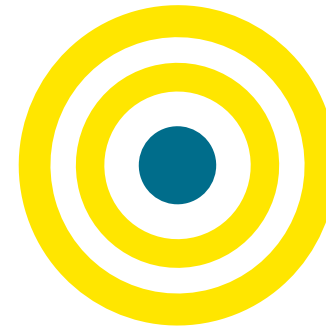


EASY WAY

BY EASY.BRUSSELS



**TOWARDS
A SIMPLIFIED
BRUSSELS REGION
IN 2025**

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Préface

Easy Way, simplifying life for brussels inhabitants

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 reflect more in-depth on the functioning of the Administration and improving service to users.

It has allowed us to look again 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 tools are more than ever indispensable.

It is up to us to meet their expectations and take advantage of technological developments to make the interactions between any party making contact with the Administration more flexible and harmonious. Digitisation offers us the opportunity to simplify life for citizens, by avoiding multiple requests for information that we already have.

Improving services to citizens and regional entrepreneurs, users 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.

But this is just the start of a veritable digital revolution that will enable us to respond even better to the needs of our administrations, while placing the user centre stage in the administrative relationship. The public service agency easy.brussels has been tasked with implementing this policy, while ensuring its cross-cutting aspect.

There are still a whole range of synergies to be developed between administrative simplification and digital transition. Digitising administrative media (electronic forms), virtual counters, and online service platforms are just some of the innovations put in place to ensure more fluidity and transparency of interactions between users and the services.

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*

Executive Summary

CHALLENGE 1 P. 18

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 web strategy

MISSION 04

Simplify and standardise the procedures for applying for subsidies

CHALLENGE 4 P. 28

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 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

CHALLENGE 2 P. 22

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 of Brussels administrations

CHALLENGE 3 P. 25

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

CHALLENGE 5 P. 32

Support and training of target audiences

MISSION 15

Develop and implement a training strategy

MISSION 16

Participate in the digital take-up plan

CHALLENGE 6 P. 34

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





A

Easy Way, towards a simplified Brussels in 2025

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.



This document presents the new ambitions of the Brussels-Capital Region for the period 2020-2025 in three chapters, as well as the targets to be achieved by easy.brussels, the agency responsible for administrative simplification.

1. A strategic vision for Brussels leading up to 2025;
2. Highlighting of the role to be played by easy.brussels and the importance of an active collaboration with each partner;
3. Highlighting of the 20 operational priorities which represent just some of the projects to be rolled out in the coming years, so that, more than ever, the simplification of our interactions with citizens and businesses is a permanent focus and opportunity.

The year 2020 will continue to be characterised by the health, economic and social crisis caused by the COVID-19 pandemic. In the Brussels-Capital Region, as elsewhere, restrictive measures have been implemented, prompting all the public actors in Brussels to overhaul their modus operandi and their internal organisations, but also to look again at how they envisage interactions with their users. This crisis is a catalyst, a challenge and a reminder all at the same time.

- **A catalyst**, because it has prompted the rapid deployment of new ways of working: the digitisation of processes and teleworking.
- **A challenge**, because the administrations have been made aware of the limits of their operations in an emergency context.
- Finally, **a reminder**, because of the special focus that needs to be given to vulnerable groups and isolated people, who have difficulty navigating their way around this virtual and socially-distanced world.

These three lessons drawn from the crisis directly echo the General Policy Declaration of the Government:



The simplification of administrative procedures is a democratic concern. It is the whole point of an administrative procedure to enable users to exercise their rights and obligations, without having to take any steps, and to become fully integrated into society.

This democratic aspect of administrative procedures is more essential than ever, given the socio-demographic and institutional landscape of the Capital Region.

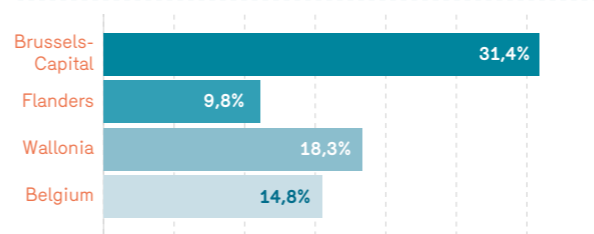
Indeed, in Brussels, 35% of the population are **at risk of poverty**, double the Belgian average (IWEPS, 2020). In 2018, the unemployment rate was 12.7% of the population. Young people are particularly affected, given that in 2020, 29.2% of under-25s were unemployed (Actiris). And yet, a unique feature of the Brussels Region is that it is **relatively young** (40% of the population is under the age of 30, compared with 35% for Belgium as a whole - BISA).

The Capital Region is also **cosmopolitan and multilingual**. 35% of its population has a nationality other than Belgian, compared with only 11% for Belgium as a whole (BISA).

With a population density of more than 7,300 inhabitants per km², the Brussels region is also **one of the most densely populated regions in the European Union** (Eurostat, 2016). A figure that doubles every day, if we take into account the Flemish and Walloon commuters who come to work here. As the **economic heart of Belgium**, where SMEs and large companies rub shoulders, Brussels benefits from a dense and complex ecosystem.

Last but not least, our city is an **international hub and the centre of European public life**. As the capital of Europe, Brussels therefore needs to set an example in terms of administrative simplification.

AT-RISK-OF-POVERTY RATE IN BELGIUM AND REGIONS (REVENUES 2019)



Source : Statbel

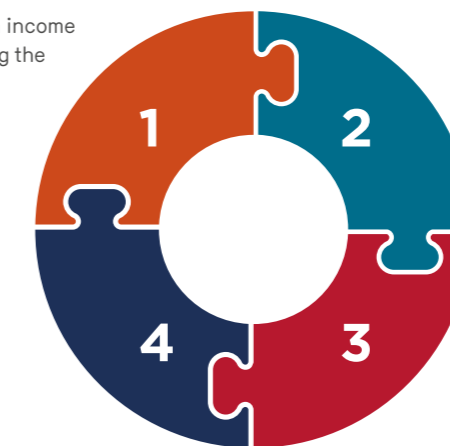
All these unique features influence and determine the way in which public authorities think and organise their interactions with citizens and businesses. They identify the efforts that need to be made to **simplify** these interactions, so that everyone can find their way in the community. These unique features of Brussels evolve over time, as do the tools and the ways of working of the administrations. This also needs to be the case for the Government's approach to simplifying its interactions with citizens and businesses. As the graph below shows, the Administration is still too often perceived as a source of inconvenience and complication by the public.

TODAY, INTERACTIONS BETWEEN USERS AND THE ADMINISTRATION ARE STILL SOURCES OF FRUSTRATION

Sources of administrative burdens

1. Absence of a central, clear entry point

- Absence of a **clear, innovative central entry point**, which results in a lack of readability for the administration;
- Not yet compliant with the requirements of the **Single Digital Gateway**;
- In Belgium, **two thirds of people** who are entitled to integration income do not request it – complexity and lack of information are among the main causes.



4. Lack of anticipation of the regulatory impact

- **No systematic, preventive anticipation** of the impact of regulations.

2. Acceleration of the digitalization of public services

- **50%** of citizens interact digitally with the administration – **76%** of Belgians use banking applications, **82%** use social networks at least once every 3 months;
- **< 25%** of administrative procedures can be accomplished online;
- **Only 38%** of online procedures are optimized for smartphones – the smartphone is the most used device to connect (76% of users, with 75% that accomplish their administrative procedures online using a laptop).

3. Lack of information exchange

- **71%** of people in brussels wish for a better sharing of information between administrations;
- **The request for an attestation of household composition** is one of the most accomplished procedures;
- **35% of administrations** do not have access to (at least one) authentic source.



B | 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 fulfils 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 this matter, and helps develop the regional simplification strategy. It also offers its **expertise** to the Brussels administrations.

The agency ensures permanent **oversight**: it keeps abreast of projects and innovations implemented in Belgium and abroad and studies the possibility of implementing these in the Brussels Region.

Awareness raiser

easy.brussels promotes best practices and tools for administrative simplification among administrations and users in the Brussels Region. It also organises training courses for the latter groups on these issues.

This role is also reflected in a range of structural services: opinions on draft regulations, cross-cutting communication campaigns, funding or co-funding of studies, etc.

Catalyst

By supporting and coordinating cross-cutting projects, while drawing on innovative tools and practices, easy.brussels acts as a **catalyst** and **facilitator** of administrative simplification.

As such, the agency 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 reduce the burden of procedures.

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

This committee, made up of representatives of the Brussels public administrations, keeps the public authorities up-to-date regarding easy.brussels' projects and deadlines (European, in particular) in terms of administrative simplification.

Each representative is the **single point of contact (SPOC)** of their administration with easy.brussels, for all 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 experience, this committee also allows administrations to come 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 parliamentarians play a **central role**, whether in sharing information and expertise or in ensuring that the realities on the ground are taken into account.

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

Brulocalis: guide and intermediary for local authorities

The non-profit association Brulocalis plays two important roles: firstly, 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. Projects are also carried out by BPL at the regional level.

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 municipalities.

Federal Public Services

Some of the projects of easy.brussels relate to issues involving the federal level of government. This is notably the case for **authentic sources** (National Register, Crossroads Bank for Social Security, Crossroads Bank for Enterprises, etc.), eBox or online public procurement and electronic invoicing. The implementation of certain **European regulations** in the Brussels Region, such as the Single Digital Gateway, also requires collaboration with the federal level.



It must be possible for easy.brussels to examine and give its opinion on new projects rolled out by administrations which have an impact on users.

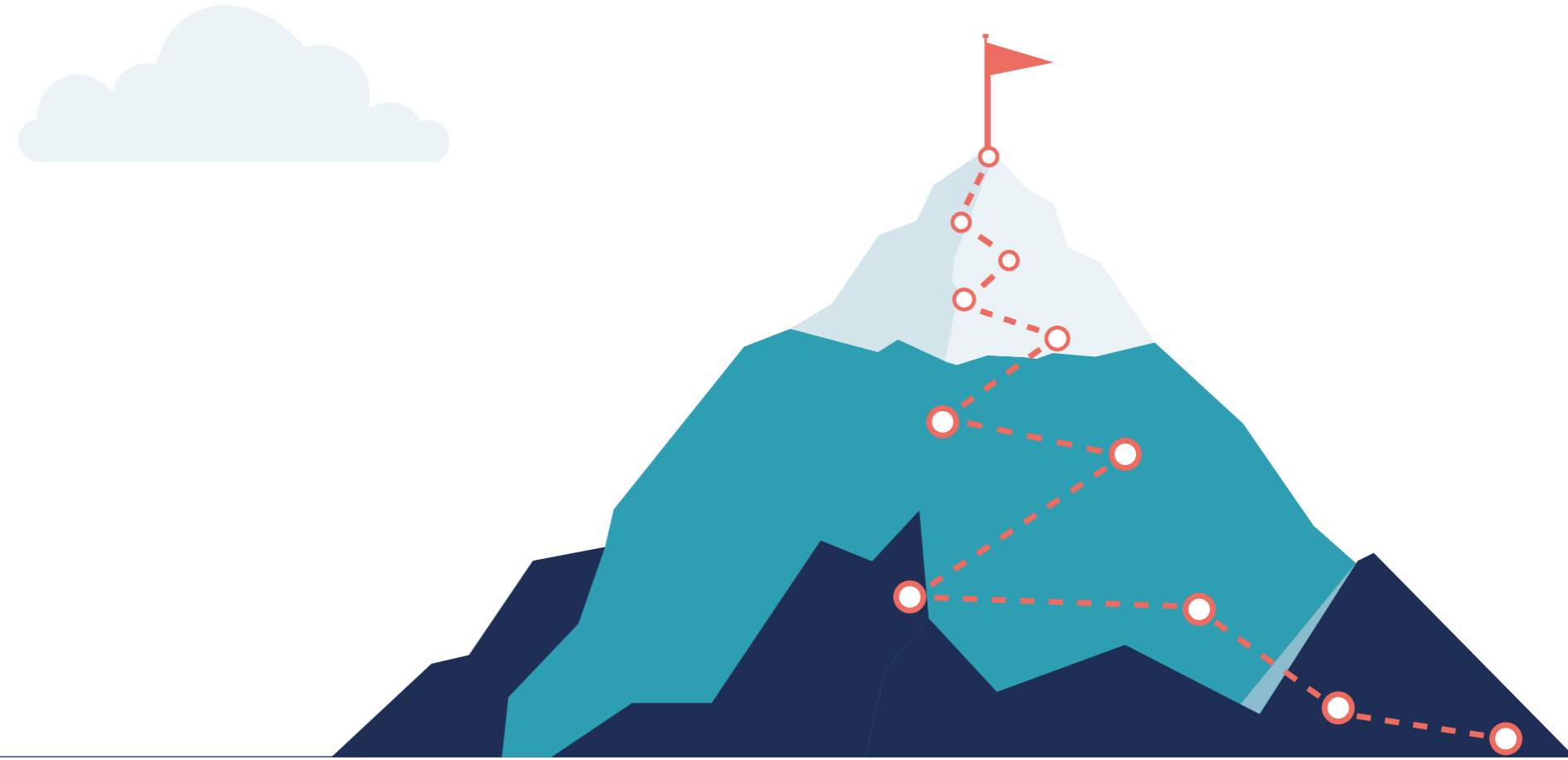
II. THE KEY PARTNERS OF THE AGENCY

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



C | Ambitions 2020-2025

Delegate to the Government



I. A STRATEGIC VISION FOR BRUSSELS LEADING UP TO 2025

Whether they are submitted by members of the public, necessary for the development of the economic sector or relating to a search for employment and housing, there 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 administrations, 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.

By 2030, the Region has set itself ambitious targets for reducing greenhouse gas emissions, increasing the share of renewable energies and improving energy efficiency. Digitisation can be one of the levers of this policy.

This is also the opinion of the European Commission, which is developing its digital strategy around the idea that technology will enable Europe to achieve carbon neutrality by 2050. 2020 is also a pivotal year for the European Union's ambitious programme to set up a European single digital gateway. This will bring together a whole range of procedures in force in the various Member States on a single digital gateway, to the maximum advantage of its citizens and businesses. It will be possible to complete these procedures entirely online, and they will provide information and support services, centrally and digitally. The Brussels-Capital Region will have to play a key and ambitious role in setting up this gateway and will seize the opportunity.



Being the capital of Europe also means drawing inspiration from the wealth of European practices. In the area of e-governance, for example, Estonia provides a remarkable source of inspiration: 99% of public services in Estonia are accessible online and citizens can follow in real time how their data is used by the administration. This allows them to know who is using what, in what way, and for what purpose. This principle is reflected in the Region's ambitions and challenges: demographic growth, precariousness and social exclusion, the environment and territorial and economic development.

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

Towards optimisation of the experience of citizens and businesses

Every user interacts with the Administration in a different way and everyone has the right to a positive experience. The user therefore needs to be the focus of any reflection exercise. This principle is especially important in the Brussels-Capital Region, where the wide range of public structures and actors in a territory of limited size makes it necessary to think in terms of users and not in terms of administrations. To optimise the interactions between the Administration and the people it serves, the Region has identified six 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 keeps in mind that everyone has different needs. Likewise, to provide **clear and understandable information**, the Administration must facilitate access to information both physically - through appropriate signing or effective reception - and online.

A **user-centred administration** recognises the various walks of life and diverse needs and, as a result, offers different points of access for people to contact it. It must therefore be possible to allow and/or simplify the use of all **channels of interaction** between users and the Administration, and to activate physical or virtual communication between them, depending on the circumstances.



2. Enhanced data exchange and reuse

Whether for the user or the Administration, the simplest procedure is one that does not exist. Nevertheless, the administrative burden on 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 'Once Only' principle:** thanks to the use of information contained in authentic sources, the user does not communicate the same data to the Administration twice. This principle also encourages the use of pre-filled or blank electronic forms.
- » **Open Data:** i.e. making available to the public and businesses the non-confidential data available to the Government.



3. A suitable Brussels regulatory framework for administrative simplification

To reinforce the quality of regulations by enabling the relevant actors on the ground and users to react quickly, this framework aims to offer all actors an overview of current, validated or future regulatory projects via a regulatory agenda. This integrates interaction tools and allows citizens and businesses to understand the impact of a regulation in a straightforward way. **The regulatory agenda** also makes it possible to actively manage the quality of new and existing regulations.



4. Tools that encourage the introduction of administrative simplification projects

From an operational point of view, the Administration often needs a helping hand to implement the recommendations in terms of administrative simplification. The provision of tools in the broad sense, such as guides for the introduction of technical solutions (e.g. electronic signature) or an emblematic site for the development of new processes can accelerate this implementation.



5. Support and training of target audiences

The Brussels-Capital Region aims to promote complementarity between inclusion and the digitisation of the Administration. And yet, due to a lack of information, users are still sometimes unaware of the rights available to them. Automating these rights will therefore necessarily have to be accompanied by proactively informing users. Moreover, implementing an efficient administration requires the inclusion and participation of administrative agents, who are the front-line actors in simplification. They too must therefore 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, both at Belgian, European and international level, Brussels is an eminently complex entity. In order to ensure that this wide range of data and players does not hinder the simplification of administration by the Brussels-Capital Region, a **clear and precise** governance framework needs to be implemented. In order to achieve the simplification of its administration, the Region must give priority to maximum collaboration with public and private, regional and external partners, while setting up a system of permanent monitoring of the progress of ongoing projects.

II. STRATEGIC CHALLENGES AND PRACTICAL ROLES



CHALLENGE 1



IMPROVING INFORMATION AND INTERACTION WITH USERS

Whether they are citizens, businesses or associations in the non-profit sector, putting users back as 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** (screens, digital terminals, virtual counters, etc.) and different means of communication (SMS, social networks, etc.) have changed the habits of users and administrations. It is ever more essential to **upgrade reception systems**, in order to improve services to and interaction 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 centred on its users according to their walk of life and their needs.

In order to provide **integrated and user-centred services**, the administration needs to keep in mind that different users also have different needs. A reflection that takes into account the different walks of life of users, within 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, to foster communication between both parties, both «physical» and «virtual». At the same time, in order to continuously improve the **multi-channel strategy** and user experience, the Region will ensure consolidated monitoring of the use of the 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 02

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

In line with the report of the European mission «Support for the implementation of The Once Only Principle (TOOP)», easy.brussels and its steering committee are working towards the implementation of The Once Only Principle. This group has already delivered an analysis of the procedures and forms currently in force, as part of the «Top 30» mission. **These 30 procedures** were selected because of their strong impact on the administrative burden within the Brussels-Capital Region.

The **priority projects** include, for example, accelerating the digitisation of urban planning applications and the structuring of the Nova ecosystem, the transformation of Osiris, support for synergies between the various requests for bonuses for renovation, the Once Only recommendations, support for the automation of interactions (including Vivaqua and the declaration of change of address as the pilot project to be followed), the implementation of the Single Digital Gateway, collaboration with the ONE regarding enrolment in day-care centres, the regional web strategy, etc.

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 all 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 that in 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 actors involved in subsidy programmes and real governance can be established.

After assessing the current situation, easy.brussels will be able to set out a standard procedure to be adopted by the Administration, and identify the tools to be used as standard. In collaboration with the administrations and the BRIC, easy.brussels will propose a strategic alignment, the implementation of best practices, as well as the coherence and incorporation of these procedures into the regional web strategy.

Through an information campaign, the agency will be able to highlight the positive effects of this strategy.

KEY ACTION

» **WHAT?** Bring the procedures for applying for subsidies managed by the organisation into line with the recommendations for administrative simplification.

» **WHO?** Leading official

» **WHEN?** 2022 – Q1

CHALLENGE 2



ENHANCED DATA EXCHANGE AND REUSE

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 organisation 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.

There is a need for both an examination of existing authentic sources which are already used on the one hand, and the register of data coming from and requested by administrations on the other. The information gleaned will make it possible to rely on pilot projects in areas requiring an adaptation of administrative processes.

This Once Only ambition goes hand in hand with the automation of processes, i.e. the automatic granting of a right when the required conditions are met. More than a simple technological change, this transformation requires a transformation of the spirit of administrative work, based on mutual trust between the Administration and the user.

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 citizens' allowance, and taxi vouchers, etc.). The implementation and specific progress of assessment and monitoring according to the framework set within the ecosystem are the responsibility of the administrations.

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

KEY ACTION

- » **WHAT?** Adapt the administrative procedures of the organisation 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 register will make it possible to ensure greater transparency and **develop the policy of open public data**.

Moreover, this policy enhances simplification, by avoiding requests for documents which prove that such subsidies have been obtained or not.

easy.brussels will work to centralise and valorise all the studies commissioned by the Brussels public authorities, in a veritable «**library of public sector information**» that could be used by researchers, students or other administrations.

At the same time, the Region will foster innovation by highlighting projects led by private or public actors and based on the valorisation of open data.

easy.brussels will provide feedback. Awareness-raising and monitoring of data sharing by the municipalities and administrations of the support committee are also crucial. Thanks to its network, the Agency is able to identify and promote innovative practices and initiatives, in collaboration with the administrations concerned and the leading officials.

KEY ACTION

- » **WHAT?** Inventorise all computer databases of public interest and connect them to [datastore.brussels](#). Citizens, researchers and companies can consult the [opendata](#) site to find all the regional datasets.
- » **WHO?** Leading official
- » **WHEN?** 2022 – Q4



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. Since 2018, regional administrations have been obliged to use the **e-Procurement platform** for tenders above €30,000. In 2020, a ministerial circular aimed at increasing the use of electronic invoicing for all regional public procurement was adopted.

The ultimate aim is to fully digitise the public procurement cycle of regional public administrations and organisations: publication of the contract notice, sending of the specifications, submission of tenders (e-tendering), assessment, award of contracts, ordering (e-ordering), invoicing (e-invoicing) and payment.

With this in mind, easy.brussels will prepare a situational analysis and monitor the quantitative indicators relating to the digitisation of public procurement and invoicing. The Agency will then set out the necessary regulatory tool. It will also ensure awareness-raising and qualitative monitoring.

KEY ACTION

- » **WHAT?** Apply all the measures of the circular «e-Invoicing» for all services. Companies/suppliers can find all the information they need on the [easy.brussels](#) website to use electronic invoicing. Workshops will also be held on a regular basis.
- » **WHO?** Leading official
- » **WHEN?** 2020 – Q4

CHALLENGE 3



A SUITABLE BRUSSELS REGULATORY FRAMEWORK AS REGARDS ADMINISTRATIVE SIMPLIFICATION

Administrative burdens are closely linked to a body of legislation. In order to be part of a coherent process, the initiatives for simplification therefore also need to focus on simplifying regulation and improving the way it is drafted. Better quality legislation designed to stand the test of time, conscientiously thought through and drafted in a concerted manner, is the foundation on which an efficient administration rests.

Implementing a Brussels regulatory framework in line with the ambitions of administrative simplification is therefore a fundamental strategic challenge. It will group together the practical missions that will help to shape and improve legislation at all stages of its existence, in a sustainable manner. Some projects in line with the regulation are also recommended by the European Commission, in particular through its «Better Regulation» initiative.



Mission 08

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

In the context of relations with the public authorities, the Brussels-Capital Region adopted an ordinance on 13 February 2014 on electronic communications. This ordinance gave the Brussels administrations the opportunity to transform their paper procedures into electronic procedures.

More recently, since 17 July 2020, another ordinance has guaranteed the principle of one-time data collection in the operations of the services and bodies that come under the authority or carry out certain tasks on its behalf.

But this is not enough. Although the principles of one-time collection and electronic invoicing are by now well known, they are not yet anchored in the operations of the Brussels administrations. We therefore need to go further to anchor the principle of «Digital by default», so that by the end of 2021, digital will become the rule and paper the exception. Of course, this principle differs from the «digital only» principle which risks having a negative impact on citizens who do not have the basic computer skills needed to complete online procedures (i.e., more than a third of the population according to a recent study by the King Baudouin Foundation).

This principle of Digital by Default will therefore be accompanied by the principle of support for digital public services. To this end, any new digitised public service will have to provide support for citizens with limited experience with the digital world, to allow them to become more independent and enjoy the same advantages brought by digital technology.

KEY ACTION

- » **WHAT?** Propose to the Government of the Brussels-Capital Region a draft regulation to integrate the «digital by default» principle into the operations of the Brussels administrations with a specific focus on digital take-up.
- » **WHO?** easy.brussels in collaboration with the Digital Inclusion Coordination (BRIC)
- » **WHEN?** 2021 – Q4



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 upholding of a right, prohibition or obligation as set out in a law, ordinance, decree or circular.

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 this date, all regulatory proposals submitted to the Council of Ministers must be submitted to Kafka.

The Kafka test evaluates texts and drafts ex ante, in order to end up with regulations and simplification processes that are less burdensome. It describes their impact on the administrative burdens borne by citizens, businesses, the non-market sector, officials from the administration and operational Public Interest Organisations (PIOs).

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 formality
- 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 fulfil 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 subject to a «User Experience» analysis, before being presented to the Government. The Government will have to respond within a defined period of time. Nonetheless, administrations will be able to invoke urgency in order to speed up this response time.

Certain texts do not have to be subject to a user experience, or have no impact on the user. Other categories of texts are not subject to the analysis (assent to international treaties, assent 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 standardised fields (see, for example, Legislation as a code), which make 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

CHALLENGE 4



TOOLS TO SUPPORT THE INTRODUCTION OF ADMINISTRATIVE SIMPLIFICATION PROJECTS

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 inclusive User 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.

easy.brussels will be responsible for organising the «Brussels Innovation Lab». All the services, including the development of digital products, will be carried out in collaboration with the BRIC, which will then act as a pilot for the implementation of a given service, in compliance with the governance of the Lab and with the support of easy.brussels.

KEY ACTION

- » **WHAT?** Use the public innovation lab to develop the projects of the organisation that have an impact on citizens and businesses.
- » **WHO?** Leading official
- » **WHEN?** 2022 — Q2



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 integrated and actually use.

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 Agency will also set up support measures for administrations.

KEY ACTION

- » **WHAT?** Propose a practical guide for the implementation of electronic signatures in administrative processes.
- » **WHO?** easy.brussels
- » **WHEN?** 2021 — Q1



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** for 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 specialised service providers, available on its website.

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



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 all 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 «Digital Act», the eBox also make it possible to send registered electronic mail which has an unquestionable date. In order to facilitate and encourage administrations to digitise and manage 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?** Offer citizens and businesses the possibility of receiving official communications via a digital channel (eBox).
- » **WHO?** Leading official
- » **WHEN?** 2022 – Q3



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 15

Develop and implement a training strategy

Administrative officials are at the forefront of service provision to users and are the first actors in simplifying these services. It is essential to integrate new technologies towards a more digital administration, via a digital inclusion profession for officials. It is also necessary to adopt the multi-channel relationship with the user in administrative matters. By doing away with repetitive tasks in favour of **more qualitative interactions**, administrative simplification and digitisation make it possible to free up time for officials, allowing them to handle dossiers with fewer distractions. A crucial aspect is that officials master the digital tools. Moreover, in view of the changes - and the technological changes in particular - in the ways in which they interact with citizens, administrations will also have to prepare certain officials for **changes in their jobs** (upskilling or reskilling). Officials also need to be able to inform the user of the existence of this tool, and guide them if necessary so that they are familiarised with it.

Officials from different administrations but involved in valorising the same right for the user could follow training and interactive exchange sessions around the **path taken by their users** in order to understand the experience in terms of steps the citizen has to take, and improve the process through internal exchanges or access to an authentic source.

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 «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

- » **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.

easy.brussels will assist the Digital Inclusion Coordination in implementing the Digital take-up plan, in the context of the dedicated Working Group.

KEY ACTION

- » **WHAT?** Participation in the drafting and implementation of the digital take-up plan 2021-2024.
- » **WHO?** easy.brussels in a support role + all leading officials
- » **WHEN?** Going forward

¹ Index of de digitale economie en maatschappij (DESI) - Landverslag 2019: België

CHALLENGE 6



A GOVERNANCE FRAMEWORK FOR ADMINISTRATIVE SIMPLIFICATION

The institutional administrative landscape of the Brussels Region may appear complex to the average user. An administrative simplification project can involve many actors, which makes effective coordination necessary. It can also happen that the Brussels Region needs to be represented alongside its partners from other levels of power or other European countries, and speak with one voice on behalf of the administrations. That is why a clear governance framework for administrative simplification is essential.



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, certain actors present projects under development, which ensures the cross-cutting aspect and an exchange of best practice.

At the local level: easy.brussels actively participates in the Working Group (WG) «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 state of 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 organise a market survey of companies active in the field of administrative simplification and digitalisation, from 2021.

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 follow-up 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 makes it possible 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

D | 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.



I. DEFINING THE PRIORITIES AND KEY PERFORMANCE INDICATORS

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.

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:

➤ Within easy.brussels

This is the first and most frequent level of governance. The plan and KPIs will be monitored on a quarterly basis at the 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 its ambitions to local administrations, to ensure administrative practices are harmonised. In addition to the involvement of the administrations in the various projects, easy.brussels needs to make the Brussels administrations aware of the situation as a whole, and update them as to 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 viewpoints.

➤ 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. In any case, the link with the «digital transformation» aspect needs to be structurally integrated.

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

Easy Way can only be fully concretised thanks to the collaboration of other members of the Government in charge of regional competences. Every year, the Minister in charge of administrative simplification will present the progress made to the Government based on the annual report of easy.brussels and inform the competent ministers of any bottlenecks, if any.

TOWARDS A SIMPLIFIED BRUSSELS REGION IN 2025 - TIMELINE



CHALLENGE 1

CHALLENGE 2

CHALLENGE 3

CHALLENGE 4

CHALLENGE 5

CHALLENGE 6



Glossary

AAS	Agency for Administrative Simplification.
Actiris	Brussel 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.
Hub.brussels	As the Brussels agency for business support, hub.brussels proposes tailored advice and services to start-ups, scale-ups, small, medium or large companies.
Irisbox	Electronic window of the Brussels-Capital region, developed by BRIC (Brussels Regional Informatics Centre).
IT-CO	IT Coordination.
ITSME	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	Platform dedicated to the management of urban planning and environment.
ONE	The Birth and Child Office.
Osiris	A BM-app that gathers all data on public construction sites (both on municipal roads as on regional roads) and on events (such as markets, fairs, block parties, etc.).

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 Centre.
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.
SPOC	Single Point Of Contact.
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.
Task force	A group of professionals set up specifically to carry out a mission or a specific task.
TOOP	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.
Vivaqua	Public Belgian enterprise for the production and distribution of drinking water and wastewater treatment.

COLOPHON

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Actiris

Brussels ConnectIT

Brussels Economy and employment

Brussels Environment

BRIC

urban.brussels

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