

Country Reforms Matrix - Belgium

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy description</u>
Lab 1 - Voice	Engaging citizens	Federal Data Strategy	Open federal data strategy aims to making public data freely usable by all.
	Engaging citizens	Only Once	The Only Once initiative aims to avoid citizens/enterprise needing to communicate the same data several times to various public authorities. Public authorities needing data are mandated by law to contact ‘authentic sources,’ or the government agencies that have already collected data, to obtain the data.
	Establishing partnerships		
	Integrating groups		
	Using ICTs	Digital Belgium	In April 2015, the action plan ‘ Digital Belgium ’ was launched, which aims to increase growth and employment through digital innovation. The plan was derived after a series of stakeholder consultations. The ‘Digital Minds,’ a group of 20 digital leaders from ICT companies, businesses and universities, provide support to the action plan. Overall, the plan includes 5 thematic priorities, one of which is to enhance digital governance, which will drive democracy and facilitate access to the formal economy. The other priorities aim to enhance Belgium’s economy.
Lab 2 - Design	Utilizing a mix of policy instruments	Regulatory Impact Assessment	Belgium’s Regulatory Impact Assessments (RIA) is mandatory for all new regulations and is composed of 21 themes defined with a sustainable approach. 4 specifically address gender, small- and medium-sized enterprises, administrative burden and policy coherence. The Kafka Test is used to screen proposals to make sure administrative burdens are minimized for businesses and citizens. The Administrative Simplification Agency, an independent agency within the Chancellery of the Prime Minister, helps to coordinate the federal RIA with 4 other ministries.
	Using joined-up government		

	Fostering a whole-of-government approach	Federal Vision for Sustainable Development	Belgium's federal vision for sustainable development plans that Belgium will be an inclusive society with a protected environment, an economy that is adapted to economic, social and ecological challenges and federal authorities being socially responsible by 2050. The long term objectives are linked to federal competencies, such as fighting poverty, public health, mobility, energy, climate change, consuming and production models, finance and development co-operations. A 5-year federal framework begins the process.
		ISO 26000	ISO 26000 was introduced in 2011 to encourage social responsibility as a new norm in Belgian administration. Since then, federal administrations have integrated sustainable development into their strategic objectives.
	Engaging with innovative practices	Federal Vision for Sustainable Development	Belgium's federal vision for sustainable development plans that Belgium will be an inclusive society with a protected environment, an economy that is adapted to economic, social and ecological challenges and federal authorities being socially responsible by 2050. The long term objectives are linked to federal competencies, like fighting poverty, public health, mobility, energy, climate change, consuming and production models, finance and development co-operations. A five-year federal framework begins the process.
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Lab 3 - Delivery	Strengthening the civil service	Evaluation Cycles	Evaluation cycles are used to promote efficiency in the civil service. These evaluation cycles examine the organization, team and individual levels to improve the functioning of the organization, increase motivation and optimize communication. A digital management tool, called Crescendo, is used to manage the evaluation cycle. As well, a specific evaluation system exists for managers and scientific staff.
		Vitruvius	Vitruvius is a leadership development program with the goal of fostering leadership in the federal civil service. They target middle and upper management and aim to stimulate a challenging administrative culture, establish a culture of leadership and awareness of organizational development, and to ensure the development of managers.
		In Vivo Program	The In Vivo program builds on the Vitruvius program and intends to increase the capacity of organizations to change by developing key persons. The goal is to establish a culture of change inside the civil service, one that is based upon human and solution oriented approaches.

		Training Institute E-learning Platform	The Federal Civil Service also has the Training Institute , an e-learning platform that allows the entire civil service to develop their skills rapidly and efficiently. Civil servants can learn from the office or from home, on to schedule according to their availability.
	Building a diverse & inclusive civil service	Diversity Day	The annual Diversity Day encourages civil servants to experience the diversity of culture and learn how to better interact with various groups of people.
		International Best Practices Guidebook	Belgium has developed an international best practices guidebook , which provides civil service employees – specifically those involved in projects to promote diversity – a manual of practical advice and examples of actions that can be implemented to promote diversity in the public service.
	Building trust in government		
	Reaffirming the core values in the public service	Ethical Framework	Belgium has also established an ethical framework , which aims to provide structured principles that civil servants should abide by. This includes conformity to international obligations and recommendations.
		Federal Whistle Blower	There is also a federal whistle blower that civil servants can report to on suspected infringements to the ethics and integrity of the civil service.
	Establishing gender balance in the civil service	Quotas for women in senior positions and management roles	Since 2012, quotas have been introduced for women in senior positions and management roles . The aim is to have one-third of senior positions to be occupied by women.
		Felink	Felink is a professional network aimed at bringing women together to make contact and exchange professional experiences.
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Council of Ministers	The Council of Ministers has approved a project to modernize the federal public service in order to increase efficiency and improve service delivery. This will be done through a 6-part process, which includes a greater role for the centre of government to increase coordination, especially in regards to spending and procurement.
		Federal Internal Audit Body	The creation of a federal internal audit body will be completed by 2016. The Council of Ministers have already agreed on the organization, structure and financing of the body. The joint-body will oversee 21 ministries and agencies, providing a common auditing service.

	Strengthening performance management	Administrative Contracts	Beginning in 2016, administrative contracts are to be signed by the minister and leading civil servant in each ministry. Lasting for 3 years, the contracts impose administration plans that are tied to strategic and operational objectives and include results indicators as the critical success factor.
		Sustainable Social Balance	Since 2014, the federal public service is required to establish a ' sustainable social balance, ' which aims to improve transparency of the public service. This balance includes 10 domains, such as staffing, workforce composition, wellbeing, diversity, etc. Each are measured using different indicators.
	Identifying what works	Optifed	Optifed is the federal efficiency program that aims to identify successful efficiency practices and implement them into projects. Federal organisations can introduce projects in this framework that are cross-cutting, generate no recurrent additional costs and have a direct positive impact on the functioning of the civil service.
	Utilising policy and programme experimentation/piloting		