EASY WAY
BY EASY.BRUSSELS

TOWARDS A SIMPLIFIED BRUSSELS REGION IN 2025
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The goal of the easy.brussels agency, established in 2015, is to build and disseminate the administrative simplification policy among the institutions of the Brussels-Capital Region. A mission that it accomplishes in collaboration with all of the relevant public services.

Despite the widespread disruption it has caused, the COVID-19 crisis has allowed us to reframe our approach to the functioning of the Administration and improving services to users. It has allowed us to look again at the way we operate and to accelerate the digital transition that we have already been implementing for some time. The people, entrepreneurs and retailers of Brussels have also taken on this challenge, proving, in this difficult context, that online services are more than ever indispensable.

Digitisation offers us the opportunity to simplify life for citizens, by avoiding multiple requests for information that we already have.

Improving services to users, entrepreneurs and retailers of public services, through administrative simplification, is a permanent concern. The new “Only Once” ordinance, which lays down the principle of only collecting data once, is a significant step towards administrative simplification.

Digitisation is not an end in itself and it requires support to foster the digital inclusion of all, so that no one is left behind on the road to the Administration of the future. Nevertheless, it is an essential lever for making Brussels a Smart City and significantly improving the lives of the people of Brussels, by simplifying their lives and developing their public services into modern administrations.

Bernard Clerfayt, Brussels Minister responsible for Administrative Simplification and the Digital Transition

Préface

Easy Way, simplifying life for brussels inhabitants

Bernard Clerfayt, Brussels Minister responsible for Administrative Simplification and the Digital Transition
**Executive Summary**

**Improving information and interaction with users**
- MISSION 01: Implement a regional reception strategy
- MISSION 02: Assist and monitor the implementation of recommendations for simplifying the procedures with the most impact in the Brussels-Capital Region
- MISSION 03: Implement a regional e-government strategy
- MISSION 04: Simplify and standardise the procedures for applying for subsidies

**Enhanced data exchange and reuse**
- MISSION 05: Implement the Once Only Ordinance
- MISSION 06: Put a register of data of public interest online
- MISSION 07: Digitise the purchasing cycle of Brussels administrations

**A suitable Brussels regulatory framework as regards administrative simplification**
- MISSION 08: Brussels Digital Act - Propose a regulation to integrate the "Digital by Default" principle into the operations of Brussels administrations
- MISSION 09: Put in place a regulatory agenda
- MISSION 10: Set up an ex-ante simplification test for any project having an impact on users

**Tools to support the introduction of administrative simplification projects**
- MISSION 11: Setup a public innovation laboratory
- MISSION 12: Develop and implement a methodology to digitise processes
- MISSION 13: Establish a framework agreement to provide operational assistance to Brussels administrations in their simplification projects
- MISSION 14: Develop and implement a regional strategy for the management and digitisation of official communications to citizens and businesses

**Support and training of target audiences**
- MISSION 15: Develop and implement a training strategy
- MISSION 16: Participate in the digital take-up plan

**A governance framework for administrative simplification**
- MISSION 17: Coordinate and practically implement the policy of administrative simplification
- MISSION 18: Follow-up on administrative simplification actions
- MISSION 19: Ensure the representation of the Brussels Region in the implementation of European legislation
- MISSION 20: Ensure effective collaboration with the public and private partners
The COVID-19 crisis has demonstrated the urgent need for a digitised and simplified administration in Brussels. To achieve this ambition, the Easy Way 2020-2025 plan aims to strengthen the inter-administrative steering and consultation structures. This simplification will benefit all users and services.
A. EASY WAY TOWARDS A SIMPLIFIED BRUSSELS IN 2025

1. Absence of a central, clear entry point
• Absence of a clear, innovative central entry point, which results in a lack of habit for the administrations. As the graph below shows, the Administration is still too much an international hub and the centre of European public life.

2. Acceleration of the digitalization of public services
• Not yet compliant with the requirements of the Single Digital Gateway
• Only 38% of online procedures are optimized for smartphones (50% of users use banking applications) – a very low rate of digitization
• 82% of citizens interact digitally with the administration – the Brussels-Capital Region is one of the most densely populated regions in the European Union (Eurostat, 2016).
• 76% of people who are entitled to integration income do not request it – complexity and lack of information are among the main causes.

3. Lack of information exchange
• 35% of administrations do not have access to (at least one) authentic source.
• 31% of people in Brussels wish for a better sharing of information between administrations.
• For the request for an attestation of household composition is one of the most accomplished procedures.

4. Lack of anticipation of the regulatory impact
• No systematic, proactive anticipation of the impact of regulatory measures.

Today’s interactions between users and the administrations are still sources of frustration

Sources of administrative burdens

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Roles of easy.brussels and its partners

Since 2015, the agency easy.brussels has developed and disseminated the policy of administrative simplification within the institutions of the Brussels-Capital Region. It fulfills this mission in close cooperation with all public authorities.
I. EASY.BRUSSELS

easy.brussels has been evolving since its creation and supports the administrations. More than just an information agency, the agency currently performs a variety of different roles.

Expert

Drawing on its expertise and experience, the agency advises the minister responsible for the matter, and helps develop the regional simplification strategy. The minister appoints experts to the Brussels administrative council.

Awareness raiser

easy.brussels provides best practices and tools for administrative simplification among administrations and users in the Brussels Region. It also organises various events for the latter groups on these issues. This role is also reflected in a range of awareness services: sponsor or draft regulations, cross-cutting communication campaigns, handling of co-funding initiatives, etc.

Catalyst

By supporting and coordinating cross-cutting projects, while drawing on innovative tools and practices, easy.brussels acts as a catalyst and a facilitator. As such, the agency remains involved and advises on current issues. The agency also organises various services for administrations (thematic innovation laboratories, hackathons, etc.) including a participatory aspect, as long as this is feasible and useful. It then collects feedback from administrations and users to further improve its services and actions.

Regulatory initiator

easy.brussels proposes regulatory projects and analyses or advises on current regulations in order to foster the facilitation of procedures. It must be possible for easy.brussels to examine and give its opinion on new projects rolled out by administrations which may have an impact on users.

II. THE KEY PARTNERS OF THE AGENCY

The implementation of this policy of administrative simplification cannot be achieved without the contribution of the various institutional bodies in Brussels.

The Support Committee, a meeting point between easy.brussels and the Brussels administrations

This committee, made up of representatives of the Brussels public administration, keeps the public authorities up to date regarding easy.brussels’ projects and deadlines. It also serves as a forum for administrative simplification.

Each representative is the single point of contact (SPOC) for their administration with easy.brussels, for questions relating to administrative simplification. The Committee also allows the agency to request administrations to make contributions to specific projects. Finally, to encourage the sharing of solutions, this committee also allows administration to come together and present their administrative simplification projects, even if they are not part of the committee.

The participation of leading officials, the key to the success of the administrative simplification policy

The projects implemented by easy.brussels would never come to fruition without the active contribution of the public authorities concerned. In this sense, leading officials, the mayors of municipalities, deputies and parlementaires play a central role, whether in sharing information and expertise or in requiring that the solutions proposed are used.

They are the veritable guarantors of the success of a transformation towards greater efficiency and accessibility, as well as of the quality of the experience for users, while remaining in line with the needs and constraints of their institutions. Their active collaboration is therefore crucial.

Brulocalis: guide and intermediary for local authorities

The non-profit association Brulocalis plays a major role. It supports local authorities in simplifying and modernising their administrative procedures. Secondly, it acts as an intermediary between easy.brussels and the municipalities and the PSWCs, when the latter’s participation is necessary for a regional simplification project or an IT project. They are also the contact point for the Federal Public Services in Brussels.

The aldermen and women of administrative or IT simplification

In recent years, the municipalities of Brussels have appointed aldermen and women specifically tasked with either administrative simplification, or IT and digitisation simplification. These competences will considerably facilitate the process of administrative simplification within the various municipalities.

Federal Public Services

Some of the projects of easy.brussels relate to current filtering the federal level of government. This is notably the case for administrative simplification (digital access to public services, electronic invoicing, etc.) or for regulatory issues (eBox or online public procurement and eaeBox, the Single Digital Gateway, also requires collaboration with the federal level.)
B. Roles of Easy Brussels and its Partners

Ambitions 2020-2025
I. A STRATEGIC VISION FOR BRUSSELS LEADING UP TO 2025

Whether they are submitted by the members of the public, necessary for the development of the economic sector or relating to a search for employment and housing, these are various administrative formalities, which are often time-consuming and expensive. More than ever, the Brussels Region intends to offer its citizens, businesses and numerous associations a more sustainable, more accessible, cheaper and faster administration.

In addition to the direct benefits for users and administrative assistants, simplification falls within the context of sustainable regional development and exemplary environmental performance. Through digitisation and reducing obligations, new technologies have a fundamental role to play in reducing the climate impact.

In view of the economic and socio-demographic situation of the Region, the Brussels government has set itself new ambitious targets for the period 2020-2025:

Towards optimisation of the experience of citizens and businesses

User-friendly interaction with the Administration is a different way and every user has the right to a positive experience. The user therefore needs to be at the focus of any reflection and action. This principle is especially important in the Brussels-Capital Region, where the wide range of public administrations, the various target audiences and the diversity of users make it necessary to find, in terms of access and role and aim of information, an adapting principle to the interactions between the Administration and the citizen. The Region has identified its major strategic challenges to be addressed.

1. Improving information and interactions with users

In order to provide integrated and user-centred services, the Administration understands its users and their needs, and always tries to meet every user's individual needs, in order to provide user-friendly and understandable information. The Administration must also be able to inform all physically through appropriate signing or effective reception and online.

User-centred administration recognises the various roles of the environment and needs and as a result, offers different points of access for people to contact it. It must therefore be possible to actively and simply to use the use of all, channelling of interaction between users and the Administration, and thus, as an alternative physical or virtual communication between them, depending on the circumstances.

2. Enhanced data exchange and reuse

Whether for the user or for the Administration, the original process is one that does not exist. Nevertheless, the administrative burden users is often caused by repeated requests for the same information concerning them. For simplified administration, the principle of data reuse therefore needs to be incorporated, in two strands:

- The ‘Single’ principle: the user is the focus of any information and actions. This principle also ensures the user’s freedom of choice and personalisation. The user is the focus of any interaction with the Administration.

- Open Data: making available to the public and organisations (e.g. journalists) the information contained in authentic sources, the Administration twice. This principle also encourages the user does not communicate the same data to the Administration twice. This principle also encourages the user does not communicate the same data to the Administration twice. This principle also encourages the user does not communicate the same data to the Administration twice.

3. A suitable Brussels regulatory framework for administration

To reinforce this quality of regulation by making the relevant actors on the ground and users ready quickly, this framework needs to offer actors the overview of content, validated or future regulatory projects and regulatory agenda. This transparency in decision-making processes and still analyses aims at offering citizens and businesses to understand the regulatory framework of a straightforward way. The regulatory agenda also aims at ensuring the monitoring of the quality of new and existing regulations.

4. Tools that encourage the development of administrative simplification projects

Understanding and simplifying the administration is the main principle of simplification. From an operational point of view, the Administration must adopt a user-centred approach. The various administrative agents, who are the front-line actors in the various steps of the process, play a fundamental role in the success of these projects.

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5. Support and training of administrative simplification projects

From an operational point of view, the Administration must adopt a user-centred approach. The various administrative agents, who are the front-line actors in the various steps of the process, play a fundamental role in the success of these projects. Thus, they need to be trained in the use and operating logic of the new digital tools.

6. A governance framework for administrative simplification

Owing to its geopolitical and institutional position, the Brussels-Capital Region aims to promote complementarity between the role of the regional and of the national level. Thus, the regional level wishes to support and develop, where applicable, the recommendations of the national governance framework.

A governance framework for administrative simplification must be implemented.

In order to achieve the simplification of the administrative, the Region has set up a regulatory framework which will be used to define and implement the various actions planned.

If the implementation of the institutional co-ordination framework is a priority, the Regional Government also wishes to ensure that the various levels of government can work together to achieve the simplification of the administrative.
II. STRATEGIC CHALLENGES AND PRACTICAL ROLES

C. AMBITIONS 2020-2025

CHALLENGE 1: IMPROVING INFORMATION AND INTERACTION WITH USERS

Whether they are citizens, businesses or associations in the non-profit sector, putting users back at the focus of its services is a priority for the Brussels administration. Each of these groups interacts with the administration in a different way, but all of them are entitled to the most positive and straightforward experience possible.

Why make this principle a priority for the Brussels Capital Region?

The Brussels-Capital Region has witnessed a proliferation of public structures and actors within its limited territory. There is now an urgent need to think in terms of users and not administrations. The target audiences are diverse, both socioeconomically and linguistically. These elements are not a problem, they are actually an opportunity (as illustrated by the platform set up around the Low Emission Zone). Finally, the mandatory implementation of the European Regulation on the Single Digital Gateway (SDG) and the obligation to revise the Brussels web strategy reinforces this new approach.

Mission 01: Implement a regional reception strategy

The development of new technologies (screen, digital terminals, virtual counters, etc.) and a different means of communication (SNS, social networks, etc.) have changed the habits of users and administrations. It is even more essential to upgrade reception systems, in order to optimize services and to interact with the public. However, these applications must be both intuitive and useful. Creating these user-centred tools is paramount. The challenge for the Region is to set up an administration on centered on the users accounting for their walk of life and their needs.

In order to provide an integrated and user-centred service, the administration needs to keep in mind that different users also have different needs. An application that takes into account the different walks of life of users, with a range of approaches, makes their interaction simpler and more coherent. Officials from the administration therefore need to be curious about the situation and the context in which they are contacted by the user.

Brussels therefore intends to promote and simplify the use of all channels of interaction between users and the administration, in order to foster communication between both parties, both straightforward and immediate. At the same time, in order to succeed in implementing the multi-channel strategy and user experience, the Region will ensure consolidated monitoring of the use of these tools.

From 2022 onwards, this monitoring will be done by screening the reception strategies of all the services of the Brussels-Capital Region (administration, PIOs (Public Interest Organisations) and local authorities) and by highlighting “best practice”, in collaboration with the leading officials.

KEY ACTION

WHAT?
Implement the measures recommended in the regional strategy for reception of users within the organisation.

WHO?
Leading official

WHEN?
2022 — Q2

Mission 01: Implement a regional reception strategy

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Mission 02: Assist and monitor the implementation of recommendations for simplifying the procedures with the most impact in the Brussels-Capital Region

In collaboration with the relevant SPOCs and the Once Only Working Group, easy.brussels is drawing up the plan for following up on the recommendations. This plan will be applied in concrete terms by the administrations. easy.brussels will be in charge of the cross-cutting actions. The agency is monitoring implementation and raising awareness among officials and the public. It reports annually to the Government on the state of progress of the work.

KEY ACTION
- WHAT? Analyse and simplify the 10 administrative procedures with the most impact in the organisation on the basis of the general recommendations for simplification made by easy.brussels. In addition, all members of the public can complain if the Once Only Ordinance is not adhered to, at the e-mail address info@easy.brussels.
- WHO? Leading official
- WHEN? 2023 — Q1

Mission 03: Implement a regional web strategy

The European Regulation on the Single Digital Gateway requires the Brussels-Capital Region to provide information on administrative procedures, on the European gateway, before 12 December 2020. To date, there is no coherent and coordinated web strategy for the Brussels-Capital Region. Each institution has its own website and strategy and several portals are technically obsolete, including be.brussels. It is therefore the perfect opportunity to improve the regional web image and the quality of the information offered to users in order to make administrative procedures accessible online in the long term, thanks to a central platform. During the first quarter of 2021, easy.brussels will propose clear recommendations, based on an in-depth analysis of the situation in Brussels and in its neighbouring countries.

To support easy.brussels in its mission, a task force brings together the BRIC and the Communication (Dircom) and IT Coordination (IT-CO) directorates of the BRPS. All relevant public institutions have also been invited to designate a SPOC for this project.

KEY ACTION
- WHAT? Make all administrative procedures accessible online via the central regional platform, in the three national languages.
- WHO? Leading official
- WHEN? 2021 — Q4

Mission 04: Simplify and standardise the procedures for applying for subsidies

The procedures for applying for subsidies often vary from one administration to another. This situation is due to the extent of digitisation regarding the procedure within the administration in question.

It is therefore a question of simplifying and unifying the procedures for applying for subsidies submitted digitally by citizens, non-profit associations or companies so that a network of the various involved in administrative procedures can be established.

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KEY ACTION
- WHAT? The bringing of the procedures for applying for subsidies managed by the organisation into line with the recommendations for administrative simplification.
- WHO? Leading official
- WHEN? 2022 — Q1
A significant part of the administrative burden on users is due to the fact that the same information is requested multiple times from citizens. To rectify this problem, the Brussels-Capital Region aims to reuse the data already available within the administrations as much as possible.

Why make this principle a priority for the Brussels Capital Region?

The Brussels administrations have essential data within their organization that can be reused for a large number of administrative formalities. The Region has expressed a clear desire to optimise data management in the areas of housing, employment and the fight against inequality and poverty. The situation in Brussels is conducive to establishing a strong and efficient data exchange network that goes beyond the confines of the regional administration, as the Brussels municipalities are the preferred interlocutors of the Region and offer exceptional opportunities for cooperation.

This principle of reusing data is in line with regional ordinances already implemented on this subject, or projects to increase data sharing.

Mission 05

Implement the Once Only Ordinance

As of 2022, information that is already available will not be requested from users. However, imposing The Once Only Principle in all Brussels administrations requires a simplification and digitisation of the procedures in force, and also a change of administrative culture. Binding regulations may turn out to be necessary.

The acceleration of the connection of the Brussels administrations to existing federal, regional and Community authentic sources is a veritable challenge.

The strategy is based on proactive awareness-raising among administrations, the creation of new authentic sources through an analysis of regional needs and knowledge of existing databases. The Top 30 of administrative procedures offers some avenues for action.

Since the adoption of the ordinance, easy.brussels has taken care of implementing existing authentic sources. An information campaign aimed at administrations and an awareness-raising campaign aimed at the general public can be rolled out.

Since the adoption, easy.brussels coordinates the ecosystems relating to the sub-objectives identified (systematic automation of each simplification project, harmonization of social statuses, automatic granting of the preferential rate for water, senior citizen’s allowance, and taxi vouchers, etc.). The implementation and specific progress of assessment and monitoring according to the framework set within the ecosystem will be very monitored.

When the granting of rights is effectively automated, federal solutions, such as myBenefits, will be highlighted.

**KEY ACTION**

**WHAT?** Adapt the administrative procedures of the organization so that information available in authentic sources is no longer requested from users.

**WHO?** Leading official

**WHEN?** 2022 — Q2
Mission 06
Put a register of data of public interest online

In December 2019, public institutions in Brussels were invited to publish the inventory of subsidies granted on the platform datastore.brussels, in the context of the (Eu) Directive on open data and the re-use of public sector information. This inventory of subsidies granted on the platform datastore.brussels, in the context of the (Eu) Directive on open data and the re-use of public sector information.

Mission 07
Digitise the purchasing cycle of Brussels administrations

For its public contracts, the Brussels-Capital Region has adopted important measures to digitise the interactions with economic operators. In 2016, regional administrations have been led to use the e-Procurement platform for tenders above €100,000. In 2020, a ministerial circular aimed at lowering the use of electronic invoicing for all regional public procurement was adopted.

Mission 08
Propose a regulation to integrate the «Digital by Default» principle into the operations of Brussels administrations

Brussels Digital Act - Propose a regulation to integrate the «Digital by Default» principle into the operations of the Brussels administrations.
Mission 09
Put in place a regulatory agenda
Regulations and their drafting process are phenomena that are difficult for citizens and businesses to understand. Putting a regulatory agenda online with all draft regulations could improve this situation by making them more accessible and transparent.
By 2023, the regulatory agenda will incorporate tools for rapid and effective interaction with citizens and businesses, thereby allowing them to understand the impact of regulations in a straightforward manner. Moreover, it will enable active management of the quality of regulations, making it possible for actors on the ground and interested users to give early feedback.

**KEY ACTION**

| WHAT? | Put all of the organisation’s draft regulations online, in the regulatory agenda. |
| WHO? | leading official |
| WHEN? | 2023 — Q1 |

Mission 10
Set up an ex-ante simplification test for any project having an impact on users
The administrative burdens are all the administrative formalities and obligations incumbent on users, directly or indirectly related to the execution, compliance with and/or on-going right, prohibition or obligation set out in law, ordinance, decree, decision, etc. They can be costly in both time and money. Throughout Europe, the emphasis is now on quantifying the (secondary) effects created by regulations. To this end, the European Union has developed the Standard Cost Model (SCM), which is used by various Member States and the European Commission to express administrative burdens in monetary terms.
In Belgium, since 1998, the Agency for Administrative Simplification (AAS) has been responsible at the federal level for monitoring the consequences of regulations on the administrative burdens imposed on citizens and businesses, in a cross-cutting manner for all strategic areas. Since 1 October 2004, the AAS has therefore developed the Kafka measurement model, a version of the SCM adapted to the Belgian context. Since the date, an regulatory proposal submitted to the Council of Ministers must be submitted to Kafka. The Kafka test evaluates texts and drafts as early as possible, in order to end up with regulations and simplification processes that are less burdensome. It describes the impact on the administrative burdens borne by citizens, businesses, the non-market sector, officials from the administration and Operational Public Interest Organisations (OPIO).

The volume of administrative burdens is determined by four parameters:
- The number of administrative formalities and obligations which the target group has to go through
- The size of the target group that has to complete the administrative formalities and obligations
- The time that the person in question has to devote to completing the administrative formalities and obligations
- The regularity with which the target group has to fulfill the obligation, i.e. the number of times per year they have to do it.

Based on federal and regional best practices in these ex-ante tests, easy.brussels will develop a new regional Kafka test for draft regulations. This objective will then be implemented in two stages. In the short term, any draft decree or ordinance will have to be assessed using a simplified Kafka test. The Government will have to respond within a defined period of time. Administrations will have the option to speed up the response time. Contact texts do not have to be subject to a user experience, or have an impact on the user. Other categories of texts are not subject to this analysis (vs international treaties, adherence to cooperation agreements, budgetary approvals, changes in institutional structures, etc.).

In the medium term, this analysis will become part of the regulatory agenda. For each preliminary draft decree, ordinance or circular, the aims and impacts of the project must be completed in standard fields (see, for example, Legislation as a code), which makes it possible to compare them with a database of personas managed by easy.brussels. In order to take into account the potential impact of a legislative text on its services, the administration concerned is necessarily among these personas.

**KEY ACTION**

| WHAT? | Apply the simplification test to all regulatory and non-regulatory projects within the organisation. |
| WHO? | leading official |
| WHEN? | 2020 — Q4 |
In addition to regulatory texts and awareness-raising actions, it is important to provide operational tools to put the principles of administrative simplification into practice. In this section, we will describe the necessary changes to achieve this ambition.

**Mission 11**

Set up a public innovation laboratory

A veritable laboratory for public innovation, the «Brussels Innovation Lab» (BIL) will provide Brussels administrations with a structured and centralised workspace. Thanks to this lab, they will be able to design administrative procedures more effectively, based on the «user Experience» analysis or innovative exercises, and also to test procedures or parts of procedures.

It will make it possible to organise participatory working sessions, including representatives of start-ups and citizens or associations, to map out the areas with a high administrative burden that hamper growth and innovation opportunities.

Prior to the adoption of any new procedure, the BIL will conduct «innovation Experience» analyses to ensure that it is tailored to or understood by all users. Still with this inclusive ideal in mind, it will set up «hackathons», in which innovative projects will be developed with young people from different backgrounds, who will work in teams to develop innovative solutions.

From 2022, the BIL will support the digitisation of procedures by offering support in three phases: capture, concept, and prototype. In its full version, this service will produce a roadmap to guide the administration in the actions to be taken.

**Mission 12**

Develop and implement a methodology to digitise processes

Although they are aware of their existence, the Brussels administrations are still too often unaware of how to implement digitisation tools. The most obvious example is the implementation of the electronic signature, which few administrations have actually used.

Together with the Brussels administrations, the Support Committee for administrative simplification and the ministerial cabinets, easy.brussels will draw up a guide to the digitisation of processes, with the first module on electronic signatures. The guide will also set out support measures for administrations.

**CHALLENGE 4 TOOLS TO SUPPORT THE INTRODUCTION OF ADMINISTRATIVE SIMPLIFICATION PROJECTS**

**Mission 11**

Set up a public innovation laboratory

**Mission 12**

Develop and implement a methodology to digitise processes

**Mission 11**

**Mission 12**
Mission 13: Establish a framework agreement to provide operational assistance to Brussels administrations in their simplification projects

Whether for legal or functional analysis, identifying needs or technical implementation, easy.brussels and the Brussels administrations regularly need external expertise in various administrative simplification projects. From 2022 onwards, in order to respond quickly and efficiently to a request for expertise, easy.brussels will develop framework agreements with a selection of experts in various fields, relating to administrative simplification projects. easy.brussels will draw up a list of specialist service providers, available on its website.

Mission 14: Develop and implement a regional strategy for the management and digitisation of official communications to citizens and businesses

In the Brussels-Capital Region, various projects aimed at connecting administrations to the eBox have not been realised due to the myriad technical, financial and administrative obstacles encountered. Faced with the vast array of electronic mailboxes, the FPS Strategy and Support (BOSA) has developed an environment so that citizens can receive their official documents from an organisation or public administration at a dedicated official email address. For its part, Social Security has created a space to communicate officially with businesses. These two environments will become the preferred and secure spaces for official communications for businesses and citizens. Regulated by the eIDAS regulation and the Act of 2015, the eBox also makes it possible to send registered electronic mail which has an unquestionable date. In order to facilitate and encourage administrations in digitising and managing communications, easy.brussels intends to analyse tools that promote the digitisation of official communications. From 2021 onwards, these tools can be distributed among administrations in order to facilitate their access.

KEY ACTION

WHAT? Propose operational simplification services via framework agreement for Brussels administrations. Draw up a list of specialist service providers.

WHO? easy.brussels

WHEN? 2022 – Q1

KEY ACTION

WHAT? Offer citizens and businesses the possibility of receiving official communications via a digital channel (eBox).

WHO? Leading official

WHEN? 2022 – Q3
**Mission 15**

**Develop and implement a training strategy**

**WHAT?**
Train the directors and officials of the organisation in the principles of administrative simplification.

**WHO?**
Leading official

**WHEN?**
Continuously from 2021 — Q3

**Mission 16**

**Participate in the digital take-up plan**

The Brussels-Capital Region intends to make sure that administrative procedures and processes are designed with the aim of fully integrating all users. That is why it is important to clearly identify the potential negative side effects of the digital transition on certain target groups.

According to the European Commission, only 61% of the Belgian public has basic digital skills and 9% of this population never uses the Internet [1]. The digital transition therefore calls for proactive support for certain critical population groups, such as the elderly or “NEETs” (Not in Employment, Education or Training).

With the help of the Digital Inclusion Coordination (BRIC), front-line associations and various private actors, a digital take-up plan 2020-2024 will be unveiled in order to promote complementarity between inclusion and digitisation of the administration.

In effect, digitisation makes it possible to create a link between users and the administration. Freed-up from paperwork, an official then has precious time to provide a high-quality electronic response and effective management of the virtual counter, while the time spent at the physical counter, which is sometimes still necessary, is also improved.

Annual training will be organised for local and regional officials in partnership with TALENT.brussels and ERAP.

The other part of this training strategy is aimed at young people in Brussels, without whom it cannot function to the full. With the Brussels Youth to Digital, the Brussels-Capital Region aims to bring young people closer to the administration or the image they have of it. Having already been immersed in the digital revolution for a long time, young people can adapt without difficulty to new solutions. It is therefore important to promote the innovative digital solutions made available by the Administration to these young people (ITSmE, IRISBOX, EBOX, Chat, Social networks, etc.).

**KEY ACTION**
- W001: Participation in the drafting and implementation of the digital take-up plan: 2021-2024
- W002: easy.brussels in a support role + all leading officials
- W003: Going forward

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[1] Index of the digital economy and society (DESI) - landverslag 2019: België

**CHALLENGE 5**

**SUPPORT AND TRAINING OF TARGET AUDIENCES**

Putting in place an open and user-centred administration requires the inclusion and participation of all target groups: citizens, businesses, associations and administrative officials. easy.brussels intends to take up this challenge by developing and implementing a training strategy and by promoting digital inclusion: The Brussels-Capital Region aims to support complementarity between inclusion and the digitisation of the administration.
Mission 17: Coordinate and practically implement the policy of administrative simplification

At the regional level, the Support Committee for Administrative Simplification (CASA) keeps the institutional actors informed of the projects undertaken by easy.brussels, which ensures genuine mobilisation for the practical implementation of the actions. At this committee, each actor presents projects under development, which ensures the cross-cutting aspect and an exchange of best practices.

At the local level, an inter-departmental committee participates in the Working Group (WG) for Administrative Simplification of the non-profit association Brulocalis, to ensure coordination between the 19 municipal administrations and other local actors. These bodies meet several times a year at regular intervals, to present the status of the progress and results of the projects and administrative simplification initiatives to their members, which could benefit from their participation.

In addition to these regular meetings, the members are also informed of the simplification-related initiatives carried out by the Region, or other levels of government, for the duration of the legislature.

In this context, collaboration is planned with hub.brussels to organize a market survey of companies active in the field of administrative simplification and digitalisation, from 2023.

**KEY ACTION**
- **WHAT?** Involve the organisations in meetings of the CASA and take a proactive role in raising awareness of the administrative simplification project within their services. Each administration can offer to host CASA at its offices and present its projects, with a view to sharing good practices with other administrations.
- **WHO?** Leading official
- **WHEN?** On an ongoing basis

Mission 18: Follow up on administrative simplification actions

In order to identify and implement the adaptations necessary for the effective implementation of the measures in the plan, it is important to carry out regular monitoring of these measures and the evolution of the relevant indicators (see section «Implementation»), for the duration of the legislature.

To this end, a section on this monitoring is included in the annual activity report on the implementation of the missions of easy.brussels. This may also be accompanied by recommendations for adaptations to be implemented, to ensure the smooth progress of the project.

This monitoring will be possible thanks to the active contribution of the governing bodies within the administrations concerned by the various measures of the plan.

**KEY ACTION**
- **WHAT?** Follow up on the results of the monitoring, ensure the impact of the actions and share the results on an annual basis.
- **WHO?** Leading official
- **WHEN?** On an ongoing basis

Mission 19: Ensure the representation of the Brussels Region in the implementation of European legislation

Such representation helps ensure that deadlines are met for each project. Moreover, it enables a point of contact to maintain a network of constructive collaboration between the Region and the other levels of government.

In effect, in the context of various projects, easy.brussels collaborates with regional and federal institutional partners, including the Agency for Administrative Simplification and the Federal Public Service Strategy and Support (FPS BOSA). Among other things, this cooperation relates to the implementation of European administrative simplification measures in Brussels (digitisation of public contracts and invoicing, online access to administrative procedures, etc.).

Finally, easy.brussels undertakes to continuously monitor European calls for projects relating to administrative simplification, and participate in these projects where relevant.

**KEY ACTION**
- **WHAT?** Participate in inter-federal meetings relating to administrative simplification. issues.
- **WHO?** easy.brussels
- **WHEN?** On an ongoing basis
Mission 20
Ensure effective collaboration with the public and private partners

In order to enhance the digital inclusion of Brussels citizens, an agreement will be concluded with Febelfin, the Belgian Federation for the Financial Sector, to develop and implement a plan to support users of public and banking digital services.

As part of its missions, easy.brussels has already concluded various collaboration agreements with public and private partners in Brussels, to benefit from their expertise and networks of contacts. These agreements will facilitate specific administrative simplification projects to a significant extent, for the benefit of citizens and businesses. These partnerships need to be continued.

Finally, for the duration of the legislature, the Agency will undertake to identify and conclude other collaborative arrangements that may be relevant to achieving its mission.

### Key Action

**WHAT?** Sign a partnership agreement with Febelfin for the implementation of a support plan for users of public and banking digital services.

**WHO?** easy.brussels

**WHEN?** 2021 — Q2

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Implementation

The Simplification Plan 2020-2025 sets out a vision for Brussels and the operational projects to be implemented. Although it sets out the main lines of public action in this area, it is only a starting point and operational steering. More operational plans will make it possible to determine the specific projects year by year over the five-year period; any changes in their relevance, their breakdown by actor, the monitoring of results and the evaluation of effects; all within a general vision of the effectiveness and efficiency of the Plan.

The effective implementation of the Plan is the responsibility of easy.brussels, in collaboration with the Minister in charge of Administrative Simplification. In other words, easy.brussels is not only responsible for the actions laid down for the agency in the projects - within the set limits - but also ensures the overall management of the Plan, with the competent Minister. This cross-cutting steering involves defining key performance indicators (KPIs) and the implementation of governance for monitoring the Plan. However, easy.brussels can only achieve its goals with the determination and enthusiasm of all its partners towards an administration of change.
The overall management of this new administrative simplification plan involves the introduction of monitoring and evaluation, by identifying key performance indicators to monitor the progress of the various projects. These indicators will determine the impact, effectiveness, results and efficiency of the priority projects. This approach will ensure the success of specific strategic and operational projects. In this sense, they will contribute to the effectiveness of the Plan, and also to the transparency of its implementation.

Once the Plan has been validated by the competent Minister, the specific practical missions of easy.brussels need to be defined, as well as a selection of key performance indicators (KPIs) that measure the success of the plan. Subsequently, each indicator will have to be briefly described, focusing in particular on identifying the information necessary for the documentation of the KPI, the possibilities for automating data collection or the timing of data updates. These KPIs are then brought together in a consolidated dashboard. This dashboard will serve as a basic tool for the report submitted to the government (see below) and for external communication.

I. DEFINING THE PRIORITIES AND KEY PERFORMANCE INDICATORS

Within easy.brussels

This is the first and most frequent level of governance. The plan and its KPIs will be monitored on a quarterly basis at least.

Between easy.brussels and public IT services

Administrative simplification has an important digital dimension, but that is not the whole story. The integration of easy.brussels into the emerging public IT governance, even if not as a full member, is essential. This is one of the sine qua non conditions for the smart implementation of the Plan.

Between easy.brussels and its relays in the Brussels administrations

Easy Way defines ambitions and priorities in terms of administrative simplification for all the administrations of the Brussels-Capital Region, but extends in addition to local administrations, to ensure administrative practices are harmonized. In addition to the involvement of the administrations in the various projects, easy.brussels needs to make the Brussels administrations aware of the situation at a whole and update them as the progress of the plan and the next steps, at least once or twice a year, via the steering committee or specific contact and working groups. This alignment will allow easy.brussels to deepen its commitment to administrative simplification measures, but also to reinforce Easy Way by exchanging experiences.

Between easy.brussels and the Minister for Administrative Simplification

At least once a month, easy.brussels presents to the cabinet the monitoring dashboard and the actions to be taken in the short and medium term. On this basis, Easy Way can be adapted or supplemented if necessary or in any case linked with the ministerial priorities and the objectives of the Plan.

Between the Minister in charge of administrative simplification and all of the Government

Easy Way can only be fully concretized thanks to the collaboration of all members of the Government in charge of regional competences. Every year, the Minister in charge of administrative simplification will present the progress report to the Government. The annual report of easy.brussels will inform the competent ministers of any bottleneck, if any.

II. GOVERNANCE OF THE MONITORING OF THE PLAN

A multi-annual plan on the scale of the Simplification Plan 2020-2025 can only be implemented with agility and flexibility. Implementation which is too rigid may lead to a loss of efficiency and relevance with regard to the evolution of society and the challenges of the Region. The costs must be controlled and new opportunities integrated. As such, governance for monitoring and adapting the Plan needs to be put in place alongside the quantitative monitoring of its implementation. Strategic steering will ensure the continued and long-lasting relevance of the Plan. The governance will be organised around the following time frames:
MISSION 01 – IMPLEMENT A REGIONAL RECEPTION STRATEGY
MISSION 02 – ASSIST AND MONITOR THE IMPLEMENTATION OF SIMPLIFICATION RECOMMENDATIONS
MISSION 03 – IMPLEMENT A REGIONAL WEB STRATEGY
MISSION 04 – SIMPLIFY AND STANDARDISE THE PROCEDURES FOR APPLYING FOR SUBSIDIES
MISSION 05 – IMPLEMENT THE ONCE ONLY ORDINANCE
MISSION 06 – PUT A REGISTER OF DATA OF PUBLIC INTEREST ONLINE
MISSION 07 – DIGITISE THE PURCHASING CYCLE OF BRUSSELS ADMINISTRATIONS
MISSION 08 – PROPOSE A REGULATION TO INTEGRATE THE «DIGITAL BY DEFAULT» PRINCIPLE
MISSION 09 – PUT IN PLACE A REGULATORY AGENDA
MISSION 10 – SET UP A PUBLIC INNOVATION LABORATORY
MISSION 11 – SET UP A FRAMEWORK AGREEMENT TO PROVIDE OPERATIONAL ASSISTANCE
MISSION 12 – DEVELOP AND IMPLEMENT A METHODOLOGY TO DIGITISE PROCESSES
MISSION 13 – ESTABLISH A FRAMEWORK AGREEMENT TO PROVIDE OPERATIONAL ASSISTANCE
MISSION 14 – DEVELOP AND IMPLEMENT A REGIONAL STRATEGY
MISSION 15 – DEVELOP AND IMPLEMENT A TRAINING STRATEGY
MISSION 16 – PARTICIPATE IN THE DIGITAL TAKE-UP PLAN
MISSION 17 – COORDINATE AND PRACTICALLY IMPLEMENT THE POLICY OF ADMINISTRATIVE SIMPLIFICATION
MISSION 18 – FOLLOW-UP ON ADMINISTRATIVE SIMPLIFICATION ACTIONS
MISSION 19 – ENSURE THE REPRESENTATION OF THE BRUSSELS REGION
MISSION 20 – ENSURE EFFECTIVE COLLABORATION WITH THE PUBLIC AND PRIVATE PARTNERS

CHALLENGE 1
CHALLENGE 2
CHALLENGE 3
CHALLENGE 4
CHALLENGE 5
CHALLENGE 6

TOWARDS A SIMPLIFIED BRUSSELS REGION IN 2025 - TIMELINE

Q1 Q2 Q3 Q4 2020
Q1 Q2 Q3 Q4 2021
Q1 Q2 Q3 Q4 2022
Q1 Q2 Q3 Q4 2023
Q1 Q2 Q3 Q4 2024

... 2025
Glossary

**AAS**
Agency for Administrative Simplification.

**Alpa**
Brussels public employment service.

**Better Regulation**
An initiative of the European Commission defining the way in which regulations are elaborated to ensure that they achieve their goals in an efficient and cost-effective way.

**BISA**
Brussels Institute for Statistics and Analysis.

**BRIC**
Brussels Regional Informatics Centre. This body of public interest in the Brussels-Capital region seeks to organise, foster and spread the use of information and communication technologies among different groups in Brussels.

**CASA**
Support Committee for Administrative Simplification.

**CPAS**
Centre public d’Aide sociale.

**Datastore.brussels**
As a regional platform for the access to and sharing of data and services in the Brussels-Capital region, datastore.brussels aims to respond to the needs of citizens allowing them to open and use freely the available data and services in the Brussels-Capital region.

**E-box**
A personal, centralised, and encrypted inbox which allows to centralise all communications and send electronic registered mails providing provable date.

**E-invoicing**
Electronic invoicing.

**E-ordering**
Electronic ordering.

**E-procurement**
Electronic procurement, digitalisation of the complete procurement procedure.

**E-tendering**
Electronic submission of tenders.

**eIDAS**
Electronic identification, Authentication and Trust Service. The European regulation guaranteeing the security, rapidity and efficiency of electronic interactions between businesses. It creates a single framework for the electronic identification services and trust services, simplifying the access to services in the European Union.

**ERAP**
Regional School of Public Administration (ReSPA).

**FPS**
Federal Public Services.

**FPS BOSA**
Federal Public Services Strategy and Support.

**Hubbrussels**
As the Brussels agency for business support, hubbrussels proposes technical advice and services to start-ups, scale-ups, small, medium or large companies.

**Irisbox**
The Irisbox is the electronic window of the Brussels-Capital region, developed by BRIC (Brussels Regional Informatics Centre). It is a mobile identity app that allows users to connect safely to the platforms of the Belgian government, banks, insurances and other private companies. It also allows its users to share identity data, confirm a payment or to digitally sign a document.

**KPI**
Key Performance Indicator.

**NOVA**
The once-only principle is a term referring to the principle of single data collection. This principle aims to avoid that citizens and companies must communicate repeatedly the same data to public authorities.

**PSOCC**
Single Point Of Contact.

**PIO**
Public Interest Organization. Legal entity under public law, established by an act, a decree, or an order and to which is entrusted the management of a public service. These entities are classified in 4 categories according to their level of autonomy.

**PSWC**
Public Social Welfare Centres.

**Single Digital Gateway**
A European digital gateway aimed at facilitating the online access to information, administrative procedures and support services required by citizens and companies in order to be active in a different EU-country.

**SME’s**
Small and medium-sized enterprises.

**Task force**
A group of professionals set up specifically to carry out a mission or a specific task.

**TOOP**
The One-Time-Only Principle is a term referring to the principle of single data collection. This principle aims to avoid that citizens and companies must communicate repeatedly the same data to public authorities.

**Talent.brussels**
Being the link between candidates and public employers, Talent.brussels is a platform in charge of recruiting employees for the public Brussels regional entities.

**Vivaqua**
Public Belgian enterprise for the production and distribution of drinking water and wastewater treatment.
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Brussels Economy and employment
Brussels Environment
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