



IEN Technical Seminar
Social security and human rights
Ensuring access and combatting the non-
take-up of social benefits

Session 4: Combatting non-take-up through customer-
centric services and digital inclusion by Marc Hostert
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LE GOUVERNEMENT
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Ministère de la Sécurité sociale



Mitigating non-take-up through innovation A Luxembourgish experience.



Today we are confronted with three global challenges:

- 1) Digital Transformation
- 2) Social Transformation
- 3) Environmental Transformation



These transformation challenges need change
management tactics:
Incrementally v. Radical



Could we be radical and have a big bang attitude?

- Quid: Cultural and legislative context of our social institutions and bodies
- Quid: Social institutions and bodies with a long ... long ... very long historical record of accomplishment, rules and laws.
- Quid: Radical change when you are under fire with the day-to-day business
- Quid: Risk of digital exclusion human centered digitalization
- Quid: Dilemma one citizen v. Independent social bodies and institutions



However:

We have two baselines where we have to implement the transformation processes:

- On the basis of established law
- On the basis of new upcoming law



What we did:

1) On the basis of established law we put forward an offer of social benefits through additional digital services provided through guichet.lu and a common gateway, but maintaining also each independent body or institutional gateway

2) For new upcoming law pieces we should be trying to have the experts for lawmaking and the experts for digitalization together and in parallel, sometimes in the same room, for the writing of the new law in order to implement digitalization by design immediately to the law. (Nevertheless, we will keep an analog solution available since not all the population will be able to run digitalized procedures.)



As a result, we have put online through different means more than **80** digital services for social benefits.