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DIGITAL TRANSFORMATION IN SOCIAL SECURITY INSTITUTIONS: FINDINGS FROM INTERNATIONAL CASE STUDIES

社会保障机构的数字化转型：国际案例研究

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INTRODUCTION 导言

The digital transformation is upon us!
数字化转型正在发生!

A user-centric approach to digital social security is key, but how do we: 以用户为中心的社会保障数字转型方法是关键，但我们如何:

- optimize IT and tech use to increase public sector productivity and cost-efficiency?

  利用IT和技术提高公共部门的生产力和成本效率?
- create an innovative and value-adding public sector?

  创建一个创新和增值的公共部门?
- eliminate administrative burdens and improve access, trust, quality? 消除管理负担并提高访问、信任和质量?
- response to crisis'? 应对危机?
- build on existing solutions? 基于现有解决方案?

GLOBAL TRENDS 全球趋势

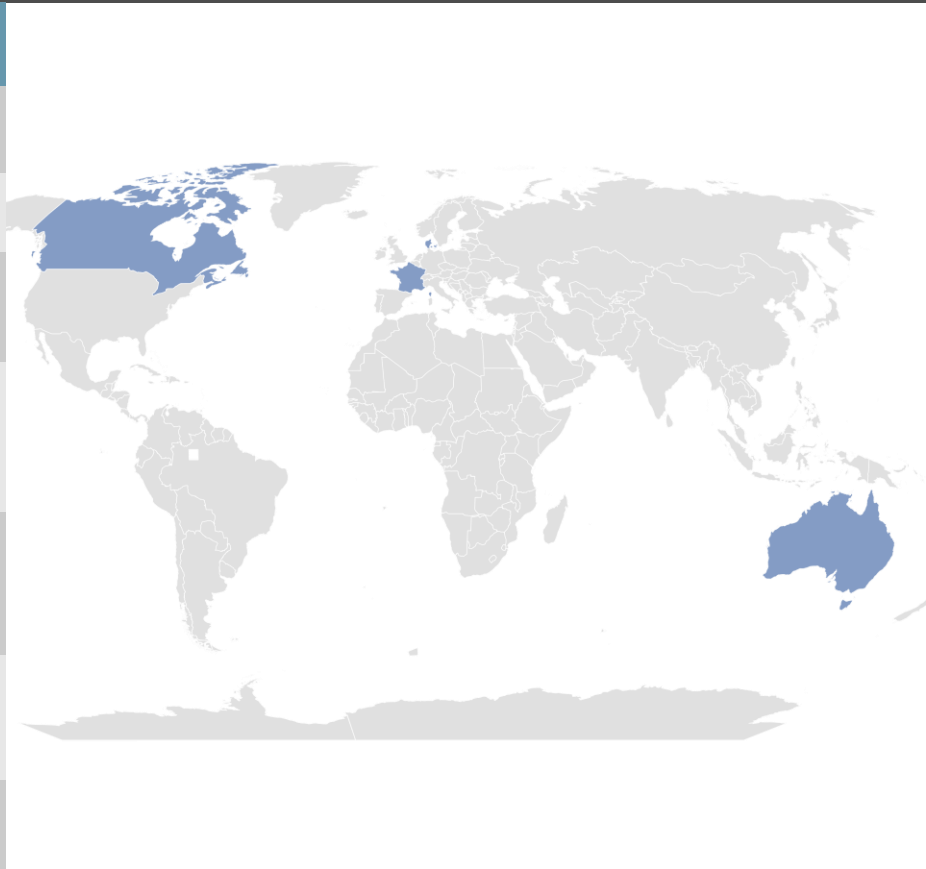
- Universal coverage. 全民覆盖
- Whole-of-government (WoG), design thinking and user-centricity.
  政府整体、设计思维和用户中心
- Organisational change, AI and robotics in service production, assisted living, research. 组织变革、服务生产中的人工智能和. 机器人技术、辅助生活、研究
- Call centres and eServices are better and up to 75 times cheaper.
  呼叫中心和电子服务更好，而便 75倍

THE ANALYSIS 分析

- Trends and patters in the digital transformation of social security.
  社会保障数字化转型的趋势与模式
- Focus on Australia (AU), Canada (CA), Denmark (DK) and France (FR).
  重点关注澳大利亚（AU）、加拿大（CA）、丹麦（DK）和法国（FR）
- Five dimensions: 五个层面
  - Digital transformation, incl. governance. 数字化转型，包括治理
  - Legal and regulatory ecosystems incl. standards. 法律和监管生态系统，包括标准
  - Service production (backend) and service delivery (frontend) ecosystems.
    服务生产(后端)和服务提供(前端)生态系统
  - Data exchange models. 数据交换模式
  - Skills and capacities. 技能和能力

THE CASES案例

	Australia 澳大利亚	Canada 加拿大	Denmark 丹麦	France 法国
Population (July 2021 est.) 人口（2021年7月估值）	25,809,973	37,943,231	5,894,687	68,084,217
Territory 领土(km^2)	7,741,220	9,984,670	43,094	
Official language官方语言	English 英语	English/French 英语/法语	Danish 丹麦语	French 法语
Life expectancy / median age (2021 est.) 预期寿命/中位年龄（2021年估值）	82.89 / 37.5	83.62 / 41.8	81.45 / 42.0	82.39 / 41.7
GDP per capita (PPP) (USD, 2020 est.) 人均GDP（PPP）（美元，2020年估值）	48,700	45,900	55,900	42,000
GDP growth rate (%) (2019 est.) GDP增长率（%）（2019年估值）	1.84%	1.66%	2.85%	1.49%
Unemployment (2019 est.) 失业率（2019年估值）	5.16%	5.16%	3.05%	8.12%



AUSTRALIA 澳大利亚

- Federal, with service delivery by Federal and State government

  联邦制，由联邦和州政府提供服务。
- Federal level centralised and consolidated for both ICT and SS.

  联邦一级集中并整合信息通信技术和社会保障。
- Fragmented with respect to State and local authorities, esp. for ICT.

  在州和地方主管部门方面碎片化，特别是信息通信技术。
- ICT standards, legal and regulatory framework in place. Set by specialised agency.

  信息和通信技术标准、法律和监管框架建立，由专门机构制定。
- Opt-in model applied to all ICT components and eServices.

  选择加入模式适用于所有信息通信技术组件和电子服务。

AUSTRALIA 澳大利亚

- WoG frontend ecosystem fragmented with respect to State and local government.
  在州和地方政府方面，政府整体前端生态系统碎片化。
- Consolidates entities and service centres at Federal level incl. SS.
  整合联邦层面的实体和服务中心，包括社会保障。
- Backend ecosystem strong and consolidated at Federal level in general and for SS.
  后端生态系统在联邦层面和社保方面都很强大并实现整合。
- Backend fragmented with respect to State and local level.
  在州和地方层面存在后端碎片化。
- Strong data governance model at Federal level. Lack once-only policy and standard.
  联邦层面的强大数据治理模式。缺乏一次性政策和标准。

CANADA 加拿大

- SS is incorporated into national digital transformation strategies.

  社会保障被纳入国家数字转型战略
- Federal, with service delivery mainly by central and regional level.

  联邦制，主要由中央和地区层面提供服务。
- ICT standards, legal and regulatory framework in place. Set by specialised agency.

  信息通信技术标准、法律和监管框架建立，由专门机构制定。
- Opt-in model applied to all ICT components and eServices.

  选择加入模式适用于所有信息通信技术组件和电子服务。
- WoG frontend ecosystem fragmented, esp. between Federal and Provincial level plus with local government.

  政府整体前端生态系统碎片化，特别是在联邦和省级以及地方政府之间。

CANADA 加拿大

- Consolidates entities and service centres at Federal level incl. SS and in Provinces.

  整合联邦层面的实体和服务中心，包括社会保障以及在各省。
- Backend ecosystem strong and consolidated at Federal level in general and for SS.

  后端生态系统在联邦层面和社保方面都很强大并实现整合。
- Backend fragmented with respect to Provincial and local level.

  在省和地方层面存在后端碎片化。
- Strong data governance model at Federal level with a strong focus on IOP and data exchange within SS.

  联邦层面的强大数据治理模式，重点关注社保内部的互操作性和数据交换。

DENMARK 丹麦

- Centralised, consolidated and WoG approach covering all service areas and all levels of government for ICT and SS.

  在信息通信技术和社会保障方面采用涵盖所有服务领域和所有层级政府的集中、整合和政府整体方式。

- ICT standards, legal and regulatory framework in place. Set by specialised agency.

  信息通信技术标准、法律和监管框架建立，由专门机构制定。

- DK deviate with legally defined opt-out! Paper forms and communication eliminated!

  丹麦有所不同，使用法律定义的选择退出。消除纸质形式和通信!

- DK deviate with a strong focus on whole-of-government approaches and shared infrastructure and components.

  丹麦有所不同，重点关注整体政府方法并共享基础设施和组件。

DENMARK 丹麦

- Consolidated WoG and user-centric approach to frontend ecosystem, cross-governmental, strong focus on shared components and standards, incl. SS.

  对前端生态系统采用整合的整体政府和用户中心方式，重点关注跨政府共享组件和标准，包括社会保障。

- Consolidates entities and service centers at national level esp. objective based SS.

  整合国家级实体和服务中心，尤其是基于目标的社会保障。

- Consolidated WoG backend ecosystem with shared service centers and components e.g. eID, digital post/sms, power of attorney etc. – also shared with private sector.

  整合的政府整体后端生态系统共享服务中心和组件，例如：电子身份证/数字邮政/短信、授权书等等——也与私营部门共享。

- Strong cross-governmental once-only data governance model focused on IOP, base registers, data exchange across government incl. SS.

  强大的跨政府一次性数据治理模式，重点关注互操作性、基址寄存器、跨政府数据交换，包括社会保障。

FRANCE法国

- Mixed picture of a central government ICT strategy plus separate strategies for SS and ICT capacity development

  中央政府信息通信技术战略与社会保障和信息通信技术能力发展的单独战略的混合情况。

- SS is siloed but being increasingly coordinated.

  社会保障是孤立的，但越来越协调。

- Standards, legal and regulatory framework in place. Set by various actors and partly driven by SSOs.

  标准、法律和监管框架建立，由多个参与者制定并部分由社保机构推动。

- Opt-in model applied to all ICT components and eServices.

  选择加入模式适用于所有信息通信技术组件和电子服务。

FRANCE法国

- Fragmented frontend ecosystem with siloed SS.

  前端生态系统碎片化，社会保障孤立。

- Increased focus on digital inclusion and user-centric approach (e.g. ISSA design guide).

  更加关注数字融合和以用户为中心的方法（例如：国际社保协会设计指南）

- Backend ecosystem for SS increasing coordinated but still in service silos.

  社会保障的后端生态系统越来越协调，但仍处于服务孤岛。

- Very strong focus on IOP and data exchange within SS and across service silos. Less with other entities.

  非常关注社会保障内和跨服务孤岛的互操作性和数据交换。较少与其他实体互动。

IMPACTS OBSERVED观察到的影响:
Governance治理

- AU, DK approaches have had the greatest impact due to earlier start, specialisation, consolidation and coordination.

  澳大利亚和丹麦的方式影响最大，因为起步早、专业化、整合和协调。

- Key is cross-governmental mission, vision and strategic goals supported by action plan and measurable operational KPIs.

  关键是由行动计划和可衡量的运营KPI支持的跨政府使命、愿景和战略目标。

- Steering committees and working groups are essential tools for monitoring, compliance, trouble shooting/escalation, solving cross-sectorial challenges.

  指导委员会和工作组是监测、合规、故障排除/升级、解决跨部门挑战的关键工具。

IMPACTS OBSERVED观察到的影响:
Governance治理

GOVERNANCE STRUCTURE 治理结构

i.e. agreement on mandates, responsibilities and decision making structures in relation to the strategy, action plan, individual projects etc.
即就与战略、行动计划、单个项目等相关的任务、责任和决策结构达成协议。

STRATEGY 战略

i.e. what is the strategic focus areas, individual objectives and measurable goals and timeframe. Should be underpinned by an action plan.
战略重点领域、个别目标、可衡量的目标和时间表是什么。应以行动计划为基础

ACTION PLAN 行动计划

i.e. underpins the strategy with individual focus areas (programmes), the individual objectives and measurable goals.
以个别重点领域（方案）、个别目标和可衡量的目标作为战略的基础。

PROJECTS项目

i.e. the individual initiatives, their objective, how they fit within the action plan focus areas (programme) and support the strategic objectives. Incl. Individual objectives, budget and timeline. 个别倡议、其目标、其如何符合行动计划重点领域（方案）并支持战略目标。包括个别目标、预算和时间表。

DECISIONS AND MONITORING
决策和监测

THE STRATEGY, INITIATIVES AND IMPLEMENTATION, INCL. DAILY DECISIONS
战略、倡议和实施，包括日常决策

IMPACTS OBSERVED 观察到的影响:

Legal and regulatory framework (incl. Standards）法律和监管框架（包括标准）

- AU, DK approach seemingly had the greatest impacts to date.

  澳大利亚和丹麦的方式似乎迄今为止影响最大。
- The coordinated approach in relation to key enabling standards, policies and regulations is key.

  与关键的支持标准、政策和法规相关的协调方式是关键。
- Focus on ICT, IOP, EA, IDM, simplification, digitisation-ready legislation essential.

  重点关注ICT、IOP、EA、IDM、简化、数字化立法至关重要。
- Governance model improves compliance levels.

  治理模式提高合规水平。

IMPACTS OBSERVED观察到的影响:
Backend ecosystem后端生态系统

- Consolidation and collaborative approaches in AU and DK for SS have had the bigger positive impact.

  澳大利亚和丹麦社会保障的整合和协作方式产生了更大的积极影响。

- The focus on specific government levels or service areas are a good start but require expansion over time.

  将重点放在特定的政府级别或服务领域是一个良好的开端，但需要随着时间的推移不断扩大。

- AU, DK and now CA focus on process, service and organisational innovation combined simplification and consolidation together with digitisation to increase cost-efficiency and productivity.

  澳大利亚、丹麦和目前加拿大关注流程、服务和组织创新，将简化和整合与数字化相结合，以提高成本效率和生产力。

- NB: Can be problematic in terms of “single point of failure”.
  注：在“单点故障”方面可能存在问题。

IMPACTS OBSERVED 观察到的影响:
Data governance 数据治理

- Cross-governmental approach with shared standards and base registers are more successful.

  采用共享标准和基址寄存器的跨政府方法更为成功。

- Models vary but once-only, single source of truth more impactful.

  模式各不相同，但一次性的单一真相来源更具影响力。

- Technical, semantic, organisational and governance of IOP key for success and cost efficiency.

  IOP的技术、语义、组织和治理是成功和成本效率的关键。

- Taxonomies facilitate IOP data exchange.

  分类有助于IOP数据交换。

- Data governance for capture, validation, quality assurance essential.

  数据治理对于捕获、验证和质量保证至关重要。

IMPACTS OBSERVED 观察到的影响:
Front-end ecosystem 前端生态系统

- Strong channel strategy in higher take-up of digital and telephone channels for SS.

  强大的渠道策略，使社会保障的数字和电话渠道占有率更高。

- Pedagogically, active opt-out approach result in greater usage and return on investment.

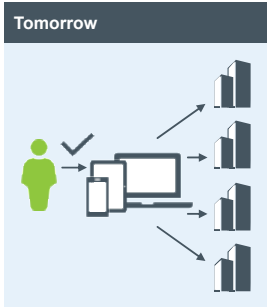
  从培育角度来看，主动选择退出方法可以提高使用率和投资回报率。

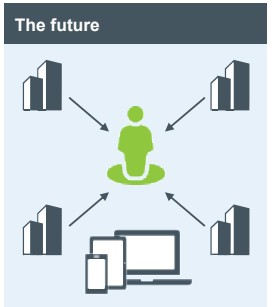
- Mandated closure of paper and even physical channels facilitate behavioural change.

  强制关闭纸质甚至物理渠道有助于行为改变。

- User-friendliness makes financial sense as it minimise requests for change, lower resistance to change.

  用户友好性具有财务意义，因为它最大限度地减少了变更请求，降低了变更阻力。





- More uniform user-experience is a facilitating factor and is more cost-efficient over time.

  更统一的用户体验是一个促进因素，随着时间的推移，它更具成本效益。

- Opt-out may be more challenging for more diverse citizens.

  对于更多样化的公民来说，选择退出可能更具挑战性。

IMPACTS OBSERVED 观察到的影响:
Skills and capacities 技能和能力

- AU, CA, FR and esp. DK show that an innovation culture can be facilitated though strategic pilot-projects, partnerships (e.g. in strategies).

  澳大利亚、加拿大、法国以及特别是丹麦表明，可以通过战略试点项目、伙伴关系（例如在战略中）促进创新文化。

- Cross-disciplinary teams are key! 跨学科团队是关键!
- Continuous capacity and skills development required.

  需要持续的能力和技能发展。

- Improved change management and innovation capacities essential.

  改善变革管理和创新能力至关重要。

- Shared innovation facilities (e.g. innovation labs) or teams.

  共享创新设施（如创新实验室）或团队。

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