

## Country Reforms Matrix - Netherlands

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens	Openness, transparency and interactions	The Netherlands believes that new positions on <b>openness, transparency and interactions</b> with citizens are required to modernize and reduce the hierarchical relations between governments and citizens.
		Digital Government Strategy and Action Plan	As a member of the <b>Open Government Partnership</b> , the government has established an open government action plan next to the digital government 2017 strategy for better digital services.
		Openness to civic participation	A focus on proactive <b>openness to civic participation</b> aims to increase information and integrate citizens in the early stages of policy making.
		Publication of government information	The active <b>publication of government information</b> via online and offline channels as well as increasing open data is targeted for improvement. Currently the government is actively working on providing open data. For example, in November 2015, procurement information of the central government will be published openly on a free to access governmental website. In total, data on \$10 billion worth of expenses will be made publicly available.
	Establishing partnerships	Ministry of the Interior and Kingdom Relations	The <b>Ministry of the Interior and Kingdom Relations</b> has introduced a proactive policy that involves citizens in the preliminary phase of decision making, as well as part of complaint and objection process. This allows citizens to have a voice, sharing their opinions, concerns and creative solutions to delivering public services. It also strengthens the connection between government and citizens.
		Ministry of Justice and Security	The <b>Ministry of Justice and Security</b> has developed a consultative tool to involve citizens in the legislative process. The tool informs citizens about draft regulations and offers a method to provide feedback. This is to be used on all types of legislation and policy proposals. The goal is to improve the quality of regulations and use the knowledge available in society.
		User-Centric Principle	Various ministries have used a <b>user-centric principle</b> to develop and improve digital services, such as the personalized eGovernment platform <a href="http://mijnoverheid.nl">mijnoverheid.nl</a> (mygovernment.nl ) and DigiD, which provides access to hundreds of Dutch government websites with one login.

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		Ministry of Economic Affairs	The <b>Ministry of Economic Affairs</b> actively involves the private sector and social partners, such as the employer union VNO-NCW. For example, the Top Sector policy, which aims to invest in the nine top Dutch economic sectors, utilised cooperation with the private sector.
	Integrating groups	Digital When Possible	The Digital Government 2017 strategy advocates the principle “ <b>digital when possible and in person when needed</b> ” and announces legislation to give citizens the right to interact with the civil service in a digital way. Citizens unable to interact digitally are supported and stimulated to acquire basic skills.
		Creating Jobs	The government and private employers have agreed to <b>create extra jobs for people with a work limiting disability</b> . The private sector agreed to create 100,000 jobs and the public sector will create 25,000 new jobs by 2026, compared to 2013 levels. By 2015, if 9,000 more jobs in the private sector and 3,000 jobs in the public sector are not created, the government will enforce the quota by forcing employers with more than 25 employees to hire a certain percentage of people with disabilities. In addition, if, by 2017, the quota is still not on target, a fine of €5,000 per position will be levied on the private sector. The government commits to more ambitious goals.
	Using ICTs	General Intelligence and Security Service	Various ministries, agencies and politicians use social media to communicate and interact with citizens. In 2014, the <b>General Intelligence and Security Service</b> held an hour-long consultation via Twitter.
	Involving citizens	Ministry of the Interior and Kingdom Relations	The <b>Ministry of the Interior and Kingdom Relations</b> enlists a community of professionals to improve digital service delivery. They share experiences, methods and develop joint principles that government organisations can use to optimise their service delivery and involve citizens.
		Net Promoter Score	One promoted method is the <b>Net Promoter Score</b> , which produces a customer satisfaction score that is monitored over time. The score provides qualitative information that can be used to improve service delivery.
Lab 2 - Design	Utilizing a mix of policy instruments	Integrated Assessment Framework	The <b>Integrated Assessment Framework</b> specifies the benefits and consequences of regulations, the logic for government intervention, and the best choice of instrument. This is part of a broad spectrum of policy instruments to help address specific problems.
	Using joined-up government	Ministry of the Interior and Kingdom Relations	The <b>Ministry of the Interior and Kingdom Relations</b> extensively coordinates with three ministries to decentralize long term care, youth care and participation from the central government to local governments

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		Room for the River	Rijkswaterstaat is the executive organization that develops and manages the national infrastructure networks to protect against floods, provide clean water and ensure smooth flow of transportation on roads and waterways. They are implementing a program, <b>“Room for the River,”</b> which uses co-creation and collaboration between the national, regional and local governments as well as the European authorities, citizens and NGOs. Implemented in 30 locations, this program protects inhabitants against flooding and improves spatial qualities, which ensures a safe and attractive living environment.
	Fostering a whole-of-government approach	Centre of Government	The government traditionally focuses on <b>collaboration and agreement between the Centre of Government and ministries.</b> This includes a regulatory process that provides information to cabinet and parliament, a thematic portal through which departments and the central government discuss documents and the safeguarding of stakeholder interests, and consultation with social partners and stakeholders.
	Engaging with innovative practices	Bottom-Up Innovation	<b>Innovation is traditionally bottom-up,</b> as municipalities and other government institutions generate innovative practices to upcoming challenges. The central government facilitates innovation by promoting a ‘best government agency of the year’ election through which agencies can present their innovative practices. As well, conferences, contact and other occasions offer an opportunity to interact and share innovations.
Lab 3 - Delivery	Strengthening the civil service	Standardize performance measurement system	Currently, the government is working on a <b>standardized system of measuring performance</b> for all central departments. This will establish yearly evaluations for all employees. In addition, managers meet with employees to monitor progress and mobility is actively encouraged in order to broaden skills and perspectives. Lastly, the government promotes educational budgets for employees to access private training.
		Reform Agenda	The <b>Reform Agenda (2013)</b> seeks to reduce the cost of delivering work on social issues while maintaining the same quality of service. The government seeks to accomplish this with three goals: first, better service delivery through digitization, easier access and better regulation. Second, increase civil service effectiveness and reduce administrative burden. Third, reduce budgets and train young employees to increase mobility within the civil service.
		Strategic Human Resource Management 2020 Reform Agenda	In 2012, the central government introduced the <b>Strategic Human Resource Management 2020 reform agenda</b> that seeks to maintain the government as an appealing employer, despite budget cuts. It establishes policies related to mobility, number of women in top positions, and jobs for people with a work limiting disability. The reform also adds more jobs at the low wage levels, permanent education and including employees in the decision-making process.

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	Building a diverse & inclusive civil service	Diverse Public Service	Each government institution has its own Human Resources policy and is responsible for policies regarding <b>diversity and inclusiveness in each ministry</b> . Current trends are that there has been an overall increase in employed women and that the average age of the civil service rises. More broadly, the <b>budget allocation</b> includes personnel costs.
	Building trust in government	Building Trust in the Civil Service	<b>Trust in government</b> is difficult to change and heavily influenced by (partially) external circumstances with a societal impact such as the debate on immigration and the MH17 plane disaster. But one-time events, such as tax relief or budget cuts, can help or undermine trust depending on how citizens are (economically) impacted.
	Reaffirming the core values in the public service	Code of Integrity	The <b>Code of Integrity</b> has been recently adjusted and sent to Parliament. It sets the core values in order to safeguard democracy, including the concern for the public good, integrity and expert knowledge. Integrity and knowledge are frequently addressed and the senior civil service is expected to lead by example.
	Establishing gender balance in the civil service	Gender balance	The government actively promotes the <b>labour participation of women, gender equality and diversity at work</b> . The government has mandated that, by 2017, 30 per cent of the senior civil service should be women. As well, the government promotes policies that remove the barrier between labour and childcare, including part-time work schedules and child care contributions.
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Independent Courts of Audit	Both central and municipal governments have <b>independent courts of audit</b> to evaluate policies. In addition, every year a number of policy fields are intensively evaluated in a whole of government approach involving all stakeholders. Other independent institutions, such as the independent Central Planning Agency are actively involved in evaluating and forecasting government policies.
	Strengthening performance management	Mirrors for Operation	<b>Vensters voor bedrijfsvoering' (Mirrors for Operations)</b> was created as a benchmarking tool for government institutions to compare themselves with other similar organizations on productivity and performance measures. Currently, 100 municipalities, 14 water boards and 4 provinces are using this instrument. The results are also used by people participating in government projects to learn the trajectories for government institutions. Recently, the tool was expanded to include a pilot through which government organisations can see benchmarks on service aspects, such as wait times.
	Identifying what works	Policy evaluations	<b>Policy evaluations</b> show what is being done well and what can be done better.
		Best Government Agency Election	The central government promotes the sharing of best practices by having an <b>annual 'best government agency' election</b> . This creates a spotlight for organisations to share their innovative activities.
	Utilising policy and programme	Pilot Programs	<b>Piloting is usually conducted bottom-up</b> by individual government organisations and shared. It is then the responsibility of other government organisations to copy or apply useful practices.

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	experimentation/piloting		