

# CONTROLLED INNOVATION

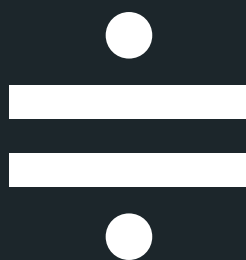


CASE STUDY CJIB



Centraal Justitieel Incassobureau  
Ministerie van Justitie en Veiligheid

≡ Solvinity®  
Secure Managed IT Services



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## Controlled innovation

**A public authority that wishes to digitise and innovate, faces strict conditions and requirements in the fields of security and reliability. With Secure Managed Hosting and CI/CD, Solvinity enables CJIB to innovate in a controlled and secure manner, which, among other things, shortens the realisation phase of projects by half. Read in this case study about the collaboration between CJIB and Solvinity.**

## About the CJIB

The Central Judicial Collection Agency, or CJIB in Dutch, is an executive organisation of the Dutch Ministry of Justice and Security. The CJIB is known primarily for the collection of traffic fines, but the agency also collects other financial penalties, such as penalties relating to compensation measures and administrative fines for other government agencies.

In addition, the CJIB has developed into a chain director for the execution of other penalties in the Netherlands. Multiple organisations collaborate to ensure that a perpetrator is brought to justice, and in this respect they rely on one another. Examples are the police, custodial institutions and the probation service. The CJIB ensures that each chain partner receives the correct information in a timely manner.

The CJIB is an expert in the fields of debt collection and recovery, coordination and information. It applies its industry-leading knowledge in its daily operations. The combination of innovation, knowledge and experience ensures a prominent position within the government.

Through the execution of these tasks, the CJIB makes an important contribution to the government's credibility and authority. Partly for this reason, the CJIB believes it is important that all services are offered as accessible as possible. ICT plays a very important role in this. Security, high availability and an optimal user experience are basic conditions for the IT solutions that the CJIB develops.

### Company information CJIB

- Implementing organisation of the Dutch Ministry of Justice and Security
- Located in the northern city of Leeuwarden at 4 locations within a radius of 1 km
- 1450 employees
- 340 ICT employees
- 9.182.573 settled traffic violations in 2018
- Approx. 75.000 weekly visitors Digitaal Loket CJIB (Digital Portal CJIB)
- Approx. 120.000 weekly visitors website CJIB.nl

## The challenge

The volume of data processed by the CJIB is growing steadily. In 2018, the CJIB processed more than 9 million traffic violations. In order to meet the need for information relating to the data processed, the organisation has decided to digitise its services wherever possible. "Digital is the leading principle here. In order to digitise our services, we have developed information channels for our chain partners, citizens, other organisations and internal staff."



*"Digital transformation is one of the strategic objectives of the CJIB."*

**Esther Rozendaal**

CJIB Account and Supplier Manager

As Project Manager Digital Transformation, Nils Peerdeman is directly involved in the digitisation of the CJIB. In his opinion, the pioneering role of the organisation in this field within the national government is mainly due to the management approach. "We are truly agile - not just in an operational and tactical sense, but also in a strategic sense. At our office, the management attends the stand-up meeting at the scrum board every Monday morning."

The short-cyclic character of the agile methodology is ideal for innovation, according to Peerdeman, but only if supported by the entire organisation. "IT may be agile, but if the organisation is not agile, the benefits are limited." Reacting quickly to

changes within the organisation not only adds operational value, it also has the advantage of being less painful if something doesn't work immediately. "It allows us to take more risks, so that we can ultimately prove our worth even more. It instils confidence and gives the freedom to innovate and to experiment with solutions that are still in their infancy."

Working with data within the government imposes challenging and specific demands on IT solutions. Links with DigiD (authentication and authorisation on the basis of Citizen Service Numbers) or 'eHerkenning' (based on Chamber of Commerce numbers) must meet the requirements of the European eIDAS regulation, for example.

The privacy sensitivity of the data means that processing such data must meet the guidelines of the [Dutch Data Protection Authority](#) and the Government Information Security Baseline (BIR), among others.

The success of the digitisation to which the CJIB aspires depends strongly on the competencies in the entire chain. The Dutch Ministry of Justice and Security has collaborated with Solvinity for many years with respect to secure infrastructure services and complex webhosting. Solvinity is renowned for the high reliability and safety of its services. The CJIB and Solvinity have together explored the ideal form of collaboration in order to support the rapid transformation of the organisation in a constructive, flexible and responsible manner.

Change is constant and inevitable in innovative organisations. The challenge is to control that change. Digitisation and innovation are very challenging for organisations with a serious social responsibility with respect to large quantities of sensitive data. All parties involved must be completely familiar with all the relevant systems, they must grasp the coherence of all components, and they must be able to make a well-considered estimation of the possible impact of new developments on that landscape. That is why it was extremely important to invest in an optimal collaboration.

## Objectives

- Controlled flexibility for fast and responsible innovation
- Safe disclosure of data according to strict government standards
- High availability
- Move from a client/contractor relationship to true partnership



**Esther Rozendaal**

CJIB Account and Supplier Manager

**Nils Peerdeman,**

Project Manager Digital Transformation, CJIB

## The collaboration

In this transformation process, the CJIB and Solvinity were faced with the challenge of dispensing with the classic client/contractor role division. The first major joint project was CJIB.nl, the website millions of visitors use to ask their questions and look for information. This website, developed by Tres and the CJIB and supported by Solvinity, won the Golden Dutch Interactive Award in 2017 in the category Corporate for its high degree of customer and user-friendliness.

Solvinity took the opportunity to further streamline the collaboration in this project. At the initiative of the project manager, the chain partners met to share experiences.

By openly and honestly engaging in conversation with one another, by discussing potential problems straight away, and by involving the right people in the planned changes at the right level and at the right time, the collaboration has become far more effective. The developers at the CJIB and Solvinity's operational teams, using Continuous Integration/Continuous Delivery (CI/CD), stay in frequent close contact. Instead of spending time and energy to draw up action plans, both groups collaborate in implementing improvements directly.



"Initially, we adopted a primarily directive role," Peerdeman explained. Since then the business collaboration has changed into a strategic partnership. Instead of simply placing an order, the CJIB now first engages in a conversation with Solvinity regarding the best way to serve the citizen. "That's the result we were aiming for," Peerdeman emphasized. That focus on the common objective got off to a good start, according to him, because both parties were willing to consult each other more often and learn from each other. "Whereas we previously found it difficult to clarify our request to Solvinity, we now engage in a conversation beforehand to make the order clear in advance."

Thinking ahead together and engaging in regular face to face discussions definitely makes a vast difference, according to both Rozendaal and Peerdeman. They are now part of a consultation team that includes designated representatives from Solvinity. Once a month on average, the team reviews all ongoing affairs and looks ahead at what the CJIB wishes to accomplish in the coming period. "There is a lot going on, so it is good to be in close contact," Rozendaal stated. Mutual understanding is created by consulting on a regular basis on the direction favoured by the CJIB and how Solvinity can best support them in achieving that.

Instead of having to act ad hoc, Solvinity can now anticipate the longer-term requests of the CJIB. Rozendaal: "When we submit an RFC we obviously know exactly how we want to

utilise the change, and the other side is expected to understand it in the way it was intended. However, this is not always the case." By discussing these matters beforehand, the intended goal of such a process becomes clear at a far earlier stage. The partnership also creates the willingness to do something for each other, according to Peerdeman.

"A contract-style atmosphere - as in 'that's what we've agreed on and you won't get anything else' - is not very useful."

The collaboration must be securely anchored in SLAs but ultimately it is particularly important for both parties to work towards a common goal. "For this reason we are now in a situation in which we truly strengthen each other, and that benefits both of us."



## Solutions

- Managed Hosting and Technical Application Management
- CI/CD and Integrated Delivery
- Managed Security Services such as DDoS Protection, Vulnerability Management and Intrusion Detection & Prevention (IDP)

## CI/CD and Integrated Delivery

Continuous Integration/Continuous Delivery is a method to continuously test and integrate small software improvements instead of first fully developing new software and rolling it out on a large scale. The method enables higher flexibility and offers greater control over the development process, but it does require close contact between Development and Operations (DevOps). This could present a challenge if development and operations are divided over two organisations, as is the case with the CJIB and Solvinity. In order to prevent this, Solvinity has developed a methodology for its Secure Managed Services, called Integrated Delivery.

**Integrated Delivery** initiates a dialogue between development and operations at the customer and at the supplier. This accelerates the delivery but also guarantees that the final solution is as secure and scalable as the customer had anticipated. The added advantage of this model is that the exchange of information and experiences ensures a better and more effective development organisation, which is able to quickly deliver the software with which the organisation ultimately generates its revenue.

**Want to know  
more about CI/CD?**

Download  
the whitepaper  
[Integrated  
Delivery!](#)

## The results

The collaboration between the CJIB, Solvinity and other chain partners, such as the judicial information service Justid, has already resulted in a range of successful portals. Apart from the award-winning website [CJIB.nl](https://www.cjib.nl), these include the Digital Portal, where citizens can pay their fines and view speed camera photos; the Digitaal Loket (Digital Portal) that the CJIB makes available to the Public Prosecutor, for citizens who wish to lodge an appeal against traffic fines; the Business portal for organisations with large fleets (and consequently many fines); and the Ketenportaal (Chain Portal), in which all division of the Ministry of Justice and Security and even other public authorities can seek digital collaboration. "This may sound like only four projects," Peerdeman said, "but in reality it concerns at least fifty releases and Solvinity has been involved in more than a quarter of these cases."

The development at the CJIB has accelerated substantially since the first project and the way in which the collaboration was subsequently organised. "By including Solvinity in the preliminary phase earlier, we have managed to shorten our realisation phase considerably, perhaps cutting them by half. This also produces more solid results in terms of content," Peerdeman said. The services that the CJIB offers on Solvinity's platform are safe and reliable; all portals are subjected to a penetration test yearly and after every major release. In addition, the uptime and availability are exceptionally good. This is important for an organisation that wishes to offer citizens an optimal service, according to Rozendaal.

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**"Recently, the National Ombudsman paid us a big compliment because our digital channels are in such good order. We also hear from citizens who are very pleased with what we have to offer. With this, one of the most important objectives of the CJIB has been achieved."**

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### CI/CD

The next step is to further expand the relationship with Solvinity so that the CJIB can continue to develop as quickly and flexibly as possible within the secure frameworks of Solvinity. Rozendaal: "In the end we would like to deploy production ourselves. This is currently possible in the acceptance environment, but if we wish to really make a success of our agile way of working, we also want to produce at moments of our own choosing." Rozendaal and Peerdeman are both aware that the matter is a bit problematic as Solvinity is ultimately responsible for the security and availability of the portals. "It typifies our close collaboration that Solvinity is willing to enter into a discussion with the CJIB on this," were Peerdeman's thoughts.

Thanks to CI/CD and Integrated Delivery the development process has become much more flexible. There are of course contractual limitations, according to Rozendaal, but he added, "A real partnership is about exploring together what can be done within those limits. We are bound to be able to find a mutually satisfying solution within those frameworks." This willingness makes a vast difference both at Solvinity and the CJIB. Peerdeman stated, "You can't just deliver the software and leave it at the door. Obviously Solvinity is responsible for the operational aspect, but it works so much better if you ensure that everything is properly coordinated."

The ultimate goal of the CJIB is maximum flexibility and the ability to switch as quickly as possible. Solvinity is actively participating in this thought process as well.

"Even with the extremely sensitive data that we have here, they are suggesting possibilities to securely store at least part of it in the cloud. It is not that simple, of course, but I'm very pleased that they're willing to share thoughts and ideas with us." In addition, the service provision of Solvinity is as solid as a rock, according to Peerdeman.



## Results

**Managed by Solvinity, delivered in collaboration with various chain partners and the CJIB:**

- Website CJIB.nl (Golden Dutch Interaction Award 2017)
- Digitaal Loket (Digital Portal for paying fines, viewing speed camera photos)
- Businessportaal (Business Portal for organisations with large fleets)
- Ketenportaal (Chain Portal for digital collaboration between public authorities)

### General results

- Realisation phase shortened by 50%
- Secure and reliable service provision
- High availability
- Close personal contact between both teams
- Improved insight into mutual planning
- Proactive and action-oriented collaboration



*"The uptime is fantastic. There have hardly been any incidents. All compliments to them. We are tackling new projects together with increasing effectiveness. **Yes, we are very happy with Solvinity.**"*

**Nils Peerdeman,**  
Project Manager Digital Transformation, CJIB

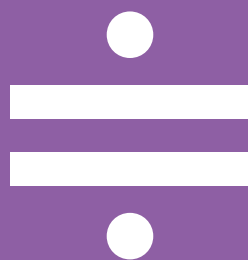
## About Solvinity

Solvinity develops innovative client-orientated solutions and offers companies with strict security requirements secure access to the private, public and hybrid cloud. Solvinity specialises in cloud services for managed hosting, analytics, workplace and security. Under the motto 'Secure and compliant by design', Solvinity is certified according to international and Dutch standards, such as ISO 27001, ISO 14001, ISO 9001, ISAE 3402 type II, SOC 2 and NEN 7510. Its annual turnover in 2018 was € 46.8 million. The company has over 240 employees in the Netherlands. For more information go to [www.solvinity.nl](http://www.solvinity.nl), or follow Solvinity on [Twitter](#) and [LinkedIn](#).

### Want to know more about Solvinity?

Contact us! Call **+31 (0)20 36 43 600**

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