

Country Reforms Matrix - Estonia

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens	The People's Assembly (In Estonian: "Rahvakogu")	The People's Assembly (In Estonian: " Rahvakogu ") is an online platform for crowd-sourcing ideas and proposals to amend Estonia's electoral laws, political party law, and other issues related to the future of democracy in Estonia. The platform has 2 main goals: first, to prove that change in the decision-making process is possible by combining online crowdsourcing with smaller seminars and big day conferences and, second, to amend or create laws. Originally launched in 2013, within 2 weeks the site had 60,000 visitors, 1,800 registered users and nearly 6,000 ideas or comments posted. Thematic workshops, organised on priority proposals, brought together 150 people, including the author of the proposal, political party representatives, experts in political science, and electoral regulations. From there, the outcome of these priority proposals were brought to Deliberation Day on the 6th of April, where a recruited representative sample of 314 people discussed the ideas and casted their preferences. 15 proposals for legislative amendments resulted, of which 3 were implemented in the first year and another 4 proposals are pending. The process is considered a success as it brought citizens and politicians together in an open and transparent process, making participatory democracy mainstream in Estonia. Furthermore, the Assembly was originated, organised and led by volunteers from various non-governmental organisations.
	Establishing partnerships	Zero-Bureaucracy Project	The Ministry of Economic Affairs and Communications and the Ministry of Finance launched the Zero-Bureaucracy Project . This project aims to review the process through which private sector companies submit reports, assessing the necessity of the reports and determining if it is possible to eliminate or simplify unnecessary reports. Private sector companies are being asked to submit concrete proposals until December 1st, 2015, after which the proposals will be assessed and, if possible, amendments to simplify or eliminate reports will be made.
	Integrating groups		
	Using ICTs	Government Portal	Beginning in 2014, the Government Portal was created to assemble the webpages of the Government, Government Office and 11 ministries into a common online environment. The portal links and re-designs all ministries webpages so that they are similarly structured and designed. This allows visitors to access information faster and more easily than before, as well as having a clear overview of the goals and activities of the government and government authorities.

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	Using ICTs	e-Residency	Estonia is the first country to offer e-Residency - a secure, state-issued digital identity that allows for convenient and efficient access to public and private services for non-residents. This new model of open government and public service innovation is being developed as a start-up - it is launched as a fast and agile platform, constantly improving and extending services to users. As an open platform, users provide feedback to keep improving services and innovate existing and new services. As well, the team constantly engages with target groups and external stakeholders to obtain feedback and co-create. The vision for e-Residency is to create a global community of e-Estonians: fans, friends and supporters around the world who are happy to contribute to the country's development.
	Involving citizens		
Lab 2 - Design	Utilizing a mix of policy instruments		
	Using joined-up government		
	Fostering a whole-of-government approach		
	Engaging with innovative practices	X-Road	Originally launched in 2001, X-Road has become the central component of e-Estonia. Operating in the background, X-Road allows various national e-services databases, both in the public and private sector, to link up and operate in harmony. This allows for the e-Estonia databases to be decentralised, meaning that there is no single owner, every government agency or business can choose the product that is right for them, and services can be added one at a time as they are ready. X-Road has developed into a tool that can write to multiple databases, transmit large data sets and perform searches across several databases. In 2013, over 287 million queries were done on X-Road, linking to 170 databases. This allows 2,000 services and 900 organisations to use X-Road daily.
	Engaging with innovative practices	e-Residency	Estonia is the first country to offer e-Residency - a secure, state-issued digital identity that allows for convenient and efficient access to public and private services for non-residents. Estonia has offered services and means of communicating with public authorities online for over 10 years, but was only accessible to physical residents. E-Residency makes public services and private transactions digital and more accessible to 45,000 foreigners who already have business or other relations in Estonia by providing them with a digital identity. This also makes Estonia more attractive for new investors, innovators and business partners. Estonia is continuously working with the private sector and government agencies to add new services and improve current ones based on feedback and user experience communication. An interagency Council governs the initiative. By May 2015, applications have exceeded the 2015 annual target as 3,000 people have applied for e-Residency from more than 90 countries and more than 18,000 people remain on a mailing list for potential e-Residency.

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	Engaging with innovative practices	Public Sector Innovation Task Force	The Government Office is preparing to form a Public Sector Innovation Task Force in 2016. This task force will be formed to create a strategy and divide responsibilities in order to foster public sector innovation.
Lab 3 - Delivery	Strengthening the civil service	Top Civil Service Excellence Centre	The Government Office has developed the Top Civil Service Excellence Centre based on a principle that identifies senior civil servants as a community of leaders who share a common set of values and dedicate themselves to serving the state from a whole-of-government perspective and through the state's political leaders. A unified competency model for senior managers was established in 2009, which requires that senior managers acknowledge that they are primarily working for the Estonian state and work as a united team to achieve the strategic goals of the state.
	Building a diverse & inclusive civil service	Work Ability Reform	The Ministry of Social Affairs, through the framework of the Work Ability Reform , is coordinating the recruitment of at least 1,000 people with decreased working abilities or with physical and mental disabilities by 2020. The goal is to have the public sector lead by example in order to change the attitudes towards people with reduced working ability and help them find a job.
	Building trust in government		
	Reaffirming the core values in the public service		
	Establishing gender balance in the civil service		
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system		
	Strengthening performance management	Proving the 'business case'	The Ministry of Economic Affairs and Communications is responsible for the development of public services, standardisation and establishment of a user-friendly service environment. All ministries and agencies wanting funding for developing their e-services have to prove their 'business case,' which demonstrates the benefit of the investment to the coordination unit in the Ministry. The Ministry also offers advice when developing services and monitors the implementation and progress of the development.
	Identifying what works		

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	Utilising policy and programme experimentation/piloting		