



INSS
INSTITUTO NACIONAL
DO SEGURO SOCIAL



Meu INSS

Evaluation Report of the Brazilian Government Social Security
Project

Empresa de Tecnologia e Informações da Previdência Social

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About the Evaluation

Evaluation Type: Internal.

Evaluation Patern: Not applicable

Report Language(s): Original in Portuguese translated into English.

Brief Description: This report is an assessment of the impacts caused by the implementation of "Meu INSS" project as a solution for Brazilian population to be in accordance with government guidelines to build digital citizenship. The purpose of this report is to analyze and establish an opinion on the impacts of using "Meu INSS".

The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency) to determine outcomes and impacts arising from project implementation. The main objective of this evaluation is to present evidence of how the results have met the needs of Brazilian population in the social security context. Another goal is to have plain documentation about the project so it can be used as reference in the future for upcoming initiatives.

Keywords: Meu INSS; Previdência Social; INSS; Brasil; Benefício.

Executive Summary

1. This report aims to introduce the "Meu INSS" initiative launched in partnership by the Instituto Nacional do Seguro Social (National Institute of Social Security) - INSS and the Empresa de Tecnologia da Previdência Social (Social Security Technology Company) - Dataprev. The project is one of the Brazilian Federal Government's Digital Governance strategy (EGD) initiatives.
2. The initiative started in 2016 and the product was initially called "Central de Serviços", indicating that its main goal was to become the most used digital channel by citizens for accessing the Institute's digital services. Nowadays, "Meu INSS" represents the Institute's digital transformation and provides digital services to millions of Brazilian.
3. The main goal of "Meu INSS" is to provide the Brazilian Social Security services to citizens wherever they are and whenever they need them. Even though all Brazilians can take great advantage of these digital services, there are three profiles that need to be attended the most: (1) people who live in remote locations, such as the Amazon, where there are no governmental agencies, meaning they have to travel many miles, even by boat, to have access to social policies and benefits; (2) elderly citizens who need the services the most but aren't able to travel; (3) people in great need of financial or medical care, who need urgency and can't afford waiting long periods of time to get assistance.
4. Instead of obliging citizens to go to a social security agency to request a social benefit, as it has happened for decades, this new government digital platform provides services directly to citizens through the Internet, avoiding lines and travelling. "Meu INSS" promotes cost and time savings for both the government and citizens as there is less need for face to face interaction. This initiative allows people left out from social policies and benefits to be part of them.

5. The project aims to reduce transportation costs, generating more savings for people in vulnerable financial situations. In addition, the visibility of vulnerable people who have come to be attended by the government has increased; people who are on the peripheries are usually excluded from the provision of services. The solution brought these people closer to care, providing the same conditions and facilities of access as people living in urban centres.
6. Once people in precarious situations are granted assistance benefits, they become less susceptible to external impacts that might take place, involving public health, environmental disasters etc. Through the project, the worker can monitor the transfer of part of his/her income to a governmental assistance fund for him/her to be insured if need be. The solution allows people, who had no access to services before due to a physical limitation, to have their rights recognized and granted.
7. “Meu INSS” newest version is the 3.12.6 (until the date of publication of this report) and shows extremely expressive results. The project’s goal for 2020 is to offer even more digital services for Brazilian citizens and to use Artificial Intelligence and citizen data from other government’s databases to automatically grant almost 100% of social benefits from beginning to end without the need for face to face interaction with public servants.
8. The main aim of the evaluation was to determine, in the most systematic and objective way possible, the relevance, efficiency and efficacy of the use of “Meu INSS” as a means of providing citizens the Social Security Services. The evaluation was carried out in accordance with Dataprev’s norms and standards.

Results

9. The general classification of the evaluation of the project is **satisfactory** and the other evaluation objects are described in detail below.
10. The project’s strategic relevance was considered **highly satisfactory**: it is aligned with the guidelines from the Brazilian Federal Government in the scope of digital citizenship; it focuses on the assistance to the Brazilian citizens, transparency of information and on

providing services. Besides that, it shows it is aligned with the United Nations Organization's excellence policies in public service.

11. The relevance of the Project considering its alignment with the guidelines from the Brazilian Federal Government was considered **highly satisfactory**. "Meu INSS" conforms with the Digital Governance Strategy (DGS) according to the publication of the Decree 8.936 by the Federal Government. The Project manages to reach citizens in all social spheres, from those in the most vulnerable to the most financially successful ones. The project is also aligned with environmental issues.
12. The relevance of alignment with the target group, necessities and priorities of benefit recipients, was considered **satisfactory**. It was noticed that "Meu INSS" contributed to the improvement in the traditional model of social security assistance. It was possible to observe a migration and thus acceptance of the request of services through the digital platform, reaching the goal of a wider offer of public services through the Internet.
13. The relevance of the application related to the population's satisfaction was considered **satisfactory**. Even though "Meu INSS" fulfils the role to what it has been designed, there is still room for improvement, making it even more aligned with the current technology concepts, allowing it to reach out its users more widely.

Introduction

14. Previdência Social (Social Security) is the Brazilian public insurance program which offers protection against different economic risks, such as loss of income due to sickness, age (retirement) or unemployment. This social insurance is made available to the citizens who contribute to it. The so-called “contribuintes” (“contributors”) participate in the General Social Security System, which is compulsory and defined by the type of work relationship.
15. People in Brazil participate in the Brazilian labor market through their workforce and social insurance contribution. This process involves risks and situations that might interrupt the continuity of their working capacity. Therefore, if the employees’ working capacity is limited or impeded by any circumstances, the Brazilian State must guarantee their dignity and subsistence, considering that the democratic and social State must provide and guarantee the necessary protection conditions when these people and their dependents are found to be incapable.
16. With the 1988 Constitution, the concept of Social Security was created, including the areas of Health, Social Welfare and Security. The State is responsible for protecting citizens who are considered poor (according to the definitions of the Brazilian Government) and whose monthly income is lower than the minimum salary established by the State, even if those citizens have not contributed to the security system.

INSS

17. The National Social Security Institute (INSS, in Portuguese) was created on June 27, 1990, under the government of the then president Fernando Collor de Melo, through the Decree number 99.350, through the merger of the Instituto de Administração Financeira da Previdência e Assistência Social – IAPAS and the Instituto Nacional de Previdência Social – INPS, a state company then linked to the Ministry of Social Security and Welfare -, and linked to the Ministry of Economy under the current Government.

18. The INSS operates the recognition of the rights of those citizens who are under the General Social Security System (RGPS, in Portuguese). The Brazilian Federal Constitution (art. 201) establishes the organization of the RGPS, which has a contributive nature and compulsory affiliation, being regulated by the INSS, considering the governmental strategies and policies from higher hierarchical bodies, such as the MPS.
19. Thus, the INSS is characterized as a public organization providing social security services to the Brazilian society. In this context and aiming at maintaining the quality of the services provided, the Institute (INSS) has been developing alternatives for continuous improvement through modernization and operational excellence programs, emphasizing the maximization and optimization of results and tools that aim at meeting the expectations of society in general.
20. Institutional information may be included in the link: <https://www.inss.gov.br/>

Services

21. The INSS provides various services to the Brazilian citizens, such as scheduling of medical examinations, request of assistance benefits (maternity salaries, pensions) and retirement, simulations, social security benefits statements and statements of payment of benefits as well as letters for granting benefits, among others.
22. Not long ago, in order to request one of the services provided by the INSS, the citizen had to go to one of the INSS agencies. Due to logistics and demographic density of some regions in Brazil, the request of a service at one of the INSS agencies could result in hours of queuing, which generated dissatisfaction among the citizens.
23. Another important point is the size of Brazil. The country has a territory of 8.511.000 km² and a population of approximately 209 million people. Due to its continental size, it is not possible to have INSS agencies in all places. In remote locations of Brazil, the citizen needs to travel up to 300 km to be able to be attended to at an agency. In riverside areas, access to the INSS only happens through PrevBarco.

24. PREVBarco is a floating mobile unit which provides services to citizens who live near rivers in the Amazon basin (the so-called “ribeirinhos”/riverside inhabitants) in municipalities where there are no stationary INSS units. The PREVBarco also provides services to various indigenous and quilombola communities.
25. The “Meu INSS” project was thus proposed to face these challenges, being developed in partnership with the Empresa de Tecnologia da Previdência Social – Dataprev. Its main aim is to facilitate the access of insured people and contributors to the INSS services, focusing on a more direct relationship with the Federal Government and offering services that cater for the needs of the citizens in a clear and conscious way, increasing convenience, agility and quality of the services provided by the Institute.

DATAPREV

26. Dataprev is a public company that provides Information and Communication Technology solutions for the improvement and implementation of social policies in the Brazilian State, which has been developing technology solutions for the INSS for 45 years. With a main office in Brasília and a structure for attendance all around Brazil, it has System Development Units in five states (Ceará, Paraíba, Rio Grande do Norte, Rio de Janeiro and Santa Catarina) and three data centers, located in the Federal District, Rio de Janeiro and São Paulo, designed to provide high availability and security of the systems.
27. Dataprev is part of the life of the Brazilian citizen, providing the necessary technology for the government’s social and strategic programs. Among other services, it processes the monthly payment of around 35 million social security benefits and is responsible for online application that authorizes the unemployment insurance. The company also processes the social security information of the Brazilian Federal Revenue Office and is also responsible for the functionalities of the programs that run at the workstations of the biggest public attendance network in the country, including the Social Security Agencies and the offices of the National Employment System (SINE, in Portuguese).

28. Dataprev has become a reference of quality in the processing and treatment of large amounts of data. It stores and manages, for example, data from the National Registry of Social Information (CNIS, in Portuguese), which allows the automatic granting of various social benefits, such as retirement or maternity salaries (paid maternity leave).
29. With 45 years' experience in the management and development of Information Technology solutions, Dataprev has computational and logistics capacity to host, maintain, manage and protect information and systems, as well as to analyze and qualify data, anticipate partners' requests, provide consulting services and support project design and implementation.
30. Institutional information may be included in the link: <http://portal.dataprev.gov.br/>

Institutional Milestones

31. Dataprev is a public enterprise linked to the Ministry of Economy, with legal personality of private right, its own patrimony and financial, as well as administrative autonomy. Click here to access the Law that created the enterprise (number 6. 125) on November 4, 1974.
32. Dataprev Mission is to provide digital citizenship to all Brazilians aiming at being a worldwide reference in digital solutions for the government.

About the Project

The Initiative

33. “Meu INSS” was designed to provide INSS with a simple and secure digital service channel to its main services, thus reducing the number of insurance recipients who needed to travel long distances to get to the Social Security Agencies (APS, in Portuguese) to obtain statements, certificates and file various requests.

34. The first version of the project, which started in 2016, was named “Central de Serviços” (Service Center) and already indicated the intent to offer a single channel for the Brazilian citizen to have access to the INSS services.

35. Back then it was possible to request some services on the INSS website. However, these were made available through different applications which did not communicate among them and did not have the citizen as their main focus.

36. Based on the concept of the INSS “Central de Serviços”, a road map was drawn, focusing on making available the services the citizens were most interested in first. This version was launched in November 2016, offering the following services:

- **Social Security History Statement (CNIS, in Portuguese)**

The history of all the contributions of the worker, be him/her an employee, individual, businessperson, domestic worker or retired person. It allows the citizen to check month after month if the company/employer is transferring the contributions and if these are being made in the correct way.

- **Benefit statement – Clearance certificate**

Certificate that informs if there is a benefit being paid to a specific Individual Taxpayer Registration Number (CPF, in Portuguese). Some government bodies usually request this clearance certificate (“Nada Consta”, in Portuguese).

- **Benefit Review Consultation – Article 29**

To know if the benefit is under review to check the calculation formula. This is just for those that fit in the Article 29, II of the Law 9876/76.

- **Finding an agency**

To locate specific agencies based on the citizen’s need which are closest to his/her address (through postal codes or municipality).

- **Individual Taxpayer’s Statement (DRSCI, in Portuguese)**

The statement of regular situation of the individual taxpayer (DRSCI) is a document that proves that the insured self-employed worker’s situation is regular and that the contributions are up-to-date.

37. In 2017, the Project planning aimed at integrating and making available the module for Scheduling and Requesting services, including the request of Social Security benefits such as Retirement and Pensions. Moreover, new statement and certificates were also delivered along the year.

38. In this same year, the project was renamed “Meu INSS”. The idea was that the citizen could feel as part of the process and the owner of his/her data through the INSS. Still in 2017, “Meu INSS” was also made available as an application at the Play Store and Apple Store.

39. The integration with the module for Scheduling and Requesting services was an important step both for the INSS and Dataprev and, in the same year, it allowed for a significant milestone : the first retirement requested and granted in a totally automated way. The INSS contributor,

without leaving his/her home, could request and have his/her benefit granted in a few minutes through a new service called Old-age retirement request, made available in September 2017.

40. The automated granting does not need scheduling, which means that the benefit recipient only needs to go to a Social Security Agency if the Institute requires some additional documents.

41. The automation of this service was only the beginning of a phase that would definitely change the way the INSS attended citizens, who could now count on a single digital channel to request old-age retirement pension or a range of other social security services.

42. One of the biggest challenges for automating of the analysis and granting of benefits is the availability and quality of the insurance recipients' data on the government's database. Along with the development of this project, the INSS and Dataprev continue to invest constantly in initiatives for data qualification and integration of the governmental database to the National Registry of Social Information (CNIS, in Portuguese) with Master Data Management (MDM) solutions and the implementation of an API of services that integrate and improve the governance of consumption and updates of this data.

43. For the Brazilian citizen, the direct results included greater convenience, transparency and economy, for he/she did not have to spend time or money to travel to a Social Security Agency.

44. For the INSS, automating the granting of a benefit and widening the range of services on the internet meant saving time, money and improving the wellbeing of the civil servants who had to work in crowded agencies and deal with dissatisfied insurance recipients because of the long queues.

45. To sum up, here are the services made available through “Meu INSS” in 2017:

- **Scheduling / Requests**

Module that allows the request of varios services. It is possible to schedule an appointment for services that require in-person attendance, and then to follow the progress of the request.

- **Benefit payment statement**

Statement of the monthly payments made to the insurance recipient related to the benefit granted by the INSS. It is possible to check the credit for the month and future payment. It is also possible to check the history of credit since the granting of the benefit. This statement can also be used by the citizen as proof of income and benefit in legal situations such as opening of bank accounts, loans, educational programs, gratuity in interstate buses for the elderly, among others. It informs the amount of money, the bank and date of payment of the benefit.

- **Result of the request for disability benefits**

The result of the request for a disability benefit is only issued after the medical examination and analysis of the eligibility criteria.

- **Payroll loans statement**

This statement allows the insurance recipient to check all the history of payroll loans deducted from his/her social security benefit. It is also possible to check other information such as the percentage of the current loan, amount of installments to be paid, period for paying back the loan to Financial Institutions.

- **Statement for Income Tax Declaration**

It is possible to access the detailed annual income statement, listing the amounts received in terms of social security benefits. It is used by the insurance recipients who need to hand in their income tax declaration.

- **Statement of INSS's benefit receipt**

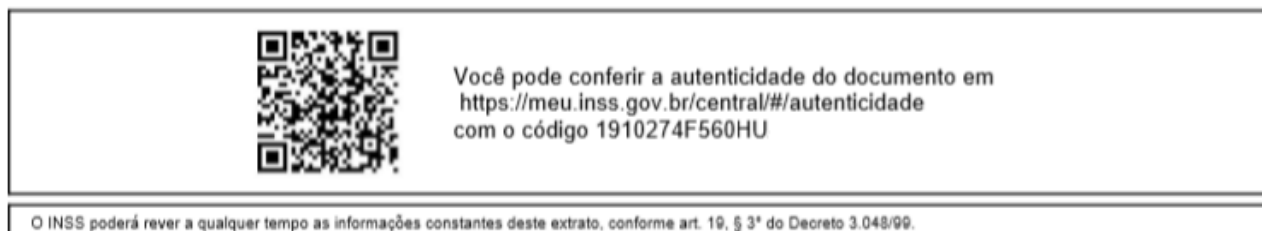
Statement that informs whether there is a benefit linked to one's Individual Taxpayer Registration Number. Some governmental bodies require this statement as proof that social security benefits are not being received.

- **Old-age retirement pension (automated request and analysis)**

The customer can request his/her old-age retirement pension. "Meu INSS" carries out searches on the INSS systems to check if the benefit can be granted automatically. If not, the customer is informed and will be able to follow up the request on the "Meu INSS" platform with the number of the protocol.

- **Guarantee of Authenticity of documents issued by "Meu INSS"**

The documents issued on "Meu INSS" have an authenticity guarantee. At the bottom of the documents, there is a QRCode which leads to the authenticity verification page. Each document is issued with an identification code which allows people and institutions to validate that it is an authentic document issued by the INSS.



46. In 2018, the challenge was to widen the automated granting of two more benefits : maternity salary (paid maternity leave) and retirement based on the contribution time.

47. As in previous years, new relevant services were added to the product, such as the Contribution Time Simulator and being able to edit contact information.

48. In February 2018, two more services were launched :

Contribution Time Simulator: The contribution time indicates how many contributions were paid to the INSS. This amount is important since it determines whether the customer is eligible to request social security benefits. For each kind of service, there is a minimum of required contributions. Besides checking the current amount, the simulator also allows the customer to change and include information if he/she identifies missing or wrong information in his/her working statement.

Maternity salary automated request and granting: Through this service, the customer (an individual contributor) may request a paid maternity leave by informing the number of her child's birth certificate. "Meu INSS" checks on the INSS systems whether the benefit can be granted automatically. If it is not possible, the customer is informed and can follow up the request by using the number of the protocol. In the past, there were many cases in which the mother returned to work without receiving the benefit.

49. As of 16/07/2018, with the publication of the normative ruling 96, the INSS determined that none of the Statements and Certificates available on "Meu INSS" could be issued at a Social Security Agency without prior scheduling.

50. This was a very important decision for the INSS to manage better the demands for face to face appointments at its agencies.

51. Even though the statements have been available on the internet, some since 2016, the insurance recipients and contributors were still used to go to an agency to request a statement without an appointment, which resulted in serious problems for the adequate distribution of the demands. Without a clear estimation of the number of appointments for the day, some agencies would get very crowded while others had very little demand. After the publication of this norm, the insurance recipient started to be directed to the "Meu INSS" to get these statements. If he/she still needed an appointment, this should be made through the "Meu INSS" or by phone.

52. This norm was also important to foster a cultural change among the population, especially among the elderly, to get used to checking which services are available through "Meu INSS" every time they need the INSS.

53. Other services were made available through “Meu INSS” in 2018 :

- **Contact information**

At any moment, the citizen can alter his/her personal information at the National Registry of Social Information: (primary and secondary) address; email address and telephone numbers. This easy update of personal information makes it easier for future requests to be granted automatically through “Meu INSS”.

- **Design and User experience improvements :**

Since the product was launched in 2016, improvements have been made year after year so as to make the presentation of service and experience of users (of the web version and mobile apps) better. At the end of 2018, the INSS and Dataprev carried out design thinking workshops to rethink about the layout of the product, which would be the main demand for 2019.

54. In 2019, Dataprev started the most important project of the company : the Project for the Digital Transformation of the INSS. It is known that the INSS’s digital transformation had already started in 2016 and that results have been achieved since then. What changed, though, is the fact that in 2019, Dataprev, the INSS and the Digital Governance Secretariat gave more visibility and sponsorship, as well as started to follow up the main initiatives of the INSS’s digital transformation process through one single project, which were dealt with in eight big development cells.

55. Among the Brazilian Government’s goals for 2019 of transforming public services onto digital environments and providing convenience, transparency, security and economy to the citizen, “Meu INSS” was the most relevant project. The year of 2019 was a milestone in the INSS’s Digital Transformation project.

56. Three important deliveries of the Digital Transformation process involving “Meu INSS ” took place during this period :

57. Change of requests to online mode; use of a new and unified authenticity platform of the Federal Government – gov.br – and the new visual identity of “Meu INSS”.

58. The Change of INSS’s service requests to online mode meant that, from that moment on, the citizen would not need to schedule an appointment to go to a social security agency to request or to follow up on the progress of his/her request. Up until that moment, most services offered by the INSS could be requested through “Meu INSS”, but they resulted in scheduling an appointment at an agency. From the change on, after the 3 steps, both request and follow up started to take place via “Meu INSS”, that is, without the need of a face to face appointment. Below the three steps of the change are described:

- 13/05/2019 - Change of Administrative Review, Revision and File Copy Requests
- 29/05/2019 – Change of Maintenance of Benefits Requests
- 17/06/2019 – Change of CTC and Benefits Requests

59. The three steps described above include 90 out of the 96 services offered by the INSS, which means 93% of the INSS services can already be requested by the Brazilian citizen in a digital way through “Meu INSS”.

60. Integration with the unified authenticity platform of the Federal Government – Gov.br:

- Gov.br is a unified platform for the authentication of the digital channels offered by the Federal Government launched by the Ministry of Economy.

61. In May 2019, “Meu INSS” replaced its platform for users authentication “Cidadão.Br” and started to use the one-login-only platform recently launched by the Federal Government.

62. The “Cidadão.Br” used to be the platform for citizens to access Dataprev's products which was launched together with “Meu INSS” to allow the identification and authentication of citizens, a tool which was essential to allow for the implementation and advancement of the product in the delivery of even more complex services.

63. From the launch of “Gov.br”, the “Cidadão.Br” and all its users' database were integrated to this platform, allowing the Federal Government to simplify and unify the citizens login platforms for the applications offered by public bodies and institutions.

64. The “Meu INSS” new visual identity was conceived by the INSS with the support of Dataprev that carried out workshops on Design Thinking to generate and prototype ideas and goals of the INSS for the new layout.

65. The new layout prototypes were approved of by the INSS in June 2019 and from July on beta versions were made available through Android stores for evaluation by the INSS.

66. The coordination of user experience carried out field research with groups of users for the evaluation of the new layout. In its final version, published on 18/11/2019, the new version of the application was made available to the public at the Play Store and Apple Store.

67. Following the steps of the project, until December 2019, after users evaluation of the new layout made available through the mobile version, it will be possible to approve and implement the web version and thus start 2020 with “Meu INSS” relaunched with a new layout for the web and mobile versions.

68. Other services made available through “Meu INSS” along 2019:

- **Old-age retirement and Contribution time pension Simulators**

Through these simulators, the contributor can check whether he/she is already eligible to retire and how long he/she needs to wait to reach these requirements. If the citizen is eligible to be granted the benefit, the approximate amount that he/she will get when retired is shown. On 12/11/2019 (until the final date of the production of this document), the retirement/pension simulators are being updated to follow the new retirement rules defined by the Social Security Reform (Emenda Constitucional nº 103 de 12 de novembro de 2019).

- **Issue of copy of Contribution time Certificate:**

This service allows the issue of the Contribution time Certificate for social security compensation for public bodies that have their own social security.

Publication about the Meu INSS

69. The image below presents a compilation of publications in the Brazilian media about Meu INSS

Additional information

- General numbers of Meu INSS



70. The solution is available at the following links

- Webpage: <https://meu.inss.gov.br/>
- Google Play (Android): https://play.google.com/store/apps/details?id=br.gov.dataprev.meuinss&hl=pt_BR
- Apple Store (iOS): <https://apps.apple.com/br/app/meu-inss/id1243048358>

71. Current versions at the time of development of this report:

- **Web Version:** 3.12.6.
- **Application version:** 4.1.0.

72. Total app downloads:

- **Apple Store:** Over 345,000
- **Google Play:** Over 5 Million

73. Access evolution (approximate cumulative values):

- **2016:** 3 thousand;
- **2017:** 29 million;
- **2018:** 78 million;
- **2019:** 160 million.

74. Meu INSS has won throughout its evolution some national and international awards. The awards are for digital service delivery and innovation within the Public Sector. Below is the list of prizes won:

- **11/2018** - 22ª Edição do Concurso Inovação no Setor Público: Innovation in Services or Policies in the Federal Executive Branch
- **09/2019** - DCD Awards Latin America: Best Provision of Digital Services in the Public Sector.
- **11/2019** - 23º Concurso Inovação 2019: Category 3 - Innovation in services or public policies in the Federal Executive Branch.

- **Development cost**

75. The following data were obtained from the financial areas. The project cost is presented in the table below:

Topic	Cost
Investment with development in 2018/2019	R\$ 741 thousand (US\$ 174 thousand)
Monthly Maintenance	R\$ 165 thousand (US\$ 39 thousand)
Team travel cost	Cost
2017	R\$ 75 thousand (US\$ \$ 17 thousand)
2018	R\$ 63 thousand (US\$ 14 thousand)
2019	R\$ 68 thousand (US\$ 16 thousand)

Evaluation Method

76. Description of evaluation methods and information sources.
77. The evaluation described in this report was carried out according to Dataprev's norms and guidelines in effect when the document was produced. The stakeholders related to the project were kept informed and were regularly consulted throughout the evaluation process, keeping track of the development of this work.
78. The evaluation of the project involved a series of steps for data collection, using two sources of information for data analysis. The first source was the collection of historical data of the services offered daily directly from the attendance area of INSS. The second one was the analysis of data related to the system resulting from the "Meu INSS" project.
79. The data obtained for analysis were extracted from an auxiliary application which monitors the use of "Meu INSS". The data included information about a) the history of access to the application; b) number of requests of benefits; c) list of services accessed; d) number of simulations.
80. As complementary documents, the following were made available: a) general information about the project; b) access to data concerning the development of the application; c) official material related to the project, such as the original description of the project, drafts of implementation and monitoring reports and d) material generated by the project, including technical reports, executive summaries of the project plan and project documents, prototypes, websites, media and events.
81. The methodology included interviews with civil servants who work for the INSS, representatives of the project within the government and with the team that developed the application. Besides, an analysis of the official documents of the project, as well as other

material provided was carried out, which offered complementary information on the design and implementation of the project.

82. These interviews were carried out in a semiformal structure and aimed at understanding the origins of the project and its motivation. They also aimed to collect information about the contributions of stakeholders for the development of the application. The stakeholders were selected based exclusively on their role in the project, independently of gender. The samples were not changed in order to obtain a specific number of each gender.
83. The analysis of the documents was carried out with the material produced up to October 2019 and included documents related to the project, development specification documents and implementation reports. Any other documents considered important by the evaluator were requested to the teams during the production of this report.
84. Data analysis was carried out through the comparison of information of services requested on “Meu INSS” and the information of services requested directly at Social Security agencies. Based on the data collected, a statistical analysis of relative volume, in which a correlation of data to validate the evolution of requests of services within the use of “Meu INSS” was carried out. Data related to the regional distribution of application also was also part of the analysis.
85. Considering the expectation that the project should include all the population that requests social security services with the aim of improving the quality of the service provided, the quantitative results were evaluated in relation to the efficacy of the capacity of the project to promote a migration of the demand of services face to face to the digital platform. The capacity of the project to propel and sustain changes on a strategic level in accordance with the guidelines of the Brazilian Federal Government is evaluated.
86. Special attention was given during the process analysis to the appropriate interaction among the stakeholders, as well as the best way to understand possible reasons for their successes or failures and expectations. Emphasis should be given to the fact that there was no

limitation, disturbance or direct influence in the results by the concerned parties that could impact the methodology or result.

Results

• Strategic Relevance

87. The project is extremely relevant concerning national priorities as it supports the country's efforts to define and implement digital solutions to the population by the Federal Government. According to research carried out by Cetic.br, the percentage of access by mobile phones increased from 76% to 89% between 2014 and 2015, which makes it possible for the access to "Meu INSS" to take place in a more equal way, highlighting the focus on increasing citizenship through the digital environment.

88. According to data collected in the period between January 2019 and November 2019, a total number of accesses to the system of "Meu INSS" of 159.901.193 was identified.

89. Another factor that was verified was a greater interaction with contributors who are abroad. In the following table, there is a list of distribution of accesses by continent:

Continent	Number of accesses
South America	145.649.634
North America	554.648
Europe	348.708
Asia	29.517
Central America	16.806
Not identified	14.456
Oceania	9.830
Africa	6.649
Antartida	4

90. Below is the list of the 5 countries with the most accesses to “Meu INSS”, excluding Brazil:

Country	Number of accesses
United States	522.450
Portugal	177.849
United Kingdom	29.227
Canada	26.992
Spain	25.011

91. It is verified that “Meu INSS” presents a high rate of access outside of Brazil. In some cases, the number of accesses is higher than the population of a small country. The data shows the relevance of the project. There is evidence that the project’s aim to provide Social Security Services is not only limited to the Brazilian territory, but it has a global reach.

92. Therefore, its strategic relevance is classified as **highly satisfactory**.

- **Alignment with the guidelines of the Brazilian Federal Government**

93. The Project is aligned with the main strategies and guidelines of the Brazilian Federal Government to expand and simplify the access of Brazilian citizens to digital public services. According to the Decree 8.936, “Meu INSS” totally fits the Digital Governance Strategy (EGD, in Portuguese).

94. The main idea is to expand the offer of public services and offer citizens the same convenience and agility of message applications and bank services platform. Another objective fulfilled by the Project is to save public resources with the reduction of onsite attendance, authentication of documents and maintenance of physical structures for providing services now offered in virtual environments.

95. The conversion to the digital environment also aims at a better alignment with the the green economy. As the documents are digitalized, there is no need to print them out. This has an

impact on the economic and environmental aspect, since paper is saved. The reduction in the onsite offices has led to lower consumption of water and power, reducing the government's expenditure. It has also reduced the expenditure with human resources, increasing the efficiency of the state structure. It has also reduced the costs for the citizens to access social security services. The saving generated by "Meu INSS" has surpassed the costs of its maintenance.

96. Therefore, the alignment with the Federal Government guidelines is classified as **highly satisfactory**.

- **Alignment to the target group, needs and priorities of benefit recipients**

97. "Meu INSS" has contributed to improving the traditional way of providing services used the Social Security. It was designed as a project that aimed at offering society services, prioritizing very important services within the Federal Administration.

98. The project offers services on various levels, such as retirement simulations and request of a benefit. The number of services made available through digital platform was increasing version by version. Up until the end of the production of this report, 20 services that were only offered on site at a Social Security agency started to be available online.

99. Some services offered on "Meu INSS" now are:

- I. Retirement by age;
- II. Maternity Salary (Paid Maternity Leave);
- III. To locate the closest possible agency for assistance;
- IV. To monitor the payment of your retirement;
- V. To simulate if the person is eligible to get retired.

100. Monitoring indicated that the requirement service is the most used service offered by the INSS. Data from this service was used to write the following statement.

101. Data indicates greater acceptance of "Meu INSS" by citizens as time passes by. The index of reduction in the number of onsite requests indicates that the population has been using

the application. However, this migration to the digital platform is slow and there is still room for improvement with training and promotion.

102. Therefore, the alignment with the target audience is classified as **satisfactory**.

- **Alignment with standards of product quality**

103. The product “Meu INSS” is in accordance with Dataprev’s development standard. All the development items required were carried out and certified by the project’s sponsors.

104. Considering the public acceptance of the service and quality, the need for improvements and adaptations was identified. “Meu INSS” program is made available online through mobile applications and website. Many of the points discussed in the public evaluations relate to interface and clarity. The average was 2.7 out of 5.0, which indicates that, in spite of being accepted as a way of accessing INSS services, the product demands aesthetic improvements.

105. Therefore, the alignment with quality is classified as **satisfactory**.

Conclusion

106. “Meu INSS” is an initiative launched to improve citizens' access to Social Security services. The project is supported by the Brazilian Federal Government and is aligned with the Digital Governance strategy (EGD).

107. This digital platform completely changed the way the citizen has access to the services provided by the Brazilian Government, as it reduces transportation costs and generates more savings for people in vulnerable financial situations and those who are on the peripheries, usually excluded from the provision of services. The solution brought these people closer to care, providing the same conditions and facilities of access as people living in urban centres. The profile of the public attended by “Meu INSS” is predominantly people that lack greater assistance: the elderly, injured people, pregnant women and low-income citizens.

108. The Brazilian Digital Transformation is just beginning and “Meu INSS” is already considered as a very innovative initiative. The services now available through the platform were only provided in person in about 1500 municipalities at a high cost. Now, besides bringing the people in vulnerable financial situation closer to care, the initiative allows a better performance of the government's agencies and public servants, as they could be allocated to more important activities.

Recommendations

109. “Meu INSS” users' feedback usually request for a more user-friendly experience with, for example, a clear, concise and easy-to-use interface that responds to the needs of its users. Elderly and non-digitally friendly users should always be considered.

110. The future versions of the initiative must keep offering high quality services to the citizens and exceed their expectations of a better user experience and interaction.

Next Steps

111. For 2020 the goal is to offer even more digital services for Brazilian citizens and to use Artificial Intelligence and data from other government's databases to automatically grant almost 100% of social benefits from beginning to end without the need for face to face interaction with public servants. The government's aim is to create a digital agency offering all facilities to the Brazilian citizens.

Anexo 1 – General numbers

- **Brazil**

Total Brazilian citizens: 209 million (2019)

- **INSS**

Number of Social Security Contributors (General Regime): 51 million

Total of beneficiaries: 35 million

Total insured: 55 million

New Requirements per month: 1 million

Number of phone calls: 6.6 million

Total Brazilian municipalities: 5.570

Total pension agencies: 1,697

Savings generated for the Brazilian State through Digital Transformation: R \$ 127 million (US \$ 29 million).

Citizen savings from Digital Transformation: \$ 478 million (\$ 112.7 million)

Total on-site attendance: 3,518,937 (Jan. to Oct. 2013).

Number of in-person visits / month: 3.8 million.

Number of non-attendance calls: 674 thousand.

Pverage amount of benefits per month: 35 million

Monthly average amount paid in benefits per month: R\$ 45 billion (US\$ 10,62 billion)