



BELINCOSOC

Belgian
International Cooperation
on Social Protection



★ CONTEXT

One of the key missions of the Federal Public Service (FPS) Social Security is offering high-quality support with regard to the elaboration and preparation of social policies. To this end, the FPS represents the Belgian social security towards foreign partners and supranational institutions and aims to *promote and defend our social model* at supranational level. It is thus not a merely representative mission, but a public mission that can be seen as a mission of general interest.

However, the international cooperation in the field of social protection is unstructured at Belgian level. The Federal Public Services (FPS), the Federal Public Programming Services (PPS), the public social security institutions (PSSI) and the cooperating social security institutions act in a fragmented way as regards international cooperation. It is clear that our social model can be promoted and defended far more *efficiently and effectively* at international level.

In addition, *tenders* and *calls* for proposals offer numerous *opportunities for alternative financing* with European means.

★ NEW BOOST

It is obvious that Belgium is lacking an interface at this level, a link between the market of the European and international calls for tenders and the expertise that exists in the institutions in the Belgian social protection sector. BELINCOSOC has the ambition of becoming that interface. *BELINCOSOC unites all the actors of the Belgian social security and is the structure that promotes international cooperation in that field (at European as well as at global level)*. BELINCOSOC is essentially an *efficient tool* for organising large-scale international projects and for helping countries that wish to organise, develop or improve their social protection system.

As *single point of contact*, BELINCOSOC also maintains, on behalf of its members, the relations with the international organisations active in the field of social protection and welfare, i.e. the European Union and its subsidiary organisations/agencies, the Council of Europe and its subsidiary agencies, the United Nations and its specialised subsidiary institutions/agencies (such as the ILO or OMS) and other international and national (public and private) organisations.

Finally, BELINCOSOC wishes to encourage knowledge and experience sharing and thus aims to *step forward as a study centre* that is recognised by the aforementioned international organisations.

★ FOREIGN MODELS

BELINCOSOC is modelled on similar structures that exist in other countries, which the Business Development Management (BDM) team already has privileged relations with.

- Italia Lavoro SPA in Italy
- ADECRI and GIP INTER in France
- GVG in Germany

★ PRESENTATION OF THE PROJECT

IN GENERAL

At operational level, BELINCOSOC acts as "head end", entrusted with activating the potential means of the FPS's, the PPS's and the PSSI's that are part of the Belgian "social security network" (*more than two thousand institutions* - mostly private and non-profit - are active in the three social security schemes). To that end, BELINCOSOC is charged with searching opportunities in the international subsidy market and with filtering, *activating and coordinating the resources* of its national and international members and associated entities, in order to link offer and demand in the field of expertise. BELINCOSOC coordinates one of the key domains in the field of governance and government policy that is essential for the functioning of an efficient state: social protection.

It was decided to work on the basis of a "*shared services concept (SSC)*", which can be outlined as follows:

DIMENSION	→	SSC
Policy is made	→	by the SSC management
Reporting	→	to the (internal) client
Focus	→	on the relation client – service provider
Service	→	client-oriented
Service	→	based on competition
Return is measured on the basis of	→	internal goals and external
The costs are charged on the basis of	→	the actual use of the services offered
Place	→	near the client
Knowledge	→	is managed
The organisational culture is characterised by	→	the fact that the organisation works for a client

BELINCOSOC is conceived as a "*Shared Services Center*", i.e. *an entity that*

- works independently,
- is part of a larger organisation,
- has proper resources and personnel,
- aims to increase cost-efficiency permanently,
- offers a (limited) range of specialised services to internal clients (public services).

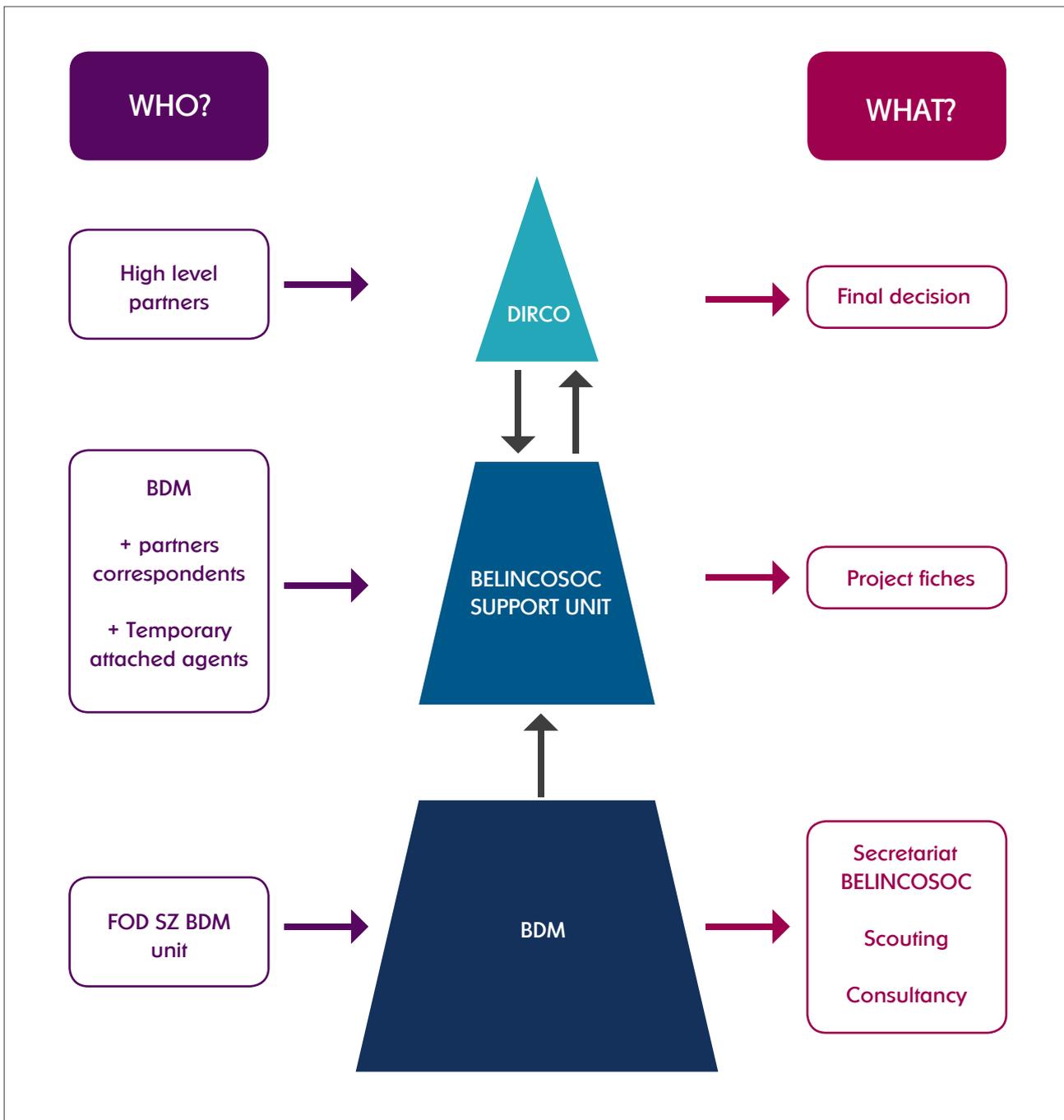
The SSC provides services in the context of a professional relation between client and service provider, preferably on the basis of "*service packages*" and "*service level agreements*".

The key to success for the SSC lies in:

- ↳ the economies of scale by structuring the service offer in view of maximising the resources (supplier),
- ↳ (and) the creation of added value by improving the processes for the group (client).

FUNCTIONAL ORGANISATION

BELINCOSOC has a pyramidal structure that can be illustrated as follows:



The basis of the pyramid is the Business Development Management (BDM) team of the Directorate General (DG) Strategy and Research of the FPS Social Security. The BDM team will take charge of the BELINCOSOC secretariat and will also do "project scouting". In addition, the BDM team may also provide consultancy in the field of managing/obtaining European project financing for the partners involved. The BDM team will also be the contact for external organisations that show interest in BELINCOSOC (via the web site or in other ways).

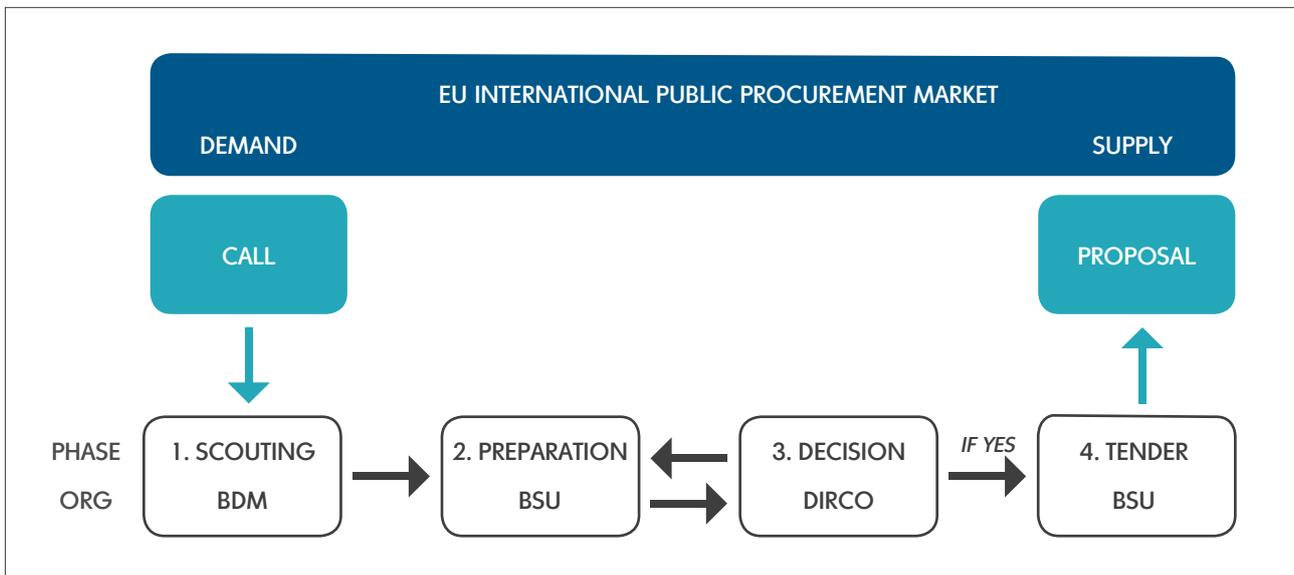
The second level of the pyramid is the BELINCOSOC Support Unit (BSU), which is a working group consisting of the BDM team members, the correspondents of the partners and, if desired, agents of the partners. The BSU's main task is to present project sheets to the management board. The project sheets are propositions based on the examination of offer and demand on the European financing market.

The top of the pyramid is formed by the managers of the various partners. On the basis of the information collected at the other levels of the pyramid, which is incorporated in the project sheet, this "board of managers" decides whether the project proposition will be executed or not.

In case of a positive decision, the project sheet goes back to the BSU. The BSU then collects more concrete information regarding the financial aspects, personnel, resources, partners, project leadership, etc. In case of approval, the BSU will follow-up the tender procedure.

OPERATIONAL ORGANISATION

At operational level, BELINCOSOC aims to link offer and demand on the European financing market, using the following system:



Through permanent scouting, BELINCOSOC selects the calls for projects that may interest the partners (on the basis of a catalogue of experts and their expertise that will be drawn up and a list of the potential projects of the partners). The BDM team submits these calls for projects to the Business Support Unit, which draws up the project sheets that are submitted to the board of managers (DIRCO). If the board of managers gives its approval, the project sheet is completed with additional information with regard to the operational aspects. The project sheet is then resubmitted to the board of managers, for final decision. If the green light is given, the project sheet is transformed in a proposition (TENDER) of the institution that will take charge of the project. That proposition is submitted to the European Commission. The person who will manage the project (the project manager) is designated by the board of managers in the second decision phase.

If the proposition is accepted and the project financing is obtained, BELINCOSOC can provide the institution that takes charge of the project with further support with regard to tasks in the context of the management of European projects (accountancy, project management support, lobbying, dissemination, development).

MORE INFORMATION?

Contact the Business Development Management (BDM) team:

- Didier Verbeke, Business Development Manager
Didier.Verbeke@minsoc.fed.be

- Marc Morsa, Legal Officer
Marc.Morsa@minsoc.fed.be

- Michiel Van Der Heyden, Business Development Officer
Michiel.Vanderheyden@minsoc.fed.be

- Cécile Atta, Business Development Officer
Cecile.atta@minsoc.fed.be

- Sophie Loquet, Business Development Officer
Sophie.Loquet@minsoc.fed.be





Federal Public Service
Social Security



BELINCOSOC

© 2013

FPS Social Security
Administrative Center
Finance Tower
Kruidtuinlaan 50
1000 Brussels

Responsible Editor
Tom Auwers
DG Strategic Support