use ICTs. This includes (amongst other things), the development of generic solutions, re-use of existing tried-and-tested successful collaborative models, and maximum use of e-government building blocks. ICTU is supporting the central inspection agency with both advice and implementation or leadership of ICT projects.

Website

[e-Inspections website](#)

e-Provinces Electronic Provinces

English > Overview > Programmes > e-Provinces

e-Provinces - Electronic Provinces

The e-Provinces programme encourages the twelve Provinces in the Netherlands to work together and exchange knowledge in the field of ICT. The programme enhances the visibility of provinces 'strong points' in ICT and provides a central location whereby the knowledge and experience gained in ICT implementations at a provincial level can be made available to others. Moreover, e-Provinces wants to promote the position of the provinces as electronic middle-managers and create consistency in developments between central government and other levels of government

Website

<http://www.e-provinces.nl> >

GBO.Overheid Government-wide Shared Service organisation for ICT

English > Overview > Programmes > GBO.Overheid

GBO.Overheid - - Government-wide Shared Service organisation for ICT

Since 1 January 2006 the Gemeenschappelijke Beheer Organisatie (GBO.Overheid) – the Government-wide Shared Service Organisation - has been responsible for the management and ongoing development of a number of government-wide ICT services. GBO.Overheid supports the production of common standards to facilitate the exchange of information between government agencies, citizens, and businesses. GBO.Government is part of the Cabinet's endeavour to improve the level of services to citizens and businesses. In the first instance, this requires continuity, reliability and integrity of ICT supplies. Organisationally, GBO.Overheid is part of the Ministry of the Interior and Kingdom Relations.

Products/Services

GBO.Overheid provides services associated with the following clusters:

Identification and authentication cluster

- DigiD
- PKloverheid

Information exchange cluster

- Overheidstransactiepoort (OTP)

Open standards cluster

- Government open standards (OVOS)

Data protection cluster

- GOVCERT.Netherlands

Waarschuwingdienst - warning service

GEIN project

[English](#) > [Overview](#) > [Programmes](#) > [GEIN project](#)

GEIN - GEneric INfrastructure project

The Generic Infrastructure project (GEIN) is developing a number of generic services for effective and efficient electronic information exchange between employers and government organisations. The project aims to use the infrastructure for all information flows between businesses and government, starting with financial reporting chains. For this reason, the Tax and Customs Administration, Statistics Netherlands, the Association of Chambers of Commerce and the Dutch [Taxonomie project](#) [\[>\]](#) are all participating in the project.

GEIN provides a number of services which can be used in financial reporting processes, including a validation service for exchanged data and a bundling service. It also provides a service whereby employers can track the status of a given process.

Products/Services

[GEIN project website](#) [\[>\]](#)

GovUnited

English > Overview > Programmes > GovUnited

GovUnited

Citizens and companies can buy nowadays use the Internet to purchase all kinds of products and access services. The government cannot lag behind and is busy developing its own digital service in numerous areas. Yet according to many, this development is not taking place quickly enough. At a municipal level, the wheel is frequently re-invented and this leads to high and unnecessary costs. These observations have led to the establishment of GovUnited. GovUnited is a cooperative and collaborative initiative to share IT experiences and increase purchasing power between and across municipalities.

Objectives

The aim of GovUnited is to accelerate development of the 'electronic municipality', share knowledge and save costs. GovUnited combines the insight and the strength of separate municipalities to bring electronic service delivery to a higher level. GovUnited is initially aimed at cities with more than 100,000 inhabitants because these municipalities share similar questions and contend with similar problems. Almere, Amsterdam, Arnhem, The Hague, Dordrecht, Groningen, Haarlem, Rotterdam and Utrecht have all, in the first instance, joined GovUnited.

GovUnited is complementary to other initiatives such as EGEM that it has been set up by the Ministry of the Interior and the VNG. It also intends to work with Dimpact (a similar initiative).

Whilst GovUnited is currently an ICTU project, it is intended that it will eventually become a cooperative association in its own right.

Website

[GovUnited website](#) >

IMAC

English > Overview > Programmes > IMAC

IMAC - Government Academy for Information Management

The IMAC – Government Academy for Information Management – is a unique collaborative venture between the Tax and Customs Administration, the CWI (Centre for Work and Income), the IB-group for student grants and information management, the RDW Centre for Vehicle Technology and Information, the UWV (Union Employers Insurances), the SVB (for the administration of Dutch state pensions and certain social insurance schemes), and the Ministries of the Interior, Agriculture, and Social Affairs. Its goal is to strengthen information management within the government.

IMAC discerns 3 types of officials within the field of Information Management: Chief Information Officers, 'Connectors' and IT-professionals. Two of these groups are of particular interest to IMAC: Chief Information Officers and Connectors. Connectors are those with a good level of knowledge of both ICT and Business or Organisational infrastructure (particularly regarding policy). IMAC focuses on both the Connectors and the Chief Information officers within government. The Academy's first task is to strengthen the information management and the development of the group "connectors" within the central government.

What services and/or products will it deliver?

- A training information management for connectors in which the standard for the government is set. ICT-policy, innovation and ICT-management are central themes;
- A platform for the inventors, where top level management, principals and policy officers can meet each other and talk about information management issues without window dressing;
- Network meetings for the alumni of the programme for connectors;
- A training for town clerks, that focuses on the transfer of knowledge with strategic frameworks and theoretical models for services online;
- A custom made training for employees of the division POIR (Personnel, Organisation, Information of the State);
- A custom made training for the directors Organisation and Information of the departments (IODI).

Website

<http://www.imac-academie.nl>>

i-teams

English > Overview > Programmes > i-teams

i-teams

Municipalities, provinces and water authorities have indicated that the sheer number of e-government initiatives can sometimes lead to stagnation during the implementation of e-government. Thus, a need has been expressed for concrete support during the setting up e-government projects.

The i-teams programme helps these municipalities, provinces and water authorities to set up the building blocks of e-government. The programme provides support where necessary and leads people through the processes involved in setting up e-government.

The i-teams website serves as a Knowledge centre. Through the Knowledge centre, access is provided to all relevant documentation (actions plans, presentations, guidelines, formats etc), that may be needed to realise the priority components of e-government.

For each target group, a separate support team has been identified

- EGEM-i for the municipalities
- e-Provinces for the provinces
- Waterschapshuis for the water authorities

Kenniscentrum e-overheid

English > Overview > Programmes > Kenniscentrum e-overheid

Kenniscentrum e-overheid - e-Government Knowledge Centre

The e-Government Knowledge Centre was established to facilitate the exchange of knowledge between government organisations and provide information and advice on e-government issues. The Knowledge Centre plays a supporting role in the development and implementation of e-government and helps promote e-government both within government agencies and to interested external parties; however, communication activities are oriented primarily towards civil servants for whom the development of e-government is important. In the first instance, this means the decision makers (civil service managers, political leaders and members of parliament) of government. Directly, these are officials in government and other public institutions. Indirectly, they include experts in the fields of ICT, public officials in the sciences and media, and other civil servants who are also concerned with ICT and e-government.

The focus of the Knowledge Centre is the promotion of e-Government and the provision of information on progress and consistency between different e-Government projects. This information is aimed towards all civil servants for whom e-Government is important. This website is maintained by the Knowledge Centre. Through this and other activities, the Knowledge Centre supports the construction of the electronic government and is an innovative ICT programme that contributes to the modernisation of government and government services.

Website:

<http://www.e-overheid.nl>

M&ICT

English > Overview > Programmes > M&ICT

Maatschappelijke sectoren & ICT (M&ICT) – Social sectors & ICT

The M&ICT programme and action plan aims to tackle social problems in the sectors of mobility, education, security and health through the use of innovative ICT solutions. This begins with a commitment to the use of effective ICT applications for addressing social problems. The sectors have each already recognised the benefits of small scale pilot projects and experimentation with ICTs, but a better solution to social problems requires the application of large-scale projects and more effective and efficient cooperation between the parties involved. Within and outside of the sectors, projects are starting to make small-scale successes work on a larger scale, remove the barriers to growth and working together with the M&ICT programme to provide a counter for all questions concerning the action plan. Furthermore, the M&ICT programme helps implement the M&ICT action plan by accompanying, facilitating, and communicating with projects that were initially started as part of the action plan.

Modernisering GBA (mGBA)

English > Overview > Programmes > Modernisering GBA (mGBA)

Modernisering GBA - Modernising Municipal Key Administration

The Modernising Municipal Key Administration programme contributes to modernisation of the Municipal Key Administration scheme, particularly the recording of personal information. This will lead to a more efficient and more secure process for the collection, management, and supply of personal information. The mGBA programme aims to develop and realise a standard municipal key administration system. The programme also aims to complete the action points that have been issued by the Cabinet in reaction to the advice of the Stellen commission. Amongst others, the programme accommodates the following projects:

Startpakket GBA:

1. Startpakket Actualisering (SpA): this will serve as the core of the municipal application
2. Startpakket Gegevensverstrekking (SpG): this takes the supply of data from consumers to the GBA

Consumer monitoring

GBA as key registration

Products/Services

[Programma Modernisering GBA website](#) >

Nederlandse Taxonomie Project (NTP)

[English](#) > [Overview](#) > [Programmes](#) > [Nederlandse Taxonomie Project \(NTP\)](#)

Nederlandse Taxonomie Project (NTP) – Dutch Taxonomy Project

According to the figures from 2002, employers in the Netherlands lose over 16 billion euros every year in administrative charges. These administrative charges are all costs incurred by employers in complying with the information requirements which arise from government laws and legislation. Annual accounting legislation is at the top of the top ten laws that cause the highest administrative charges, and employers lose up to 1.5 billion euros each year just in drawing up their annual accounts. The NTP is striving to reduce these charges by 250 million euros.

The NTP aims to reduce administrative charges by encouraging standardisation in the field of financial accounting. To this end, the NTP will develop a taxonomy (a standard description and classification system) using the open standard eXtensible Business Reporting Language (XBRL). The taxonomy is a classification system with an exact description of the data elements and their mutual relationships.

The NTP project is developing a taxonomy for the exchange of financial data, particularly annual accounts, tax returns, and statistical responsibilities.

More information on the taxonomy project is available at the [NTP website](#) >.

NIM-BRZO

[English](#) > [Overview](#) > [Programmes](#) > [NIM-BRZO](#)

NIM-BRZO: New Inspection Method: Major Accidents and Hazards Bureau

The BeteRZO! (BRZO) programme was established to improve the workings of the Major Accidents and Hazards Bureau (BRZO 99). A number of implementing bodies have already been involved in this programme: the Labour Inspectorate, the provinces and municipalities as competent authorities in environment management law, and the fire brigade. The NIM (New Inspection Method) project has been initiated by the Labour Inspectorate and aims to develop a new, shared inspection method for the BRZO. A shared and common methodology for dealing with Bureau issues leads to better performance of the Bureau and government, particularly in the case of preventative company policies.

ICTU is providing ICT support for the new inspection method (NIM), consisting of a web portal for designated and authorised staff, a knowledge bank, information about the BRZO installations and inspections, and a shared space in which the different parties can work together.

ac

Omgevingsvergunning

English > Overview > Programmes > Omgevingsvergunning

Omgevingsvergunning - Environmental Permit

People who want to build, re-build, or re-use a house, factory, or barn, can often need to apply for licenses and permits regarding residency, spatial planning, and the environment. Each one has their own set of criteria, procedures, administrative desks, waiting periods, fees, and staff. For both citizens and companies, this is a complex and time-consuming process that costs both applicants and the government a great deal of money. The Ministry for Housing, the Environment and Spatial Planning (Min VROM) wants to gather the different licenses together as much as possible within the 'Omgevingsvergunning' – the Environmental permit. All aspects can then be requested from a single point and follow a single paid procedure to obtain a decision. For appeals against that decision, there is also a single procedure to be followed.

The environmental permit project is part of a packet of measures that the Cabinet has initiated to substantially reduce administrative charges for citizens and businesses. VROM wants regulations to support the new environmental permit process to be in place by 2007. From January 1st 2008, municipalities and provinces should be able to use the new process. The environmental permit is part of the modernisation plan for VROM legislation, in which the Ministry is reducing and improving its rules and regulations. Overall, the new environmental permit process can reduce administrative charges by up to 33 million euros. The project includes a development of an implementation plan with pilot projects and advice, as well as broader development of the environmental permit counter.

OSOSS

English > Overview > Programmes > OSOSS

OSOSS - Open Source as a Component of the Software Strategy

The OSOSS programme informs government organisations about the possibilities offered by open source software and encourages them to consider open source software in their invitations to tender for software. Open Source as a Component of the Software Strategy (OSOSS) is the continuation of the OSOSS programme on Open Standards and Open Source Software that ran from 2003 – 2006. As of 2006, the Open Standards aspect has been incorporated into the GBO programme as a structural activity (OVOS).

Which services or products will it deliver?

From 2003 – 2006, OSOSS concentrated on the realisation of open source software in government organisations. This realisation is, for a large part, already successful. Several organisations have already effectively started to implement open source software in their organisations in pilots and projects. In 2006 and 2007, activities move from realising and supporting external projects into anchoring open source software in at the strategic heart of organisations. Government organisations can at least consider making or selecting open source software when purchasing or developing ICT products. To prevent these decisions from being taken ad-hoc, OSOSS will support government organisations in setting up an OSS strategy. To achieve this, OSOSS will support and facilitate cooperation and the exchange of knowledge between government organisations and draw on existing networks as much as possible.

What does it contribute to e-government?

OSOSS supports government agencies in selecting open source software that will contribute to the realisation of electronic government. The advantages of open source software are, amongst others:

- Freedom of choice and independence from proprietary software in government ICT invitations to tender
- Selecting open source software generally improves system interoperability
- Open source software increases the possibility of open innovation
- Open source software is transparent. This is of great importance for government processes that must be democratically controlled (for example, voting software)
- Open source software makes it possible to re-use systems developed with taxpayers money.

Programme Architecture

The programme's activities are oriented primarily towards political drivers (bestuurders) and ICT managers in government, and their subcontractors. The results are public so that industry or citizens can also benefit from them.

The OSOSS programme wants to establish open source communities within the government and support them by:

- Conducting research into the consequences of an OSS IT strategy
- Offering an overview of open source service providers
- Sharing knowledge and experience through presentations, workshops, and the website
- Making a platform available for sharing and exchanging OSS developments
- Maintaining and releasing an overview of OSS implementations within the government
- Providing licensing information for OSS licensed contracts
- Supporting training for the management and support of open source software

Information Architecture

OSOSS supports the provision of information to third parties:

- <http://www.ososs.nl> >
- <http://www.uitwisselplatform.nl> >
- the PKIOverheid – Government PIK – certificate with Firefox.

These are developed with open languages and open standards such as TCP/IP, SSH, SSL, http, HTTPs, FTP en XML.

Website

<http://www.ososs.nl> >

OT2000 (helpdesk) / OT2006

English > Overview > Programmes > OT2000 (helpdesk) / OT2006

OT2000 / OT2006 - Government Telephony 2000 / 2006

OT2000 was a shared invitation to tender for the telephony services of a large number of government organisations. This took place via a European invitation to tender, whereby the whole European telecommunications market was invited to submit a tender for managing the telephony traffic of Dutch government organisations. The resulting service agreements ran until June 2006. A new invitation to tender – OT2006 – is currently being prepared by the Ministry of Traffic and Water Management.

The OT2000 Helpdesk helped OT customers (government agencies) with questions about the OT2000 contract. The Helpdesk assisted in answering general questions about OT 2000. Furthermore, the Knowledge centre was responsible for facilitating consultation with suppliers (between the Ministry of the Interior, the helpdesk, and market parties), and answering questions from OT suppliers. Finally, the OT helpdesk assisted both customers and suppliers when problems arose in their OT relationships.

The OT 2006 project will issue a shared invitation to tender for a large number of government organisations. A shared invitation to tender saves enormously on the costs, both for the adjudicator and the tendering parties. Another advantage of the shared approach is that by bundling the volume of purchases together, better provisions can be agreed upon.

Persoonlijke Internetpagina (PIP)

[English](#) > [Overview](#) > [Programmes](#) > [Persoonlijke Internetpagina \(PIP\)](#)

PIP - Personal Internet Page

The 'Personal Internet Page' (PIP) programme is developing a personalised web domain for citizens and employers that provides an easily accessible web-based entry point for interactions with numerous government institutions. This is initially taking place on a trial basis with just a few municipal implementation organisations and other institutions, the experiences from which will contribute to developing an attractive and functional draft service. On the basis of this, the programme will then develop a more definitive supply through which electronic interactions with government organisations can take place, and government information and services are offered electronically in a demand-led context. Users will be able to obtain reliable answers to their questions in just a couple of mouse-clicks, can access and manage their own data, and initiate service transactions with numerous institutions through their own personalised internet pages. The PIP facilitates one-of supply of data, and points users towards relevant data on the basis of their personal profiles, with minimum costs shared between the participating organisations. In this way, the programme contributes to improving services, reducing administrative charges, and increasing transparency.

The PIP programme will use the already established 'building blocks' of e-government together with a step-by-step, three-phase approach to develop the service for both citizens and employers. The programme is allied with [Overheid.nl](#) and the [Bedrijvenloket](#) (Company Counter), which already offer access to government information, products, and services, for citizens and companies respectively. The PIP will supplement these programmes with specifically tailored services whilst providing consistency in government offerings from the customer perspective. On the one hand, it makes it possible for people to access and inform agencies of corrections in their personal details. This is of course, already possible. On the other hand, it provides a single place where such communications with the government can be done simply and securely. The Personal Internet Page offers a starting place for contacts with all government agencies in principle, whether local, regional, or rural. This is possible using existing tools such as [DigiD](#) and the [BSN](#), and soon also [eForms](#). Furthermore, it brings these together with [OSOSS](#), [NORA](#), the web guidelines, and other standards. Development and evaluation of the initial trials are integral to the first phase of activities and are taking place in 2006. The second phase will begin in 2007 and will determine the details of a more definitive service. In phase 3, numerous aspects of the service will be linked up and connected and the service will be transferred to the [GBO](#) – the Government-wide Shared Service Organisation for ICT.

Rijksweb

[English](#) > [Overview](#) > [Programmes](#) > [Rijksweb](#)

Rijksweb – Central Government Web

Rijksweb is the government-wide ICT service. It aims to provide secure processes for communications between departments and related centrally-governed organisations. Rijksweb facilitates knowledge transfer, efficient

cooperation, and accessible information, both thematically and structurally. The products and services of Rijksweb are made accessible via the Rijksweb intranet, to which only central government departments and agencies have access. The vast majority of government applications are available to the 115,000 civil servants in central government over the Rijksweb intranet.

Products/Services

- Publication of information on central government intranet
- RYX address guide
- Collaborative working space
- Authentication
- Networking
- Domain hosting
- Filtered and secure e-mail
- Filtered and secure Internet connectivity

Startpakket GBA

English > Overview > Programmes > Startpakket GBA

Startpakket GBA - GBA Starting Package

The GBA (Municipal Key Administration) Starting Package project is a part of the Modernising Municipal Key Administration programme. This is a common project of central government and the Municipalities. Municipal key administration must be modernised to increase the speed at which information is supplied, improve the flexibility of system administration and improve the quality of data supply. Finally, the modernisation must ensure that the threshold at which suppliers can participate in the municipal ICT market is reduced. The Startpakket project will eventually produce a pair of products:

- a Startpakket Gegevensverstrekking (SpG) – Starting Package Information supply
- a Startpakket Actualisering (SpA) – Starting Package Update.

The SpG contains a copy of all 'persoonslijsten' – lists of people – from Municipal key administration.

The SpA will first issue a Proof of Concept which will clarify the financial, technical, and organisational feasibility of the SpA.

The first version of SpG (SpG online) will be launched at the beginning of 2006. The project will run until 1 January 2008.

Website

<http://www.gba.nl> >

Streamlining Key Data

Streamlining Key Data

The Streamlining Key Data programme aimed to streamline data and information management within the government by establishing better coordination between government institutions. Data submitted once only by citizens and businesses can therefore be used more efficiently.

Which service(s) and/or product(s) will it deliver?

- Support for legislation concerning key registrations of data
- Support and advice for consumers and registration-holding institutions
- Systems handbook: describes thematically how systems function, for example, agreements over the quality of data and the associated financing
- Data catalogues: contain high-level descriptions (specifications) of the valid data for which re-use is obligatory
- Data model: gives insight into information expertise to improve coordination between key registrations in the system
- Standard format for message exchange
- Architectural description of the system
- Recommendations and advice on standards, points of interest, and the required infrastructure.

How does it contribute to eGovernment?

For government institutions:

The primary direction of the programme was to deliver a system of basic key registrations that improves data management within government. As a result, data exchange between government institutions can improve and the government can more clearly know exactly what data they have, about what, and whom. Within the whole of government, a single person and object that the government is in contact with, or which they are responsible for, can thus be identified on the basis of authentic data.

The data model lays the foundation of a reference model to link supply and demand and to validate data in business processes across the whole of government. Optimum re-use of data thus becomes possible.

The re-use of data contributes to the drive for increased efficiency within government. Data that is currently requested by multiple locations will soon be requested only once and used for multiple purposes. This leads to less duplication of effort by both agencies and citizens.

For citizens and businesses:

One-time supply of data reduces the administrative burden and irritation experienced by citizens and businesses when being asked for the same data multiple times. Good information management enables the government to help citizens quickly and better. Provisions such as the DigiD and the Personal Internet Page deliver front-office components that make use of the key registration system.

Further information

The Streamlining project ended in December 2006. The products and outputs of the project have since been taken over by the eGovernment Knowledge Centre. Further information is available by making [contact](#) with the Knowledge Centre.

Finished programs

Architectuur e-overheid

English > Overview > Programmes > Architectuur e-overheid

Architectuur e-overheid - eGovernment Architecture

The e-government architecture programme aims to reinforce the required level of consistency and coordination in development of the information infrastructure of the separate services and organisations of the government. Amongst other things, it contributes to the realisation of the objectives formulated in the paper 'Towards the electronic government'. It contributes to a number of current initiatives that illustrate, in specific target areas, the aims and functions of an architecture for information management. It thus precisely defines the term architecture at the level of public governing, and what it means to effectively shape it. These objectives are achieved through the following action lines:

1. promoting consistency in the electronic government (Elo planning);
2. promoting cooperation between government projects (practical projects);
3. improving interoperability between government organisations, with a particular focus on optimising the interaction between government, citizens and businesses.

More information

Contact info@ictu.nl for more information on the eGovernment Architecture programme.

Burgerservicenummer (BSN)

English > Overview > Programmes > Burgerservicenummer (BSN)

Burgerservicenummer (BSN) - Citizen Services Number

This programme aims to implement the Citizen Service Number (BSN) and associated facilities in 2006. The BSN is one of the instruments supporting the overall e-government aim of one-time provision of data. It consists of a unique number under which personal details can be stored and shared between certain relevant and permitted organisations.

Which service(s) and/or product(s) will it deliver?

The BSN-suite will provide the following:

- the legal basis for the BSN
- provisions for issuing the BSN numbers and front-office BSN consultation: BSN administration management
- a roadmap to support transparency for citizens

How does it contribute to eGovernment?

For businesses and citizens:

The BSN is an important pre-requisite for meeting the goal of one-time supply of data. A single and unique identifying number makes it simpler to mutually exchange data between different government agencies, insofar as this is legally permissible. The BSN is therefore a means to enable better delivery of services, reduce administrative burdens, and suppress identity theft.

For government organisations:

The BSN is an indispensable building block for improving the quality of quality of (electronic) government services. The government can, insofar as legal conditions allow, exchange data reliably and more efficiently. Not

only does that lead to better services, but it also reduces administrative burdens and helps suppress identity theft. Above all, the BSN is an important pre-requisite to meeting the goal of one-time supply of data. A single and unique identification number makes it simpler to mutually exchange personal data between different arms of government (where legally permitted).

Website

<http://www.programmabsn.nl/>>

DigiD

English > Overview > Programmes > DigiD

DigiD - Digital Identity

DigiD stands for Digital Identity. It is a shared system through which the government can verify the identity of citizens and businesses on the Internet. DigiD currently enables citizens and businesses to identify themselves online by using a login name and password.

After applying, citizens and businesses receive a specific code to activate their account, i.e. their username and password. This verification process is the most basic level of reliability and in most cases is sufficient to offer government authorities complete certainty over the identity of the user. In other circumstances, government institutions may wish to employ stricter verification procedures: medium (eg through bank card or SMS) or high (eNIIK, PKI).

An important and fundamental idea behind DigiD is that citizens and businesses can use a single login code (per stage of security) to access a steadily increasing number of online electronic government services.

Which service(s) and/or product(s) will it deliver?

- DigiD for citizens (operational from January 2005) for use in online government services
- DigiD for companies (operational from December 2005), whereby companies can also use online government services
- Generation and management of DigiD user names (and passwords) for citizens.

For DigiD to function in the most optimum manner possible, DigiD also seeks to ensure:

- Connections are developed between government agencies
- Promotion of DigiD, both internally and externally.

How does it contribute to eGovernment?

For citizens and businesses:

- DigiD for electronic service delivery of all government institutions; thus, institutions do not each have to develop their own method of authentication
- DigiD is reliable, simple, and accessible

For government institutions:

- DigiD means that multiple government institutions do not each have to develop their own system. DigiD will be centrally managed. By linking to DigiD, government institutions have more time left to devote to their core activities.
- DigiD is a ready-to-go means of verification that can easily be implemented on government websites. DigiD therefore enables government agencies to provide online access to services very quickly.
- DigiD makes resources available for connected government agencies to communicate and promote the use of DigiD. The DigiD helpdesk offers centralised support.

Website

<http://www.DigiD.nl>>

<http://www.GBO.overheid.nl>>

GovCERT

English > Overview > Programmes > GovCERT

GovCert

GovCert is the Computer Emergency Response Team from and for the Dutch Government. It gives all Dutch government agencies advice on protecting against computer viruses and vulnerabilities in software, and actively contributes to solving such incidents, 24 hours a day, 7 days a week. GovCERT supports the government in preventing and dealing with ICT-related security incidents. In 2006, GovCERT aims to provide tactical/strategic recommendations on the electronic government. This concerns the security aspect of several infrastructure projects that are now reaching maturity within the government. Moreover, it will advise on the security and infrastructure of the GBO. All government organisations can participate in GovCERT.NL.

What products/services will it deliver?

GovCERT will provide:

Prevention

GovCERT will provide:

Prevention

- Disseminating security advice
- Carrying out security scanning
- Creating awareness within government organisations with regards to ICT security risks
- Monitoring systems

Knowledge exchange

- Knowledge fora and knowledge banks
- Tailored recommendations

Incident support

- Recommendations on dealing with incidents

Websites

<http://www.govcert.nl>>

<http://www.gbo.government.nl>>

Haagse Ring

English > Overview > Programmes > Haagse Ring

De Haagse Ring: The Hague Ring

The Haagse Ring is a high speed network for reliable data transport between the closed networks of:

- Departments, including agencies
- High colleges of state (that wish) and other central government-led organisations (including users of the Rijksweb)
- External suppliers of services for such organisations.

Services/Products

A generic infrastructure

How does it contribute to e-government?

Within the Hague Ring, a well-structured network can be created to enable data communication between the thirteen departments and (according to expectations) the High colleges of state. There is an obvious need for such an inter-departmental facility, but certain external parties also require access to some networks and the Ring network can make this possible. It will also mean that that e-mail traffic between departments no longer has to be transmitted over the public Internet.


The development project finished in 2005 and the network became operational in 2006.

ICTAL

English > Overview > Programmes > ICTAL

ICTAL - ICT and Administrative Cost Reduction

The ICTAL programme is a cooperative venture between the government and industry. The objective of the programme is to develop a generic ICT infrastructure in order to provide a better service to businesses, reduce their administrative burden, and make the exchange of information easier between businesses and government organisations. For the longer term, the aim is to create systems for 'single submission (by businesses), multiple usage (by government organisations)'. This will prevent businesses having to repeatedly provide the same information when it is required by several different government organisations.

Further information about the ICTAL programme is available in the [ICTAL brochure](#) 

Website

<http://www.ictal.nl> >

PKI Overheid

English > Overview > Programmes > PKI Overheid

PKI Overheid - Government PKI

The PKI Overheid programme provides an infrastructure in which PKI services can be used in a reliable and workable manner.

What does it contribute to e-government?

The Government PKI makes it possible to give people in organisations and citizens an electronic identity (the so-called eNIK), whereby an electronic signature can be established and electronic operations carried out with mutual reliability.

Website

<http://www.pkioverheid.nl> >

Testbed Digitale Bewaring

English > Overview > Programmes > Testbed Digitale Bewaring

Testbed Digitale Bewaring: Digital Preservation Testbed

Digital records form the backbone of modern government activities. They are vital for accountability, evidence, and as a historical record of the government. Yet their longevity is at risk for numerous reasons, including technical obsolescence, deterioration, and lack of good practice examples for their management and preservation.

Between 2001 and 2003, the Digital Preservation Testbed project carried out a series of experiments with different types of digital files in order to identify the best strategy for preserving digital records. Several government organisations (including Ministries and executive agencies) supplied materials for the Testbed to experiment with. This material was comprised of emails, text documents, spreadsheets and databases. These types of records were frequently created and used by government organisations, but their 'shelf-life', i.e. the length of time for which they can be stored and used and remain authentic, had been only marginally investigated at that point.

Products/Services

The Testbed project resulted in a series of recommendations on how best to preserve email, text document, spreadsheet, and database records. These were supplemented with a cost model spreadsheet for calculating the cost of preservation, and a functional requirements specification for a preservation system. These are available at the [Digital Longevity](#) website.

When the project ended in 2003, the work was transferred to the [National Archive](#). Further and continuing research takes place in the Digitale Duurzaamheid - Digital Longevity - department.

Waarschuwingdienst

English > Overview > Programmes > Waarschuwingdienst

Waarschuwingdienst - National Alerting Service

The National Alerting Service alerts home computer users and small companies against computer viruses, worms, and vulnerabilities in software. Moreover, the Alerting Service provides information and advice on computer security. The Alerting Service website provides the most up-to-date information available. Computer users can also register for free alerts via email or SMS. As a component of central government, the Alerting Service maintains contact with other agencies within and outside of government on the subject of ICT-security.

The National Alerting Service is a service provided by GOVCERT.nl, the Computer Emergency Response Team for the Dutch government. The Alerting Service does not provide an explicit helpdesk service for personal questions concerning ICT security.

Products/Services

www.waarschuwingsdienst.nl

XPIN

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XPIN - Expertise Bureau for Innovative Policy-making

Against the background of an increasingly horizontal society and the development of new ICT applications, the Expertise Bureau was tasked with clustering know-how and experience regarding innovative policy formation and decision-making, and channelling this knowledge across government organisations. In this way, decision-making processes could become more professional, efficient and possibly even achieved a degree of standardization. The bureau aimed to promote the wide use of innovative ICT facilities to support decision-making processes, including to encourage and enable public consultation of drafted policies.

The main goal of the expertise bureau was divided into three sub-goals:

- collecting knowledge about, and gaining insights into, best practices in the field of horizontal government; active dissemination of these insights among the participants; considerable use of ICT to access and disseminate knowledge;
- establishing links and promoting cooperation between administrators and civil servants involved in new, interactive forms of decision-making;
- compiling knowledge, gaining insights and stimulating the use of structured ICT (especially the Internet) in forms of interactive policy-making.

The XPIN project ran from 2001 to 2005.