

# **The Proactive Belgian Cadastre – In the Service of the Customer**

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**Key words:** Cadastre, Reform, Customer, Citizen, Business Process Reengineering, e-government, e-office, Internet, e-mail, call center.

## **SUMMARY**

Belgium knows an important reform of his public administration.

The “Federal Public Service Finance” has been created and is composed of, among others, the general administration of the Patrimony Documentation.

The purpose of this reform is the improvement of the service for the customer-citizen and this with a new “enterprise culture”, the simplification of the procedures and the use of the e-government.

In concrete terms, the citizen must have the necessary parameters to understand, to check, to accept the appraisal of his immovable. For this, the administration must be proactive and this with a dialogue between the citizen and the administration.

The administration of the Patrimony Documentation develops the collaboration of “his customer-stakeholders”, such as the Notaries, the Surveyors, the regional and local public administration.

The essential assignment of the Patrimony Documentation is the improvement at the maximum of the juridical security of the citizens (standardized analysis of the deeds, the preliminary land registration of the new parcels, the improvement of the cadastral map of parcels, juridical boundaries).

The Patrimony Documentation comes within the scope of the e-government. This allows citizens, the companies and the administration, to consult the information by “Internet”.

After, the partners will have the possibility of the updating of the alphanumeric files of the Patrimony Documentation.

The patrimony Documentation sets “customers-managers” up.

For the management of the relationships between the administration and the customer, the Patrimony Documentation develops the concept of “citizen relationship management”.

## RESUME

La Belgique connaît une réforme importante de son administration publique.

Le Service Public Fédéral finances a été créé et comprend notamment l'administration générale de la Documentation Patrimoniale (DP).

Cette réforme a pour but d'améliorer le service au «client-citoyen» par une nouvelle culture d'entreprise, la simplification des procédures et l'utilisation des possibilités de l'E-gouvernement.

Concrètement, le citoyen doit avoir à sa disposition les éléments nécessaires pour comprendre, vérifier, accepter la manière dont les valeurs immobilières sont établies. En cette matière, l'administration doit être proactive en anticipant les procédures, de manière à faciliter le dialogue du citoyen avec l'administration.

L'administration de la D.P. développe des partenariats avec «ses clients-stakeholders» tels que les Notaires, les Géomètres, les Administrations publiques des régions et des communes.

La mission essentielle de la D.P. est de maximaliser la sécurité juridique les citoyens (l'analyse standardisée des actes authentiques, la cadastration préalable des nouvelles parcelles, l'amélioration de la qualité graphique du plan parcellaire, les limites certaines entre les propriétés).

La D.P. s'inscrit dans le cadre de l'E-gouvernement permettant aux citoyen, entreprises et administrations de consulter les information « on line » par le biais d'Internet.

A terme, ce sont directement ces partenaires qui auront la possibilité de mettre à jour les fichiers alphanumériques de la D.P.

La D.P. met en place des «clients-managers».

Pour gérer les relations avec le client, l'administration développe le concept global du citizen relationship management.

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## 1. THE COPERNIC REFORM

### 1.1 Objectives of the Reform

The “Copernic reform” has two objectives:

- better services for the citizens;
- a better “work surrounding” for the civil servants.

Copernic is the name of the reform of the Belgian Federal Administration<sup>1</sup>.  
The principle of the reform is that the citizen occupies a center place within the State.

To reach it, four main lines:

- a new “method of working”;
- a new organizational structure;
- a new management;
- a new view of the human resources.

### 1.2 Implications of the Reform for the Citizens

- an administration centered on the **citizen**;
- an administration with more accessibility and more understanding for the **citizens**;
- better and quicker services for the **citizens**;
- a better trust in the Public administration.

## 2. THE “COPERFIN REFORM”

### 2.1 “The Business Processes Reengineering”

In the Federal Public Service Finance, “Copernic” is called “Coperfin”.

For the Patrimony Documentation, initially, three Business Processes Reengineering (BPR) have been created with the intention of a strategy of modernization.

### 2.2 Electronic administration

A Electronic administration with:

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<sup>1</sup> Federal Public Service

- back offices;
- front offices;
- electronic transactions;

### **2.3 Realization of the “TO BE”**

The reform is based on seven themes

#### 2.3.1 Only file within the Federal Public Service Finance

#### 2.3.2 Integrated data processing

#### 2.3.3 Access “New technologies” accessibility:

- Face to face;
- Computer;
- TV console
- Phone;
- Kiosk;
- Local agency;
- E-mails;
- Internet.

#### 2.3.4 Assistance, controlling and information

#### 2.3.5 Study of cases

#### 2.3.6 Consistent regulations

#### 2.3.7 Brand image

### **3. “THE PATRIMONY DOCUMENTATION” DEPARTMENT**

#### **3.1 New organization chart**

The “Copernic reform” of the Federal Public Service has led to the creation of a new organization chart and new structures.

So, the public “Federal Service FINANCE” has been created.

The “Federal Public Service FINANCE” is composed of three general administrations:

- Tax and Tax Collection;
- Accounts Department;
- Patrimony Documentation.

### 3.2 The five branches of “the Patrimony Documentation” Department

The general administration of the Patrimony Documentation (before the “Coperfin Reform”: Cadastre, Registration and Public Property administration) is composed of five general departments:

- Juridical security;
- Measures and evaluations;
- Patrimonial services;
- Not fiscal tax office;
- Collect and swap of information.

Moreover, there are also generic programmes:

- The “**Citizen** Relationship Management” – CRM - which manage the fact that the **citizen** is at the center of the services offered by the administration;
- The service “Regulations and Procedures of work”.

### 3.3 Principles of basis in favour of the citizen

#### 3.3.1 A proactive administration

The administration must beforehand best inform the citizens.

The citizen must be spontaneously and regularly informed about the consequences of some facts such as the building or the conversion work of an immovable.

So, the citizen must understand the mechanisms of the evaluation of an immovable: principally, the fiscal value based on the rental value which constitutes the basis of the land tax and “the normal construction cost” for the Value Added Tax (VAT).

Within the context of the law of the 3 December 1992 about the protection of the private life, the citizen must be able to compare his immovable with others. So the citizen can see that the value fixed by the administration is really in keeping with others similar immovable.

The administration envisages that the citizen should can determine a priori the size of the value of an immovable and this according to pre-established criterions and preliminary knowledge of detailed list of the values of the immovable.

Within the context of the juridical security, the administration will establish a standardized formulary for the attestations of inheritance.

In the future, the administration envisages a proposal of attestation of inheritance. The citizen will complete and validate this proposal of attestation of inheritance.

The Patrimonial services are so, at once

- appraiser;

- estate agent;
- and Public Officer.

The objectives of this services are to analyze and to detect the needs of the customer in order to give him the optimal answers and to offer him new services. The administration must take into account his customers as partners and must collaborate with them.

### 3.3.2 Clearness of the administration and similar treatment of the citizens

The citizens must be better informed about their rights and duties.

Especially, in some exceptional circumstances, such as, for example the purchase of a house. The administration must collaborate with the citizen to inform him of his rights and duties in the case of the purchase of a house.

The aim of this new approach is also to permit the citizen to assimilate the procedures with which he is brought face to face. The procedures are often learnedly codified.

The challenge for the administration consists in the individual treatment of the files of all the citizens and also in improving at the maximum the juridical security, the fiscal juridical security and the juridical security of the citizen.

So today the administration is orientated towards partners.

### 3.3.3 An approachable administration and information opened to the citizen

The contacts between the citizen and the administration must be simplified, the same for the exchange of information. The accessibility will be traditional and/or “new technologies of accessibility”.

Traditional accessibility:

- to complete formularies;
- consultation of explicative folders.

New technologies of accessibility:

- face to face in the front office;
- Call center;
- E-government;
- E-mail;
- Internet, ...

### 3.3.4 “Quick services” and simplification of the interactions of the administration

The different files and answers must be treated quicker and the internal process must be improved.

An example of this is “the survey” of the immovables.

In Belgium, there are many public services with a topographical surveying assignment. This generates a loss of budget.

For this, the administration is today orientated towards partners.

Principally, in collaboration with:

- the private surveyors: the private surveyors determine the new boundaries within the context of the deed drawn up by the Public Officers.
  - at the time of the sale of part of a parcel; this leads to a division of the parcel or to a modification of the boundaries of the adjoining parcel;
  - when the deed concerns a parcel or a part of a parcel not-surveyed and not-registered in the cadastre and that this parcel - or part of parcel - must be surveyed and registered in the cadastre after modification.
- the architects who can testify that an implantation of a building is true to the plans of the urbanistic and planning permission.

The plans of the private surveyors leads to the cadastral map of parcels:

- a better juridical security for the citizens;
- a better similarity between the cadastral map of parcels and the reality.

For the improving of the quality of the cadastral map of parcels, the Belgian Cadastre has long time agreements with the three regions of the Belgium.

The following strategy was adopted.

Realization in fourth steps:

- Re-using, updating and management of the “vectorial map files” under CAD (Computer-Aided Drafting- standard);
- On line access of the Cadastral data;
- Improvement of the quality of the cadastral map on a regional system of reference;
- Creation of a GIS.

The data processing consult of the cadastral data (files, map and sketch maps) by outside users will be made through the Center of the Communication of the Federal Taxation (Centre de la Communication de la Fiscalité Fédérale – CCFF).

The “CCFF” is the data processing portal of the “Federal Public FINANCE” and this in the context of the E-government and makes possible for citizen, companies and other services, the inquiry of data of taxation by internet.

The fourth step will be the evolution of the CAD format to a database where the geographical information will be tied in alphanumeric information. The updating of the database will be interactive and the different files will be managed in a single operation.

The updating will manage the cartographic symbol of the cadastral map of parcels and the alphanumeric information of the cadastral parcels recorded at the moment on a database DL/I. The evolution of the “DL/I Format” to an interactive database is a very important component of the plan of management of the Patrimony Documentation.

This fourth step must also permit an external updating, for example, a land registration before the act transferring the immovable property, and the updating directly by private surveyors, who are “stakeholders citizens”.

### **3.4 Objectives**

#### **3.4.1 The general administration “Measures and Evaluation” has the following objectives**

To elaborate a structure of work based on:

- the quality;
- the quickness;
- the rigour;
- the precision.

The general administration “Measures and Evaluations” will evolve as a reference in the domain of the evaluation, so as to be “the only contact” for all evaluation in the public sector.

The present evaluation must be use at the maximum. All evaluations must be made by the general administration “Measures and Evaluations”.

The responsibility of the civil servant must be growed and he must take conscious of his specific function and this with the determination of standards of quality of the products for the customers<sup>2</sup>.

The customer must be satisfied with the services of the administration.

#### **3.4.2 The general administration “Juridical security” has the following objectives**

- To integrate the database of the Cadastre, the Registration and Mortgage Service;
- To develop quick, efficient, effectual and integrated processes;

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<sup>2</sup> a “customer” is “the individual persons”, “the artificial persons”, “the professional customers” and “the authorities”

- To define the processes according to the needs of the customer and the optimal interaction with the customers and specially with the stakeholders;
- To define the processes according to the “One-stop” administration.

The administration is also orientated towards a collaboration with the Notaries.

The Notary is the writer of the deed and it is logic that he makes also the analysis of the deed. So, the updating of the juridical documentation respects the common intention of the parties. This reform has a cost and the Notary has a new responsibility. This reform is at the moment examined bilaterally with the professional unions concerned.

In this context, the administration is today favourable for a preliminary land registration of the new parcels.

At present, in the Belgian system of the advertising of the immovable titles, the land registration is made after the signing of the notarial deed, after the registration and after the transcription at the Mortgage Service (negative system) conversely of the positive system of the juridical cadastre.

The preliminary land registration gives to the customer a better juridical security. The new boundaries are certain and authenticated by a “boundary marking’s plan” made by a surveyor. So, the cadastral parcel is updated.

#### 3.4.3 The general administration “Patrimonial services” has the followings objectives for the implementation of the functional programme:

- to permit the Authorities to pay the good price for an immovable, in case of compulsory purchase order and this in a perspective of customer;
- to guarantee that the Authorities (customers) receive the better prices for the alienation/the sale of their immovables;
- to guarantee the juridical security of the deeds for all the customers;
- to guarantee the better price for the escheat inheritances;
- to guarantee the juridical security and the clearness (motivation of the administrative decisions) and to integrate the process of the contesting and the litigations to make this process efficaciouser;
- to give services for the customer (principle of the “One-Stop” service);
- to create a “Manager customer”. Each customer has always contact with the same civil servant. So there are better services because the civil servant knows better the customer.

### **3.5 Citizen Relationship Management**

#### 3.5.1 Definition

The Citizen Relationship Management (CRM) has as objective “the management of the relations between the customer and the administration”. The “customer” is “the individual persons”, “the artificial persons”, “the professional customers” and “the Authorities”. The “CRM programme” must permit by the Patrimony Documentation, a better answer for the

objectives of the customers. The civil servant must have attitude centered on the customer. The organization of the services, the internal structures and the infrastructure of the Patrimony Documentation must secure an optimal service for the customers.

### 3.5.2 A “made to measure” Service

The “made to measure” Service must lean on the concepts of:

- “One-stop” service – a complete and integrated service;
- Service and transmission of data must be suited to the situation, to the objectives and the needs of the customer;
- Proactive: services products and/or information being useful for a certain customer or a “target cluster” must be supplied beforehand;
- Quickness and professionalism: to limit the interactions with answer to a problem in one go;
- Communication: to propose simple and clear information at the customer and at the civil servants;
- Process of the complaints: simple and clear with using the results for the improvement of the service.

So, all the information of a customer are gathered in a file in such a way that:

- The customer must give the same information in one go
- Each civil servant can consult and complete this file at time of his contact with the customer

### 3.5.3 Objectives of the CRM

The objectives of the “generic programme CRM Patrimony Documentation” are:

- To give to the citizen/customer the choice of the interactive way (internet, e-mail, phone contact-center, face to face);
- To know the needs of the citizen/customer;
- To give to the citizen/customer a “made to measure” service;
- To give to the customer the possibility to have by way of a “one-stop” service the better service;
- To grow the legibility of the formularies, mails and notices. To write according to the “target clusters” with mention of the appeals;
- To create a “FAQ Data base” with a list of the more Frequently Asked Questions;
- To create a list of the services (with the phone numbers, mail addresses and e-mails).

## 3.6 Regulations and Procedures of Works

### 3.6.1 Objectives

The programme “Regulations and Procedures of Work” must give the processes of “Legislation and Regulations”. The programme “Regulations and Procedures of Work” must define, among others, the different regulations and work instructions. “Regulations and Procedures of Work” make the clearness in the legislative process with “Top-down” processes and with “Bottom-up” processes.

The “top-down” process is directed at the change of the theory to the practices.

The process “bottom-up” is directed at the management to apply. The aim is also to see if the regulations are applicable and this with testing this regulation by the civil servant.

### 3.6.2 Targets

- Improvement of the regulation;
- Shortening of the time between the theory to the practice;
- Improvement of the legibility.

### 3.6.3 Civil Servant – Customer

The civil servant is also his first customer of his service. An updated civil servant and respected by everyone will be in a better psychological situation to manage the stress towards the customer.

For this we must:

- improve the quality and the “work conditions”;
- establish a permanent reflection as for a regulation or a “work method”;
- stimulate and to revive the implication of the civil servant;
- simplify the internal and external process of interaction between the civil servants and the citizens and this with using softwares (less phone communications and less sheets).

In this way, with a better accessibility of the civil servant and with a better clearness, the internal and external “brand image” of the administration will be improved and this for the customer.

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