

VISION 2050

A LONG-TERM
STRATEGY FOR
FLANDERS



Flanders
State of the Art



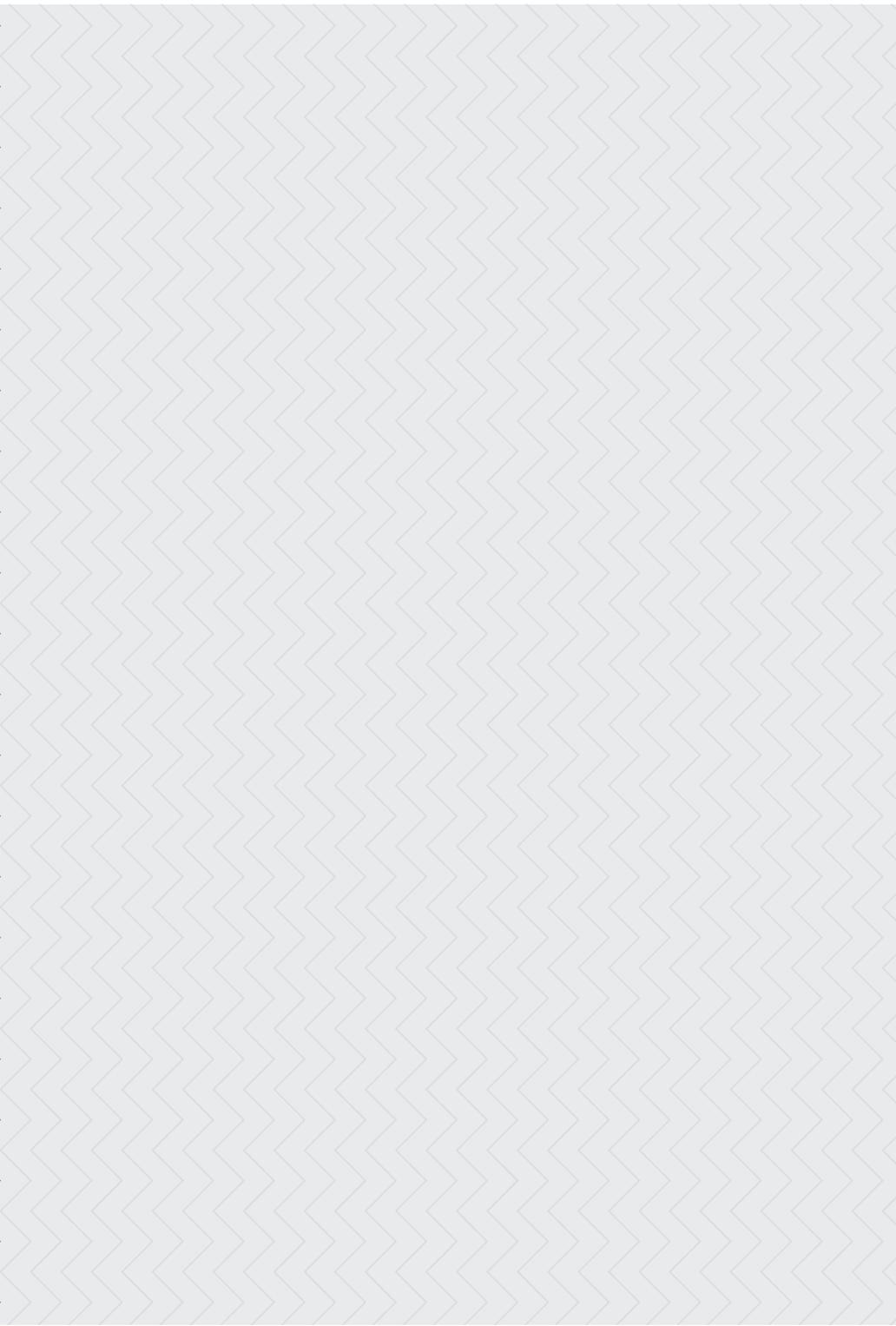
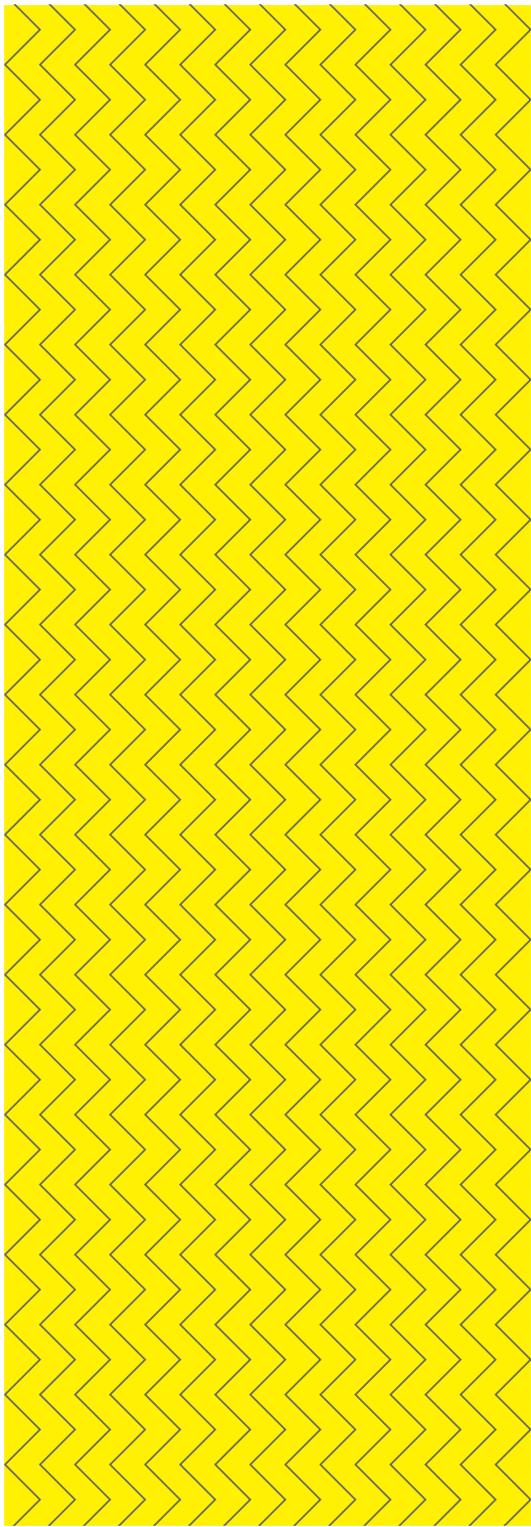
In March 2016, the Government of Flanders presented its new strategic outlook for the future: "Vision 2050: a long-term strategy for Flanders."



In order to design and implement effective means of managing the societal changes ahead, governments need to be able to place current transformative developments within a broader context, one which entails far-reaching implications, the so-called “megatrends” and their potential implications. In March 2016, the Government of Flanders presented its new strategic outlook for the future: “Vision 2050: a long-term strategy for Flanders”. This forward-looking policy document sets out a vision for an inclusive, open, resilient and internationally connected region that creates prosperity and well-being for its citizens in a smart, innovative and sustainable manner.

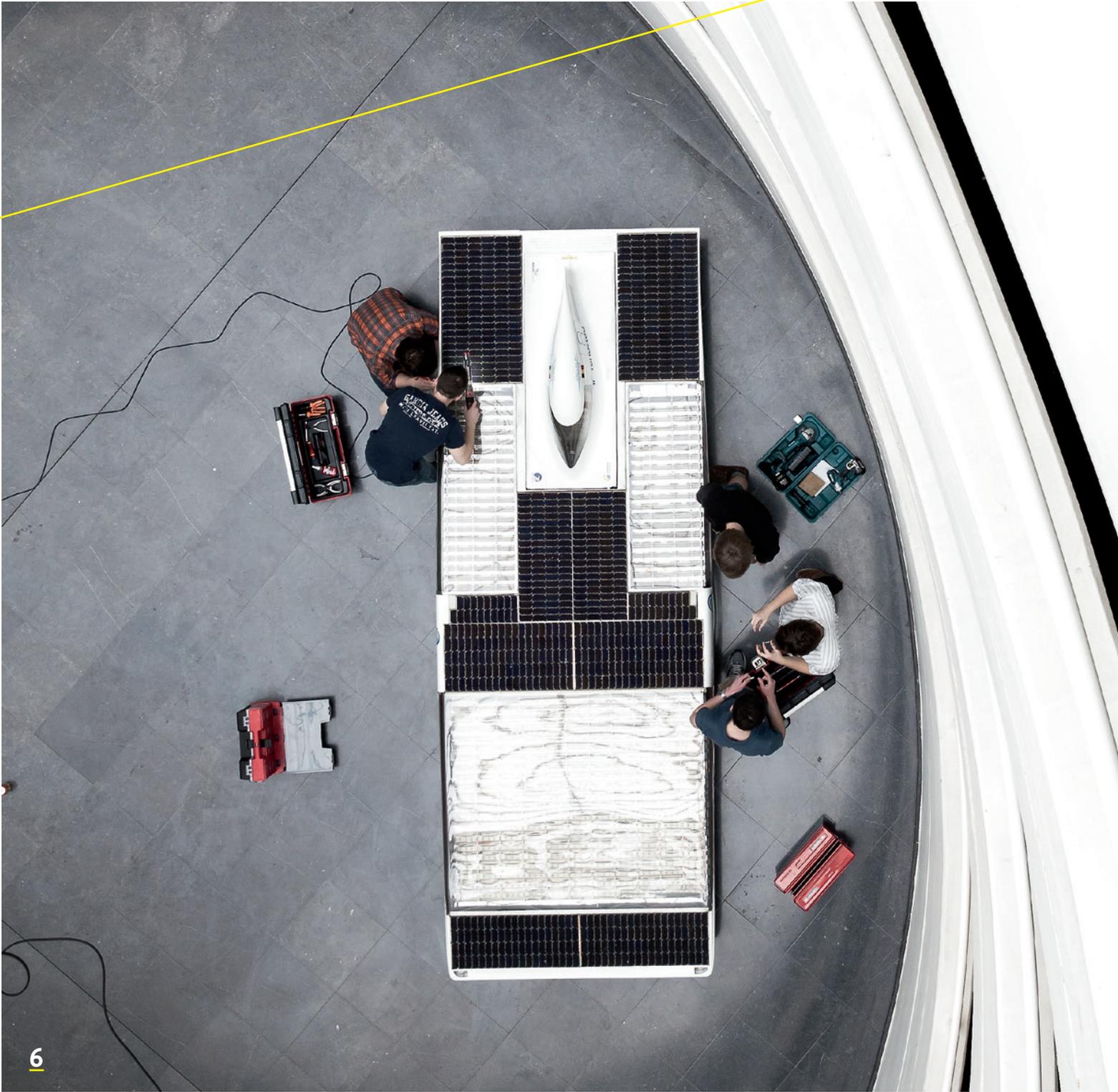
Vision 2050 provides a strategic response to the new opportunities and challenges Flanders is facing. This long-term strategy aims to accelerate some of the essential societal transformations (e.g. transitions) and will require radical innovations to the way we live, work and enjoy life. Innovation is both a source for and possible key response in tackling societal challenges, should they be broadly conceived of technological, social, environmental, economic and institutional terms. The scale and direction of innovation is determined by a mix of factors, many of which regionally-specific, though this is increasingly less so as economies and societies become more globalised.

Vision 2050 is supported by several key areas of action initiated by the Government of Flanders: the seven transition priorities. The implementation of these transition priorities is cross-sectoral and in collaboration with innovators, entrepreneurs and stakeholders. Bringing these transitions into action through collaborative partnerships will offer tremendous opportunities for citizens, organisations and companies that turn the goal of sustainability into a strategy.



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**POLICY
CONTEXT**

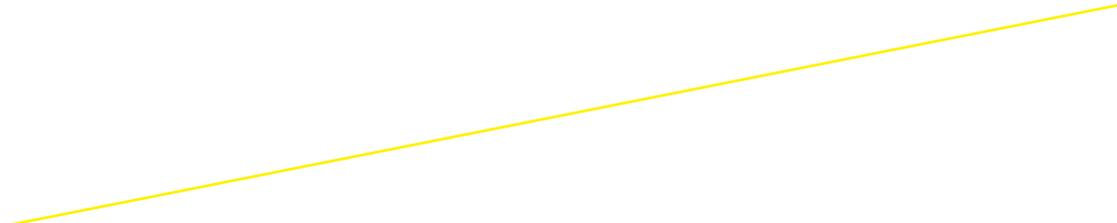


We live in a world in constant motion. Goods, capital, labour, knowledge and data are traveling globally at a faster pace than ever before. Global change processes in our hyper-connected societies are rewriting the way in which local communities, regions or nation-states create prosperity and well-being. In this world, the acceleration of change is one of the few constants. Understanding how megatrends impact citizens is an essential requirement for governments to effectively design and implement policies addressing the societal changes ahead. These trends should not be regarded as generally negative forces but as opportunities to shape society with a view to the future. It is for this very reason that the Government of Flanders developed the Vision 2050.

While the future is open and crystal balls cannot predict how our world is changing, 2050 is not some unimaginable distant future. Those born today will be 35 in 2050. Using a long-term time perspective will allow us to better envisage the challenges ahead and the related options for shaping our societies today.

Most of the global drivers of change are recognized and described as today's trends: world population growth, urbanisation, an aging population, climate change, growing demand for water and energy, digitalisation, diversification and individualisation of society, inequality in health and prosperity, etc. These are global trends that will dominate the political and societal debate both now and in the years to come. Describing the impact these trends will have on a certain region or policy domain, however, is a more daunting challenge. For example, disruptive innovations such as lab-on-chip technology, nano-robotics, the internet of things or artificial intelligence have the potential to transform societal and economic systems beyond our current understanding. These disruptive changes are a major

Disruptive changes are a major challenge for any organisation or government.



challenge for any organisation or government. We must investigate how a government can anticipate change in a way that allows it to contribute to the long-term prosperity and well-being of its citizens.

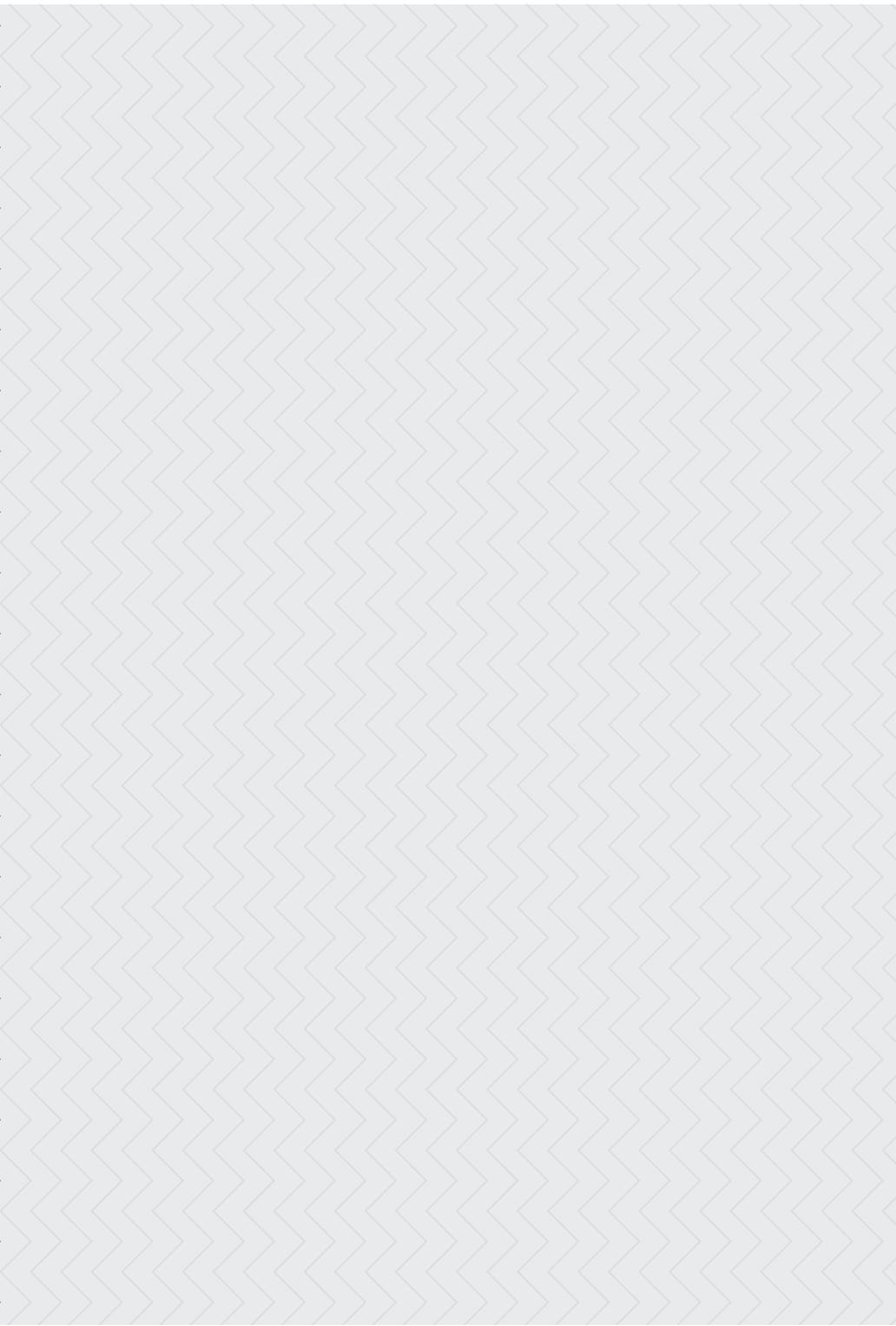
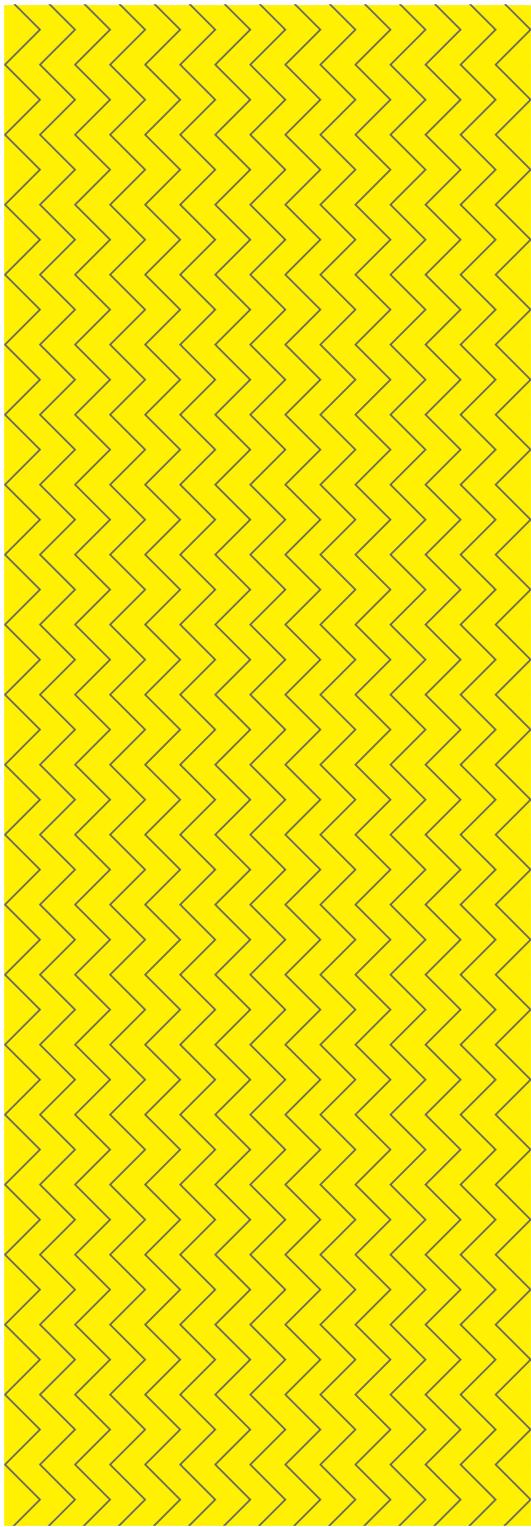
In 2015, a literature review was conducted to assess the relevant megatrends and how Flanders relates to them. This trend assessment constitutes the first part of Vision 2050 and addresses the following issues:

- **Demographical trends:** population growth, ageing and rejuvenation of the population, migration.
- **Scientific and technological trends:** the emergence of disruptive and exponential technologies, driven by science and innovation.
- **Ecological trends:** climate change and the burden on natural resources.
- **Economic trends:** disruptions due to technological breakthroughs, shift of the world's economic centre to the East, industrial transformations, new relationships between producers and consumers.
- **Political and administrative trends:** changing geopolitical relationships, transformation of governments and institutions.
- **Social trends:** individualisation and diversity.

Based on this trend analysis, we organised several stakeholder dialogues to discuss and start formulating a vision for Flanders.

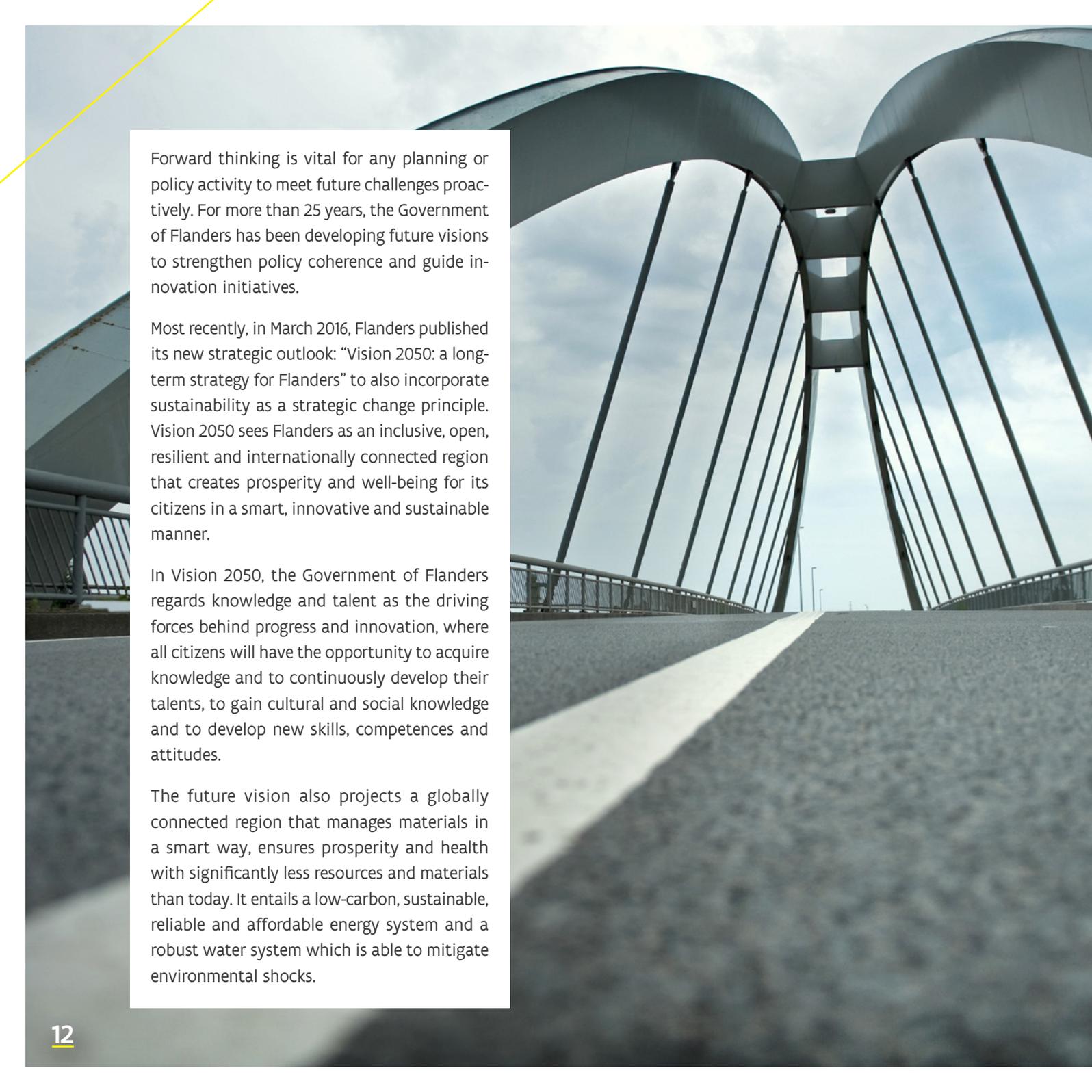
A woman with short brown hair, wearing a white lab coat, is looking through a white microscope. She is positioned in a laboratory or cleanroom environment, with rows of grey acoustic panels on either side of her. In the foreground, a green printed circuit board (PCB) is visible, densely packed with various electronic components such as capacitors, resistors, and integrated circuits. The background is slightly blurred, showing more laboratory equipment and lights.

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**VISION
2050**



Forward thinking is vital for any planning or policy activity to meet future challenges proactively. For more than 25 years, the Government of Flanders has been developing future visions to strengthen policy coherence and guide innovation initiatives.

Most recently, in March 2016, Flanders published its new strategic outlook: “Vision 2050: a long-term strategy for Flanders” to also incorporate sustainability as a strategic change principle. Vision 2050 sees Flanders as an inclusive, open, resilient and internationally connected region that creates prosperity and well-being for its citizens in a smart, innovative and sustainable manner.

In Vision 2050, the Government of Flanders regards knowledge and talent as the driving forces behind progress and innovation, where all citizens will have the opportunity to acquire knowledge and to continuously develop their talents, to gain cultural and social knowledge and to develop new skills, competences and attitudes.

The future vision also projects a globally connected region that manages materials in a smart way, ensures prosperity and health with significantly less resources and materials than today. It entails a low-carbon, sustainable, reliable and affordable energy system and a robust water system which is able to mitigate environmental shocks.



The Flanders that we envision by 2050 ensures access to sufficient, safe, balanced, healthy and affordable nutrition by way of a sustainable food chain.

The mobility system is optimised to provide quick, accessible, safe and affordable services with internationally connected hubs such as ports, airports and high-speed train stations at its foundation.

Urban centres as well as rural villages provide the work, housing and leisure in a multi-functional, smart, and environmentally responsible way.

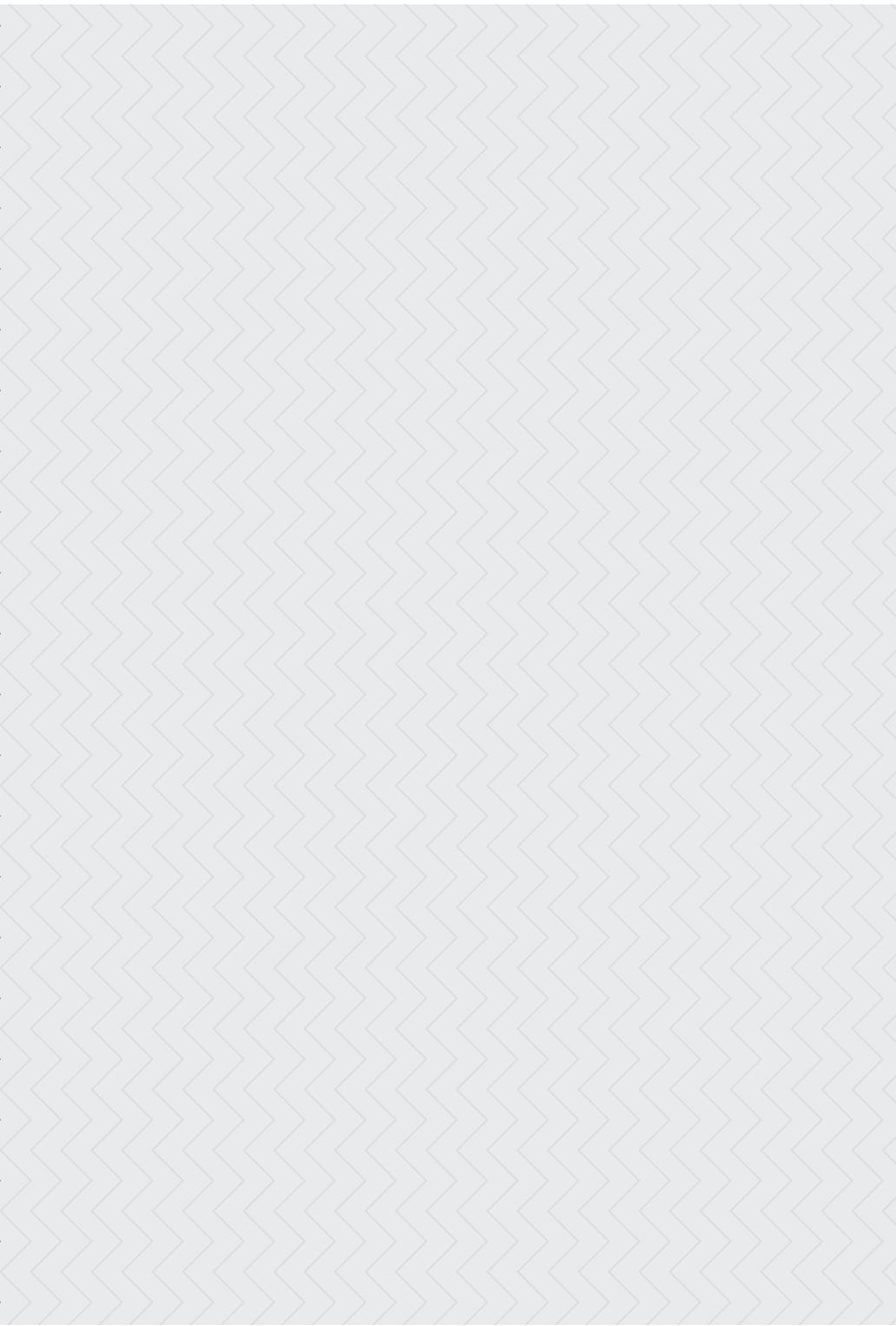
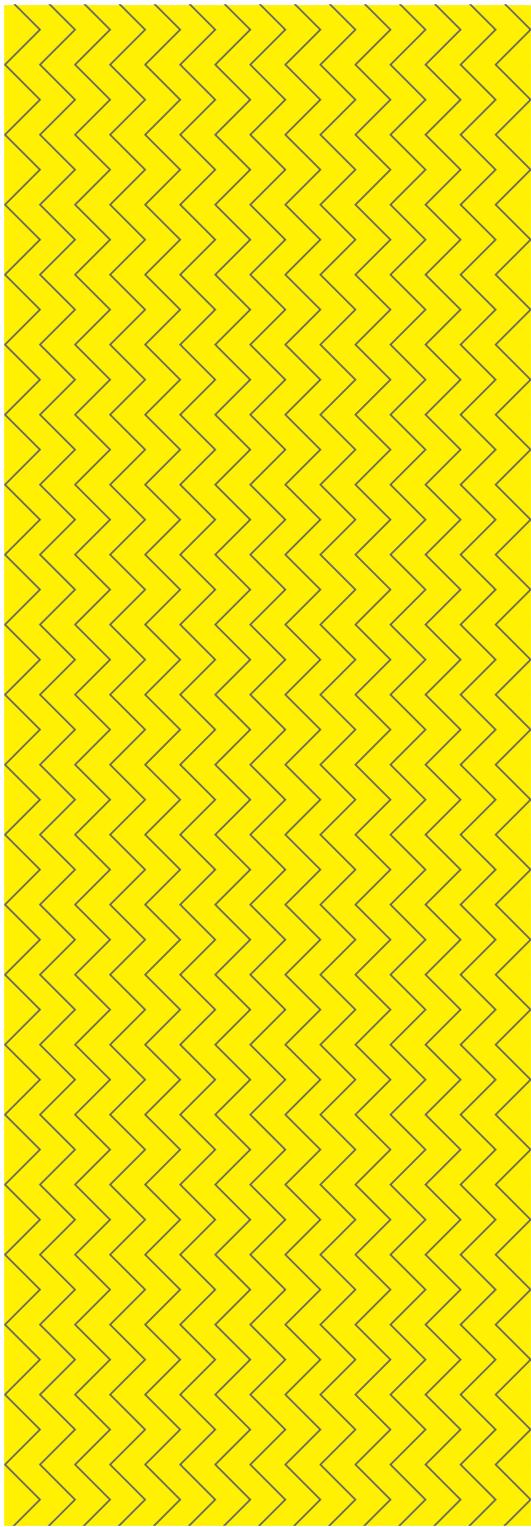
Flanders provides its citizens with accessible and high-quality healthcare services that are sustainably financed. Both physical and mental well-being are key societal values.

Finally, Flanders has a dynamic government which, together with all stakeholders including citizens, generates ecological and social added value, engages in efficient political decision-making and responds to societal challenges.

The future vision should be a source of inspiration for all people in Flanders. The Government of Flanders will work closely with all societal stakeholders in order to fulfil Vision 2050.

All of these developments are going to take place against the larger backdrop of a new economy, a more inclusive society, and the coming to terms with our planet's ecological potential and boundaries.

Vision 2050 sees Flanders as an inclusive, open, resilient and internationally connected region.



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**KEY AREAS
OF ACTION:
TRANSITION
PRIORITIES**



To implement its Vision 2050, the Government of Flanders selected seven transition priorities:

1 CIRCULAR ECONOMY TRANSITION

By 2050, there will be 9.7 billion of us living on Planet Earth. This will mean increased consumption and increased production. By the same token, this will also mean greater pressure being brought to bear on the climate and the available natural resources.

The solution is to bring about a transition towards a circular economy, whereby we do not keep extracting fresh raw materials from Mother Earth, but the materials previously extracted and used are kept in circulation in the economy to the widest possible degree. We do so through the smart and efficient use of materials, which ideally are reusable raw materials. In addition, we close materials cycles and implement new business models, such as the sharing economy and product-service combinations.

As such, circular economy is about more than merely recycling. It is also about fundamentally rethinking products and systems: smart design, extending product life cycles, reusability, disassemblability for repairs and replacements, introducing product-service combinations, supporting different consumption models based on shared use, etc.

Shared ambition

To successfully push ahead with the transition towards a circular economy in Flanders, since 1 January 2017, the three pillars of the former Flemish Materials Programme (Plan C, SuMMa and Agenda 2020) have been continued under the 'Circular Flanders' header, which has been vested with OVAM (Flanders Public Waste Agency). Circular Flanders is the central hub, the inspiration and mediator for the circular economy in Flanders. It is a partnership of government agencies, businesses, civil society and knowledge institutions taking joint action.

The only way for the circular economy transition to be brought to fruition is to devise a strong shared ambition in the longer term, setting out from Vision 2050, which is then concretised in a result-focused way with concrete actions and initiatives on the ground. These actions and initiatives are put forward by the various partnerships, yet they can just as easily revolve around ongoing experiments that merit follow-up as they help the transition move forward.

Experimenting, doing (being unafraid and being unafraid to fail), following up on matters, learning, upscaling and sustainably embedding make up the bedrock of transition management.

Supportive and supply-driven

To turn this into concrete reality, we adopt a supportive approach combined with a more proactive supply-driven approach. In both cases, we set out from a coherent and integrated set of six core activities:

- **NETWORK:** building partnerships, co-creation and shared ownership;
- **LABO:** providing tailored (financial) support for pioneers and pragmatic go-getters;
- **KNOW-HOW:** knowledge sharing and targeted policy-relevant research assignments;

- **POLICY:** directive and supportive policy, alignment between administrations;
- **INNOVATION:** fostering and accelerating innovation and entrepreneurship towards the circular economy by purposively committing the right tools;
- **EMBEDMENT:** upscaling and embedding principles and best practices in the area of the circular economy.

As part of the supportive approach, through the core activities we act in response to the needs of the various stakeholders, with whom the initiative rests. As part of the supply-driven approach, we take a more proactive stance in the guise of a rolling work programme around a limited number of focus areas:

- Green Deal Circular Purchasing;
- Circular City;
- Circular Entrepreneurship.

Needless to say, the supportive and supply-driven approaches are not entirely segregated. Where possible, we establish the relevant links to effect synergies.



2 SMART LIVING

By 2050, Flanders will be home to an additional 478,000 households, we need to counteract climate change, improve our mobility, make smart use of what space we have left, deliver solutions for the ageing population, etc. Moreover, the housing stock is evolving slowly: by 2050, most of us will still be living in many of the homes we live in today. Something which the Government of Flanders is already working towards in its Vision 2050, with one of the transition priorities being:

Smart Living

All too often, the Flemish ideal is and remains a spacious detached home with a garden, preferably in a suburban or rural setting. We need to prevail on the Flemish people that a nicely situated quality home in an attractive neighbourhood can deliver a better quality of life. This translates into the to-be blueprint of Smart Living, i.e. a sustainable neighbourhood where anybody can live, with an offering that is tailored to the housing need.

This kind of turnaround is not something that can be achieved through policy in itself. It requires us to set to work with all stakeholders. In the Smart Living transition, we bring these stakeholders together and jointly refine the challenges of the future. New policy and new service delivery will come about as widely as possible by consulting the input of and co-creation with societal actors. In doing so, we combine the know-how, resources and legitimacy of government agencies, citizens, the non-profit sector and the business community. At the same time, we work on and roll out concrete projects.

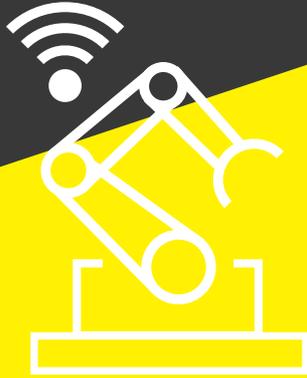
Short term

The Smart Living transition is aimed at a 2050 horizon. The importance of a long-term approach for housing is considerable, because of the slow growth of the housing stock and because fundamental changes can be effected only gradually and over the longer term. Which is why we need to anticipate the increasingly more complex social challenges of the future - starting today. We do so by implementing steps in the shorter term as well. For the entire pathway, we have set out concrete successive interim targets on the road to the desired vision for the future. We view these interim targets as the first impetus or the provisional selection of concrete ambitions. With the focus on the short term, we engage with people, organisations, government agencies, businesses, the banking industry and the education sector to get them on board in our endeavour to achieve these goals. Together, we shoulder commitments, articulate advisory opinions aimed at the government agencies and we set up experiments to bring the intended ultimate goals closer on a step-by-step basis.

Long-term

Needless to say, other policy plans (such as the Housing Policy Plan or the Flanders Spatial Policy Plan) and transition processes (such as the circular economy, energy, care and well-being) have a major impact on Smart Living. Smart Living does not steer its own course. It also incorporates other policy plans or processes as jump-off points or involves them in the project structure. Smart Living's chances of success very much lie in this very transition space, supplemented with experiments with direct stakeholders and people with practical experience.

The long-term vision of the Housing Policy Plan and Smart Living are identical. One cannot be separated from the other. For this reason, the Housing Policy Plan will also be part of the Smart Living's transition approach.



3 INDUSTRY 4.0

Far-reaching digital developments and connectivity are ushering in new manufacturing methods, new products and new business models. Industry 4.0 in a nutshell. The widespread acceptance of the principles of Industry 4.0 will have a major impact on the way we live and work.

To Flanders, the Industry 4.0 transition is of strategic importance as we are keen to keep and even increase 'industrial' activity in Flanders. This activity delivers added economic value, enables sustainable employment and helps us tackle societal challenges. To this end, we need to identify and exploit the opportunities that these changing technologies and social systems bring to the full. The global transition to Industry 4.0 will potentially have a major impact on our competitive position.

In full transition

This transition is not the sound of the future, it is already in full swing. Just what industry will look like in the final analysis remains uncharted territory, with new cycles certain to emerge between the present time and 2050. Sustainable companies will be those that are best equipped to deal with ongoing change.

The Flemish stakeholders are making concerted efforts to introduce Industry 4.0 concepts, but these efforts need strengthening. In doing so, we need to build on our strengths, such as our solid position in the area of digitisation, our competent research landscape and our efficient businesses that already have a high degree of automation and operate at international level.

Actions in the long and the short term

To make the transition into a success, we will be organising support by way of a two-tiered approach: developing a vision in the longer term and immediate action.

For the conceptualisation of the vision, we will be bringing together a variety of stakeholders, who - at different levels - will jointly describe the challenges, chart the environmental aspects and unfold a radical long-term vision. All stakeholders will be involved in these efforts. In so doing, they commit to coherently deliver the insights they have garnered from their own tracks as input.

Based on the insights and analyses that are already in place, we have since started reinforcing and aligning the numerous activities that are already up and running on the ground. We will be implementing a plan based around five main lines:

1. Maintaining a platform that disseminates information on and raises awareness of Industry 4.0.
2. Strengthening the knowledge base.
3. Accelerating the implementation by providing targeted support for companies, in consideration of their familiarity and involvement with the transition.
4. Contributing to conducive environmental conditions.
5. Supporting international collaboration, especially at European level.

The transition team will play a key role in aligning the activities of the Government of Flanders around Industry 4.0. Examples include: gathering policy information, maintaining a bird's eye perspective of the projects that are given support and representing the administration, including in international contexts (with particular reference to developments at a European level).

Success will be entirely determined by the extent to which Flemish companies make the switch to Industry 4.0. For this, we will be looking both at the integration of businesses across the board into the digital chain, and at the development of the digital industry and services in Flanders.



4 LIFELONG LEARNING TRANSITION

In a world swept by change, we are looking to devise a new vision of the lifelong learning career. To this end, we will first and foremost be looking at the impact of technological developments on jobs, qualifications and skills. Because one thing is already clear: jobs will be shed in times to come, new and often better jobs will be introduced and the content of as good as all jobs will change. Moreover, the longevity of competencies will be substantially truncated.

Alongside technology, other trends too will have an impact on the careers of the future. Increasing individualisation, flexibilisation, more polygamous working relationships, 'uberisation' and active ageing will redesign careers and labour relations, which will require us to reflect on jobs and careers.

Learning differently

Even though skills will be shorter-lived, acquiring knowledge will remain the key to innovation. And, same as for people's jobs, the way people learn will change too. Dual learning or learning on the job is on the rise. The way this can be done is both during people's studies as youngsters – pupils who work whilst furthering their education – and in adult life. We will also see more learning formats such as flexible learning pathways, open online training courses and informal learning in people's spare time. We will be moving towards learning in dialogue and cooperation with society at large in general, and with industry and the labour market in particular. Pupils will be given more of a say and teachers will assume more of a coaching role. Lastly, attention will be made to go out to equal educational opportunities.

Plan of approach

Over the next two years, we are looking to develop an inspiring vision around learning and working Flanders in 2050. In doing so, we will adopt a phased approach:

Phase 1: Further study and exploration of the transition

During this phase, we are looking to study and gain a better understanding of the developments on the road to 2050, where we are currently witnessing the emergence of different trends.

- We plan to organise round-table discussions with stakeholders from the education and employment sectors, challenging them to lend us their conceptual input on the ideal future of learning and working.
- We will conduct some 40 interviews with innovators and/or front runners from the education and employment sectors. The idea being to exchange views with these people on the innovative niches in which they operate and on the innovations they are seeing and/or they have initiated. What opportunities have they encountered and what boundaries have they come up against?

Phase 2: Vision and image-building from a transition space

During this phase, along with various innovators, we are looking to get an idea of education and jobs in 2050. To this end, we will put together a transition space of around 20 people, whose remit will be to bring this picture into clearer focus. In co-creation, they will set out in search of the seeds for a new education and labour market narrative in 2050 and the transition pathways to get there.

Phase 3: Embedment and widening

We are looking to outline transition pathways in the guise of living labs, experiments and tools of dissemination that will produce a leverage effect to accomplish the vision. During this phase, in amongst other things, we are planning to:

- Align on the main transition pathways with politicians, the public administration and societal stakeholders.
- Launch experiments and living labs along the transition pathways.
- Launch transition platforms and learning networks around these experiments.



5 CARING AND LIVING TOGETHER TRANSITION

In Flanders, we are committed to building a caring society that does not leave anyone behind. For this reason policy focuses on social cohesion and socialisation, self-determination and emancipation.

Social cohesion

Social cohesion – or connectedness – is the glue that holds any community together. It is the degree to which people – on a personal level and as citizens – are engaged with society.

Youth work, sport, socio-cultural work, the arts, heritage, volunteering, care ... Social cohesion manifests itself in every area of life. Eliminating thresholds and creating equal opportunities against a background of (super) diversity and intergenerational co-existence are imperative enabling conditions.

Socialisation

Socialisation is a social shift that does not begrudge anyone a place in society, puts in place the relevant professional support to achieve this aim and harnesses the required social capital, e.g. informal carers and volunteers. Doing so also enables the most vulnerable (the disabled, the chronically ill, elderly people living on their own, youngsters with behavioural and emotional problems, people living in poverty, etc.) to take part in society.

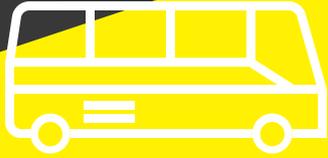
The strength of the commitment acts to support associations, promotes social integration, fosters people's sense of fairness and connects cultures.

Critical reflections and sustainable choices go hand in hand with the transition. Cultural, heritage and knowledge institutions, etc. spark the imagination and creative faculties. Care connects and soothes, sport prevents, and technological innovation facilitates. Citizen schemes and social movements increase people's resilience and add spice to society.

Health in all policies is the future of our care model in this respect. Well-being and health come with a number of determining social and economic factors. So much so that even the World Health Organisation is calling for well-being and health to be consistently included as a key element in all policy decisions.

Flanders is in a position to act in response to this request by delivering answers to concrete, integrated and community challenges: excellent education, quality homes, an appealing living environment, a smooth-paced and safe mobility system, meaningful work, creativity, culture, games and sports, media literacy, etc. All of these areas contribute to greater well-being and health in the short and the long(er) term. They are our **links to other transition priorities**.

In association with a number of high-profile people, a 'delivery unit' of committed civil servants is preparing the strategic changes that will lend shape to the transition priority on the road to 2050. A transition space involves the wider stakeholders, whereas a transition platform, which is made up of all transition managers, guards the mutual coherence between the transitions. The crucial thing is to make sure the level of ambition is in keeping with and builds on other vision documents and plans, and chimes with the United Nation's Sustainable Development Goals.



6 MOBILITY TRANSITION

An efficient transport system is paramount to Flanders. It not only determines our prosperity to a large degree, it is also what our position as the gateway to Europe and as a logistics hub depends on. An efficient transport system ensures good basic access to the various (international) nodes and the social and economic functions.

Through its mobility and logistics policy, the Government of Flanders is looking to control demand for mobility and contribute to the optimum use of the transport system. This sees us opt for sustainable transport modes wherever possible. We want to make sure that people and goods get to their destination in a way that is safe, sustainable and without delay.

Vision 2050 defines the mobility transition priority as: 'How do we get the technological innovations and business models in the area of mobility and logistics to be embraced as quickly as possible in order to step up access within Flanders and drive down the ecological impact of mobility?'

The successful implementation of this vision hinges on five pillars:

1. Smart, robust, safe and eco-friendly transport networks
2. Integrated multimodal transport system
3. Entice and motivate people to change their behaviour
4. Innovate to be even more effective
5. Achieve more by working together

Less is more

We are first and foremost committed to driving down the number of journeys. By the same token, for some journeys we are looking to raise the combined use of different modes of transport: the bicycle, public transport, car sharing, etc. The optimum spread across time and location contributes to more fluent mobility. To achieve this, a high degree of cross-linking the different networks and the seamless exchange of data are indispensable. Lastly, we are aiming for the intensive greening of traffic, both in the carriage of passengers and of goods.

Break with the past

There can be no doubt: the mobility transition requires a radical break with the past. Mobility as we know it today will change beyond recognition in times to come, courtesy of the revolutionary innovations detailed below:

- **Linked mobility and – partially – autonomous transport systems.** Means of transport are set to communicate between themselves and

with the infrastructure and their environment increasingly better, only to become self-driving in due course. Users too are a source of information to which the supply can be better geared. Travellers will be informed in real-time of the available offering, the situation of the networks, etc.

- **Shared mobility and personalised transport services.** This development will drive growth in the number of personalised mobility services whereby travellers share or buy mobility rather than investing in their own means of transport. This will see a shift of focus away from possession to usage, which offers scope for fuel-efficient and inclusive mobility.
- **Green mobility.** Technological developments in fuels and drive systems alike are needed to arrive at zero emissions and low carbon means of transport. This will allow us to significantly reduce the negative impact

of mobility on people's health and quality of life, and on climate change (see also energy transition).

Each of these trends in itself will have a major impact. Combined, they will radically change the way in which our current mobility is organised. This will not only remove the barriers between the different modes of transport, but equally between the members of the public, shared and private transport.

The future belongs to personalised mobility solutions, whereby public transport acts as the backbone by way of a high-quality core network. Cooperation between public and private parties will become more intense. The final stage will be correctly priced demand-led mobility that uses the available capacity more efficiently.



7 ENERGY TRANSITION

Our energy system faces huge challenges. To counteract global warming, we need to drastically reduce greenhouse gas emissions. This means we need to substantially drive down total energy consumption over the years ahead and maximise the implementation of renewable energy sources to cater for the remaining energy consumption. At the same time, the energy supply needs to remain guaranteed at all times and the total cost for households and businesses kept down as much as possible.

To Flanders, this is by no means an easy turnaround to effect given our high proportion of energy-intensive industry, the current condition of our buildings and the existing spatial planning (including a high population density, spatial fragmentation and Flanders as a major logistics hub).

These challenges are translated into four priorities to make the energy transition into a success:

1. Raised energy efficiency

We first and foremost need to substantially roll back our energy consumption. This not only acts to reduce greenhouse gas emissions, it also puts a brake on the energy expenditures households and businesses face. By the same token, it also brings opportunities in that it drives the accelerated development of innovative or adapted products and services. This in turn delivers further export opportunities, rising local sales and the associated extra jobs.

2. More renewable energy

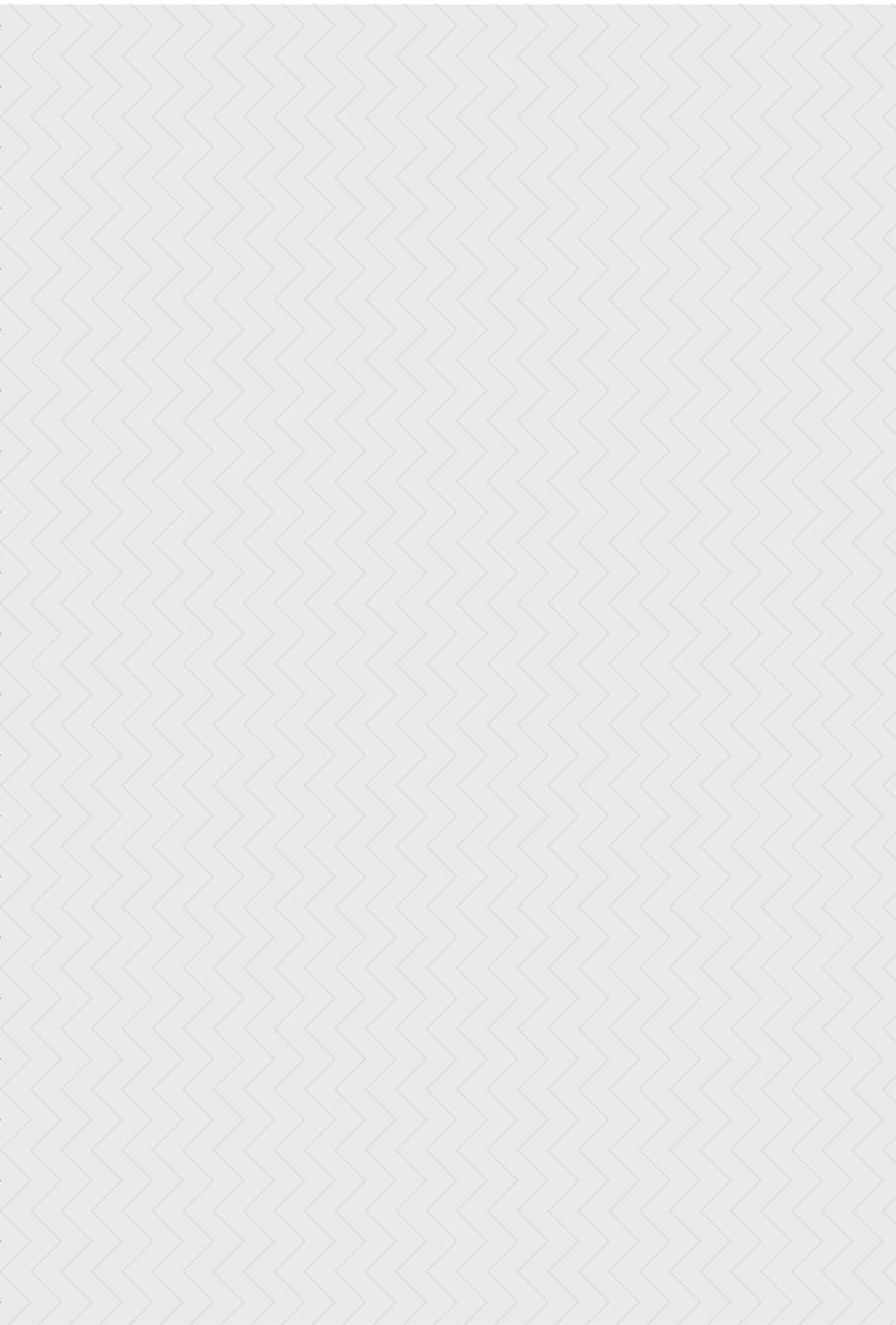
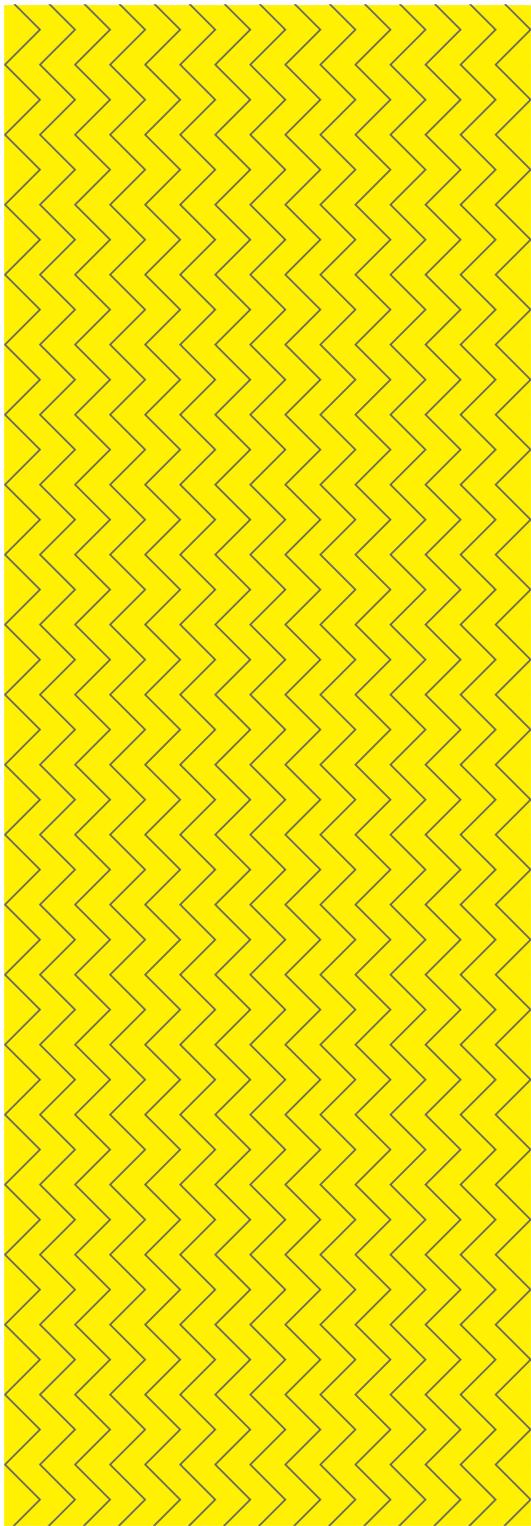
By 2020, 13% of our national energy consumption needs to be renewable. Beyond 2020, this proportion is to be steadily increased. We are focusing on the most profitable and efficient technologies or new technologies that offer the best prospects in this respect. The guiding principle in this regard is that support from the government should at all times be temporary and cost-efficient.

3. Flexible energy system

Wind and solar energy are unable to ongoingly cater for our energy requirements at all times because of the variable generating factor. Which is why we need to develop and implement different forms of demand-side management and energy storage to ensure energy demand and energy supply are properly aligned at all times. Improved linkage between the power grids of the various Member States is another crucial element to bring a solution to the fluctuations in supply and demand.

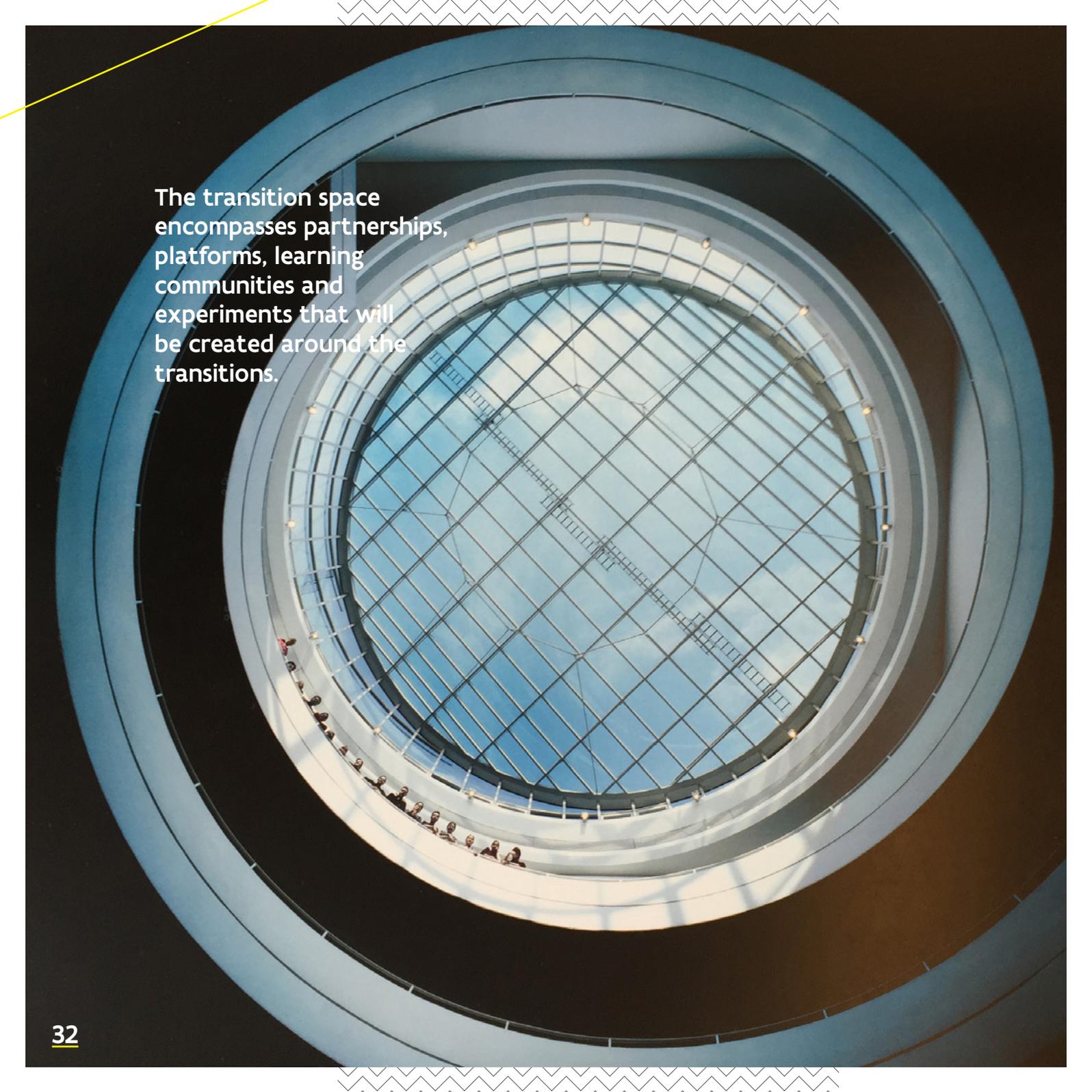
4. Duly considered innovation strategy

To tackle the above priorities, we also need various technological and social innovations. This requires an integrated innovation strategy, where players work in tandem on a cross-sector basis. A wide number of technological solutions are already seen to exist today, but there is still need for the continued development of existing technologies and processes to further reduce the cost or raise the efficiency thereof. In some sectors, more incisive or even disruptive innovations will be required. An added task is to smartly combine the various technologies into an integrated ensemble. A duly considered energy and innovation policy offers the Flemish technology providers scope to find adapted or new innovative solutions to the Flemish energy challenges. These may subsequently be upscaled so they can be committed in the largest possible sales market.



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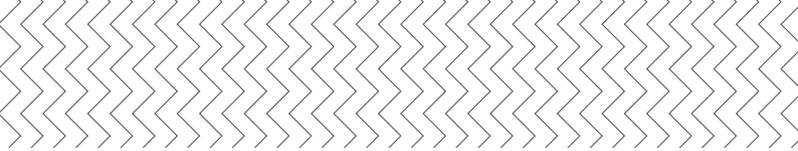
**GOVERNANCE
MODEL**



The transition space encompasses partnerships, platforms, learning communities and experiments that will be created around the transitions.

In order to implement Vision 2050 and tackle these complex issues, the Government of Flanders has developed a new governance model inspired by transition management principles: focus on system innovation, take into account a long-term perspective, involve stakeholders in the transition process and learn from experiments and innovative initiatives. Adaptive governance practices are needed to ensure a long-term approach and to promote cooperation. Past experiences from Flanders in Action, the predecessor to Vision 2050, and other experimental transition projects were taken into account. With these principles and past experiences in mind, a governance structure was created. This structure includes a transition space for each priority and a cross-thematic transition platform. This is coordinated by the Chairman's Board of the Flemish administration.

For each transition a **transition space** will be set up. The transition space encompasses partnerships, platforms (online and offline), learning communities and experiments that will be created around the transitions. In this transition space the following actors play an important role: the transition manager, the responsible ministers and external stakeholders. Two responsible ministers were designated for each transition. Besides the ministers responsible, transition managers within the Flemish public administration were appointed. The transition managers are the operational leaders of the transition and help determine the specific approach and structure of the transition process. In addition, multi-actor governance with shared ownership is essential for achieving the transitions. The governance model also responds to this by providing, in addition to a transition manager from the Flemish public administration, a counterpart from external stakeholders, who makes the essential connection to society, as a representative of the transition space. New practices addressing societal needs will be explored in the transition arenas together with the stakeholders.



To ensure the relevant exchange of ideas and practices, the transition managers collaborate in a designated transition platform to share experiences and expertise, and reflect upon the transition processes. Part of this **transition platform** is the coordinating role of the Public Governance department and the Chancellery. This department will provide an annual report on the progress of the transitions, will monitor the long-term vision with a committee of experts on sustainable development, and will provide support to the transition managers. In cooperation with the academia, with experts inside and outside the government, and with innovation coaches it wants to support the transition managers in developing and implementing the transitions. This support can mean, for example: provision of an experimental space, examining solutions to regulatory obstacles and alternative forms of financing, the use of foresight and scenarios and behavioural insights. It is crucial to create a shared vision with the stakeholders for each transition.

The Chairman's Board of the Flemish public administration is committed to playing an active role. Together with the representatives of the transition spaces, they will coordinate progress of the transitions, consistency with the long-term vision, the relationship between the transitions, and remedial actions for recurring problems and opportunities. We believe that the cross-fertilisation between ideas and people embedded in the appropriate governance model is crucial to accelerating essential societal transformations for an inclusive, open, resilient and internationally connected region that creates prosperity and well-being for its citizens.



It is crucial to create a shared vision with the stakeholders for each transition.





Flanders

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