

Country Reforms Matrix – European Commission

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 – Voice	Engaging citizens	Better Regulation Package	<p>The Better Regulation Package (2015) aims to prepare policies inclusively, based on full transparency and engagement, by consulting more and listening better to the views of those affected by legislation. Citizens and stakeholders will have increased opportunities to provide their views over the entire lifecycle of a policy. Key elements of the Package include:</p> <ul style="list-style-type: none"> • Feedback is obtained on the ‘inception impact assessment’ and on ‘roadmaps’. This integrates citizen and stakeholder comments at the very beginning of the policy cycle. • Twelve week open public consultations take place when preparing new proposals, evaluating existing proposals and for Green Papers. • After the Commission has adopted a proposal, citizens and stakeholders are invited to provide feedback, which will be presented to the European Parliament and Council to feed into the further legislative debate. • In a later stage, all stakeholders will be able to provide feedback on draft delegated and important draft implemented acts. <p>As part of the Better Regulation Package, the new Better Regulation Guidelines were implemented and build upon the existing minimum standards on consultation in order to strengthen the commitment to carry out consultations that are high quality, transparent, and reach all stakeholders. These new guidelines strengthen the role of consultation and stakeholder input across the whole policy cycle, setting out minimum standards and best practices to prepare and conduct consultations.</p>
		Lighten the Load - Have Your Say	The new 'Lighten the Load - Have Your Say' feature on the Commission's better regulation website will give everyone a chance to air their views and make comments on existing EU laws and initiatives. This is in addition to the formal consultations that the Commission undertakes.
		Your Voice in Europe	The portal 'Your Voice in Europe' provides a single access point for all open public consultations and feedback opportunities. In addition, the Commission is also working on a new 'Better Regulation Portal' where each initiative can be easily tracked throughout the policy cycle.

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		European Citizens' Initiative Regulation	<p>The European Citizens' Initiative (ECI) Regulation one of the major innovations introduced in the EU Treaties by the Treaty of Lisbon and aims at involving citizens more closely in agenda setting at the EU level. The ECI allows citizens to connect directly with EU institutions to discuss key issues. The ECI enables 1 million EU citizens, from at least 7 EU Member States, to call on the Commission to submit proposals on matters where citizens consider that EU legislation is needed to implement the EU Treaties. In the three years since the adoption of the ECI, the Commission has received over 50 requests for registration of proposed citizens' initiatives with three ECIs meeting the required one million statements of support to be submitted to the Commission. They were: "Right2Water," "One of Us," and "Stop Vivisection". For each of these ECI submissions, the Commission has responded by outlining its legal and political conclusions and the action it intends to take, or the reason for not taking action.</p>
	Establishing partnerships	Regulatory Fitness and Performance Programme	<p>To increase stakeholder participation, the new Regulatory Fitness and Performance Programme (REFIT) Platform has been established to collect 'grass roots' suggestions from the ground for reducing regulatory and administrative burden from citizens and, in particular, business. The Platform will then forward to the Commission, or to the Member State concerned, those suggestions considered to merit the most attention as well as any supplementary remarks. After consulting with the Commission, the Platform shall respond to regulatory burden reduction suggestions and post the suggestion, the supplementary remark and the comments received from the Commission services or Member State concerned publically.</p> <p>The platform draws upon international best practices, such as the UK Red Tape Challenge or the Danish Business Forum, and is chaired by the Vice-President of the Commission. It is composed of two groups: the government group, composed of one expert nominated by each member state, and the stakeholder group, composed of 20 representatives from business, social partners, non-governmental organisations (NGOs), European Economic and Social Council, and the Committee of Regions.</p> <p>Another component of the REFIT programme involves carrying out 'Fitness Checks' to assess whether the regulatory framework for a particular policy sector is 'fit for purpose'. For example, Fitness Checks of EU freshwater and waste-related legislation as well as on EU Birds and Habitats Directives were conducted. A 12-week public open consultation was conducted in all 23 official EU languages, which attracted an unprecedented 553,000 responses. The replies are being analysed and the full report will be published in English, together with an executive summary in all languages of the consultation, in the autumn of 2015.</p>
	Integrating groups		
	Using ICTs	Lighten the Load - Have Your Say	<p>The new 'Lighten the Load - Have Your Say' feature on the Commission's better regulation website will give everyone a chance to air their views and make comments on existing EU laws and initiatives. This is in addition to the formal consultations that the Commission undertakes.</p>

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		Your Voice in Europe	The portal ' Your Voice in Europe ' provides a single access point for all open public consultations and feedback opportunities. In addition, the Commission is also working on a new 'Better Regulation Portal' where each initiative can be easily tracked throughout the policy cycle.
Lab 2 - Design	Involving citizens	Consultation and Impact Assessments	<p>The Commission systematically conducts impact assessments on major initiatives in order to search for the best mix of instruments based on the available evidence. A range of policy options are compared to the problem at hand and the objectives to be achieved on the basis of the best evidence available, including stakeholder consultation. In a normal year, the Commission produces some 100 impact assessments which are used to develop legislation and to evaluate programmes/policies. Assessments are carried out according to a set of guidelines and a 'toolbox' of methodologies, databases, etc. As well, assessments are subject to scrutiny by an independent Regulatory Scrutiny Board.</p> <p>As part of the Better Regulation Package (2015), citizen and stakeholder consultation has been introduced throughout the policy cycle, including:</p> <ul style="list-style-type: none"> • Inception impact assessments allow citizens and stakeholders to provide feedback during the first idea of the policy initiative. • 12 week open public consultations take place when preparing new proposals, evaluating existing policies or for Green Papers. • After the Commission has adopted a proposal, citizens and stakeholders are invited to provide feedback, which will be presented to the European Parliament and Council to feed into further legislative debate.
		Regulatory Fitness and Performance Programme	Also, the Regulatory Fitness and Performance Programme (REFIT) review the entire stock of EU legislation to make it more effective and efficient without compromising policy objectives. To increase stakeholder participation, the new REFIT platform has been established to collect 'grass roots' suggestions from the ground for reducing regulatory and administrative burden from citizens and, in particular, business. Proposals are forwarded to the Commission or Member State and responses are posted to the platform. In addition, the REFIT programme involves carrying out 'Fitness Checks' to assess whether the regulatory framework for a particular policy sector is 'fit for purpose'.
	Using joined-up government	Coordinating key policy proposals	At the working level, interservice groups are coordinating across services on all key policy proposals , including impact assessments, evaluations, and stakeholder consultations.
		New organisational structure	The new Commission that took over in the autumn of 2014 has put a focus on joined up governance. President Juncker implemented a new and innovative organisational structure that appointed Vice-Presidents responsible for a number of priority projects to ensure more policy coherence, facilitate policy coordination across policy areas, and maintain a focus on main goals. They coordinate across policy areas

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	Fostering a whole-of-government approach	Better Regulation Package	<p>and work with Commissioners responsible for specific policy areas.</p> <p>The Better Regulation Package (2015) adopted a number of regulatory practices including forward planning, impact assessment, stakeholder consultations and evaluations. This package applies to the whole Commission and all Directorate Generals.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Inception impact assessments allow citizens and stakeholders to provide feedback during the first idea of the policy initiative. • 12 week open public consultations take place when preparing new proposals, evaluating existing policies or for Green Papers. • After the commission has adopted a proposal, citizens and stakeholders are invited to provide feedback, which will be presented to the European Parliament and Council to feed into further legislative debate. • Roadmaps for evaluations and Fitness Checks <p>Under the current negotiations on an inter-institutional agreement on better law making, the Commission is promoting the application of better regulation practices by legislators (the Council and the European Parliament).</p>
	Engaging with innovative practices	Catalogue of innovative practices	<p>The Commission is fully committed to promoting innovation and has on a number of occasions adopted innovative strategies, which also embrace the public sector. In addition, it recently published a catalogue of innovative practices in the public sector.</p>
	Lab 3 - Delivery	Strengthening the civil service	Organisational design and people management reforms
Building a diverse & inclusive civil service		Human Resource Management	<p>Diversity is a key principle for the whole Human Resources Management cycle, in particular in regards to gender, gender balance for managers and geographical balance. Equality of opportunities is ensured for people with disabilities, allowing them to contribute to the fullest of their abilities to the priorities of the Commission.</p>
		Commission Staff Regulations	<p>The Commission Staff Regulations set out a general principle of non-discrimination on various grounds.</p>

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	Building trust in government	Project Reviews	The projects mentioned are part of the mandate for the Commission 2015-2019 , which will be assessed during the mid-term review and at the end of term.
	Reaffirming the core values in the public service	Initiatives to Reaffirm Core Values	The new Commission that took over in the autumn of 2014 has launched a number of initiatives to reaffirm and communicate with staff on the vision and direction of the institution as well as its key policy objectives and priorities. Senior executives are encouraged to engage with their middle managers and staff in regular dialogue about performance and operational results. Senior managers are offered specific training on how best to use new technologies to communicate as well as through a range of other channels. Last, they also commit to listen and respond to suggestions and feedback from staff
	Establishing gender balance in the civil service	Talent Management Programme	The Commission set the objective to have 40% of women in senior and middle management by 2019. In order to achieve this in a sustainable way, a Talent Management Programme (2015) was created by the Central Human Resources department specifically targeted at women. Part of the programme is devoted to attracting, preparing and guiding non-management talent to management positions.
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Better Regulation Package	<p>Evaluation is an integral component of the Commission's Better Regulation policy, providing an evidence-based critical analysis of whether EU actions are fit for purpose and delivering as expected changes for businesses and citizens. The Better Regulation guidelines set out a comprehensive package of reforms aimed at making the policy process more effective and transparent, emphasizing the importance of evidence-based decision making and the need for quantification. The policy includes:</p> <ul style="list-style-type: none"> • Inception impact assessments allow citizens and stakeholders to provide feedback on the first idea of the policy initiative • 12 week open public consultations take place when preparing new proposals, evaluating existing policies or for Green Papers • After the Commission has adopted a proposal, citizens and stakeholders are invited to provide feedback, which will be presented to the European Parliament and Council to feed into further legislative debate • Roadmaps for evaluations and Fitness Checks • The assessment of 5 mandatory evaluation criteria: relevance, effectiveness, efficiency, EU added value, and coherence • Drafting the Staff Working Document that will summarise the key deliverables of the evaluation process, present the critical judgements, and answer the evaluation questions in order to provide input into the next round of decision making. <p>In addition, the Better Regulation policy requires that major evaluations and 'fitness checks' be scrutinized by the newly established independent Regulatory Scrutiny Board. The Scrutiny Board is composed of a chair person and six members and includes senior Commission officials and external experts. .</p>

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	Strengthening performance management	Integrated performance framework	In 2015, the integrated performance framework was introduced, which focuses on both the results and impacts for EU citizens as well as the on the Commission's internal outputs. The fundamental purpose of this performance management system is to ensure that the activities of the Directorate Generals (DGs) continue to meet the Commission's policy objectives and to demonstrate the added value of public action by the EU for citizens. Reporting on the results and impacts of Commission actions and EU policies is part of the performance framework for the 2014-2020 MFF spending programmes and indicator have been introduced to measure the performance of the spending programmes. DGs are asked to add result, impact and output indicators for non-spending activities to enhance the performance reporting of non-spending activities. This is to allow the Commission to assess the true impact of policies on EU society.
Regulatory Fitness and Performance Programme		<p>Also, as part of the Better Regulation Package, the Regulatory Fitness and Performance Programme (REFIT) aims to review the entire stock of EU legislation to make it more effective and efficient without compromising policy objectives. This includes the establishment of a new REFIT Platform to collect 'grass roots' suggestions from the ground for reducing regulatory and administrative burden from citizens and, in particular, business. As well, the programme involves carrying out 'Fitness Checks' to assess whether the regulatory framework for a particular policy sector is 'fit for purpose'.</p> <p>The Platform draws upon international best practices, such as the UK Red Tape Challenge or the Danish Business Forum, and is chaired by the Vice-President of the Commission. It is composed of two groups: the government group, composed of one expert nominated by each member state, and the stakeholder group, composed of 20 representatives from business, social partners, non-governmental organisations (NGOs), European Economic and Social Council, and the Committee of Regions. Positions are filled via nominations by the European Commission following a public call for expression of interests.</p>	
Regulatory Scrutiny Board		In addition, the Better Regulation policy requires that impact assessments, major evaluations and 'fitness checks' be scrutinized by the newly established independent Regulatory Scrutiny Board . The Scrutiny Board is composed of a chair person and six members and includes senior Commission officials and external experts. .	
Performance reports		The results of the Management Plan and annual activity reports also serve for the accountability and transparency of the Commission initiatives towards the public and provide input into performance reports.	
Annual Reports		Under Article 318 of the European Treaty, the Commission reports annually in the budgetary procedure on results achieved with EU funding.	

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	Identifying what works	Staff Working Document	Since the adoption of the Better Regulation package, the communication of evaluation results will be facilitated by the introduction of the Staff Working Document . This document intends to harmonise reporting mechanisms and summarise the key deliverables of the evaluation process. In addition, the document will present critical judgements and answers to the evaluation questions, thereby providing input to the next round of decision making. All Staff Working Documents will be published centrally for external viewing. Internally, the information and management system for evaluations (EIMS), a web-based system that collects and store information on evaluation activities, will continue to be used as a single access point for evaluation reports.
	Utilising policy and programme experimentation/piloting		