

Country Reforms Matrix - Norway

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens		
	Establishing partnerships		
	Integrating groups		
	Using ICTs		
	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		
Lab 3 - Delivery	Strengthening the civil service	Simpler Day-to-Day Life for the General Population	Norway has implemented a reform strategy called 'a simpler day-to-day life for the general population,' which includes modernizing (working smarter, using information and communication technologies), simplifying (reducing red tape) and improving the public service. This includes removing unnecessary regulations, cutting inefficient work methods and finding new solutions. Cutting inefficient work methods – dubbed 'time thieves' has caused a lot of enthusiasm in the public service.
		Efficient public sector	Experiencing weaker economic prospects, Norway is focusing on a public sector that is efficient and skilled.
	Building a diverse & inclusive civil service	Program For Better Governance and Management in the State Sector	The 'program for better governance and management in the state sector' seeks to make the public service more performance oriented through strengthening the competence of leaders and strengthening good governance techniques, like cross-coordination of government.
		User Perspective	A user perspective is key for delivering better services to the citizens. This is at the core of the reform program.

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	Building trust in government	Efficient and Skilled Public Service	Having an efficient and skilled public service instils trust. A 2014 survey found that the proportion of citizens who felt the public sector spent money efficiently went up, compared to 2 years prior before the reforms were implemented.
	Reaffirming the core values in the public service	Leadership principles for the public sector	As part of the efforts to improve leadership in the civil service, Norway has developed important leadership principles for the public sector . These principles and standards of leadership are now being implemented throughout for top leaders of the ministries and some of the bigger agencies.
	Establishing gender balance in the civil service		
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Posting evaluations online	For 20 years, the Norwegian central government has required that all ministries and government agencies conduct evaluations to obtain information on efficiency, achievement of outcomes and results within a ministry. Since 2005, these evaluations are publicly available online .
	Strengthening performance management	Simplifying Objectives	Over the last 2 years, the central government has reformulated objectives in budget documents and allocation letters to agencies. The intention is to simplify objectives and to focus on impact/outcome to users. Additionally, these reforms intend to give the agencies more room to operate and implement programs.
	Identifying what works	Ministry of Finance	In 2014, the Ministry of Finance organised a conference with central leaders to discuss challenges to reform and possible solutions for reform. In addition, the ministry organises an ongoing professional network composed of representatives of the ministries to discuss challenges and solutions.
		Building Competence	There are also several initiatives underway to build competence in ministries and agencies , including the creation of a doctoral program at the University of Oslo on the governance of agencies, a masters-level post qualifying degree for senior employees, a short course on performance management and a central agency responsible for providing professional advice and support to ministries that are redesigning performance management and governance models.
Utilising policy and programme experimentation/piloting	Controlled Trials	Norway has used controlled trials to some extent. For example, it has partnered with the Norwegian School of Economics to examine how the design of letters to taxpayers can increase the likelihood of proper reporting of income from abroad. Appealing to moral motives significantly increased the proportion of who correctly reported income.	