

Public Sector Challenge

Café Public

Transformation to an
information-driven government

'Only Once': towards a more
efficient and more effective
government

The 'Servant of the People': the
power of integrity in politics and
government



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Fall 2015: "Doing more with less"

- The road to a digital government: the importance vs. the challenges
- Reduce fraud risk through effective integrity management
- Cost management in the public sector: the budgetary challenge of today

More details coming soon :
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Transformation to an information-driven government

The new coalition agreement contains clear principles for further digitization of government, in particular for services provided to citizens and businesses. So, from 2016, the use of e-invoicing will be compulsory for government departments, e-procurement will be the rule, and social rights and tariffs (MyCareNet, third-party payer) will be granted automatically. It is expected of government departments that digital working will become their new standard. But we have not reached that stage yet: drastic changes are required in order to get there.

Transformation process

Government has already demonstrated several times in recent years that ICT can greatly enhance service provision and the underlying processes. You only have to think of Tax-on-web, Student@Work, eBirth, eDepot, eGriffie, and WebDIV. In order to realize the over-arching ambitions, now a joint approach needs to be adopted, cutting across chains of command and departments, and there needs to be closer cooperation and standardization. This requires a different way of working, and a different culture.



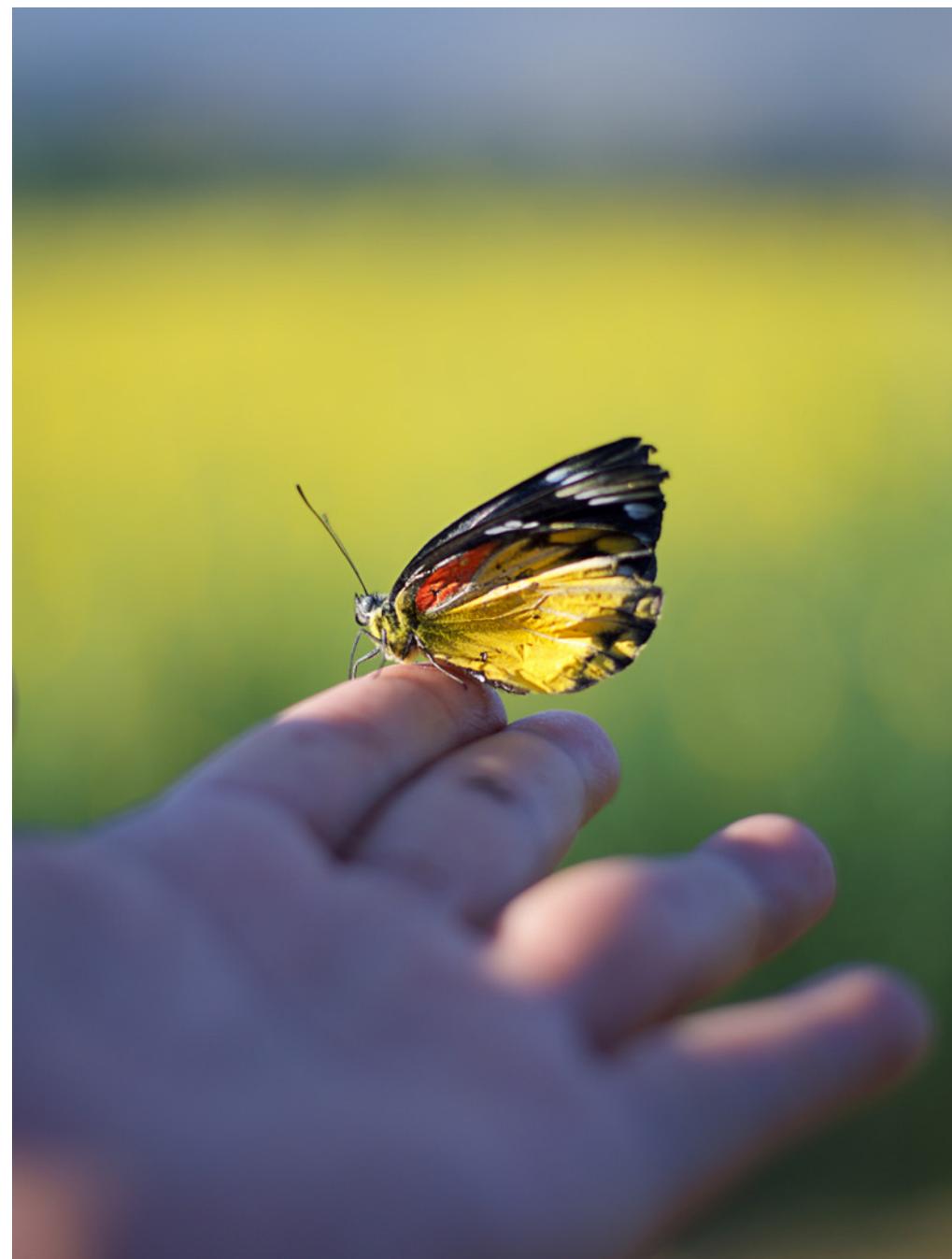
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How can CIOs and managers approach the transformation with confidence?

- **Unambiguous ICT strategy.**

Uniformity in the ICT landscape usually leads to higher quality, improved manageability, and lower costs. Unambiguous, seamless service provision starts with a clear vision about how that service provision should look. Therefore, the various government organizations concerned need to formulate joint initial assumptions about matters including customer contact, quality, customer segmentation, and design of the core tasks.

- **The right balance between top-down and bottom-up.**

In a digital transformation, visions, and initiatives (by citizens) about the ICT landscape are compared with each other: bottom-up initiatives contribute to faster acceptance of change processes. Senior administrators and CIOs must ensure that the ambitions are not just ambitious, but also feasible, that the steps along the route towards the ultimate objective can be overseen, and that the decision-makers have the correct judgement to be able to achieve this.

- **Transparency in ICT investments.**

It is more important than ever to show that investments can actually lead to good results. The funding available is being squeezed, and the level of ambition is high. Transparency about investments must help to create support from society, but must also enable the digitization to happen effectively and efficiently.

- **Clear principles concerning sourcing.**

In digital transformation, choices have to be made: which parts should be carried out in-house, and which should not? The sourcing issue must therefore be high on the agenda.

In addition, some specific issues such as security and privacy deserve special attention. They can be very sensitive, and the risks must be properly incorporated into the decision-making.

International context

The digital transformation of government is not only a great challenge but also a great opportunity for taking a great leap forward. KPMG takes another step forward for this digitization. We examine the international context too, because governments are cooperating in more and more areas with other countries, and because the authorities in other countries are engaged in the same process, or have already completed it. Within the international KPMG network, we notice how sharing of leading practices and experiences contributes to faster and better implementation of digitization processes within government.

'Only Once': towards a more efficient and more effective government

The government has to provide the same or even better services to citizens and businesses, but with less resources. As a result, the focus has been put on administrative simplification, more efficient procedures, and combating fraud. The 'Only Once' principle offers the government the possibility of achieving those objectives.

Context

The **principle of one-time data collection**, better known as the 'Only Once' principle, has become increasingly present in government circles, and has already been ratified into several laws at the federal level. However, due to a lack of support and active follow-up, the federal legislator decided to make the 'Only Once' principle mandatory at federal level: the '**Only Once**' Act* was published in the Belgian Official Journal on 4 June 2014. The **Administrative Simplification Department (in Dutch, DAV)** has been assigned a key role in that process.



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* The Act of 5 May 2014 enshrining the principle of one-time data collection in the operation of departments and bodies that are part of or carry out tasks for government and on simplification and equivalence of electronic and paper forms.



Objectives

'Only Once' has various goals which are advantageous for citizens, businesses, and government itself. By mandatory use of unique codes or by the simplification of the various mandatory government procedures or forms, it aims to avoid citizens and businesses having to provide the same identification data over and over again. The re-use of data that is already available in authentic sources and the encouragement of the use of electronic forms by legally making them fully equivalent to paper forms is part of that endeavor.

Impact

In practice, many government services appear **to not be completely 'Only Once'-compliant yet**. Nevertheless, making the principle mandatory has had a **big impact on government services**. Processes, technical systems, and forms have to be reviewed and overhauled. Access to authentic sources must be requested, the legislation has to be amended, etc. Those federal government departments which are not 'Only Once'-compliant yet have been given until **1 January 2016** to comply with the principles of the 'Only Once' Act. If they do not comply on time, they run the risk of having to pay the cost when citizens or businesses are inconvenienced by non-compliance (fines, interest on late payment, etc.).

How can KPMG help to embed 'Only Once'?

At present, KPMG is helping various government departments to assess their current situation and the next steps that need to be taken. In practice, this boils down to organizing information and work sessions and training courses. Furthermore, KPMG provides legal advice and helps with the collection and analysis of information about ICT systems as well as the amendment of forms and procedures for legal authorizations. In the next few months, KPMG will be able to support government departments with project management, improvements in processes and forms, communication about the changes, etc. That way, KPMG is making its contribution to a more efficient and effective government, and to the integration of the 'Only Once' principle in the workings of federal government departments.

The 'Servant of the People': the power of integrity in politics and government



Servants of the people are those who hold a position, paid or unpaid, in the public sector. They gain power in office in order to be able to serve, and they must handle this power with integrity. But how does one do that? Muel Kaptein, Partner at KPMG Advisory NV (the Netherlands) and professor in business ethics and integrity management at the RSM Erasmus University in Rotterdam, is the author of "The Servant of the People: the power of integrity in politics and government" in which he offers insight and practical assistance for officials in the public sector.

Aristotle, one of the first and greatest philosophers and political scientists, said that because rulers have power they will be tempted to use it for personal gain. This applies not only to rulers but to all servants of the people: power brings with it the temptation of improper use or abuse. It is important to withstand this temptation, and that requires integrity. But what is integrity, why is it so important, and what demands does it make? In his book, Muel Kaptein aims to answer these questions. The book is written for all those who hold a position in the public sector and discusses the many facets of integrity. The central message is that there is great power in integrity for servants of the people. Those acting with integrity gain power, whereas a lack of integrity undermines power and can even destroy careers.

The e-book can be downloaded for free in PDF format [here](#).



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