



Making Simplification More Simple

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Goals and methods matter.....

Define a simpl goal \longrightarrow Select a method \longrightarrow TakeAction

But context matters more!

Goals → method → action



RESULTS ?

Three important contexts

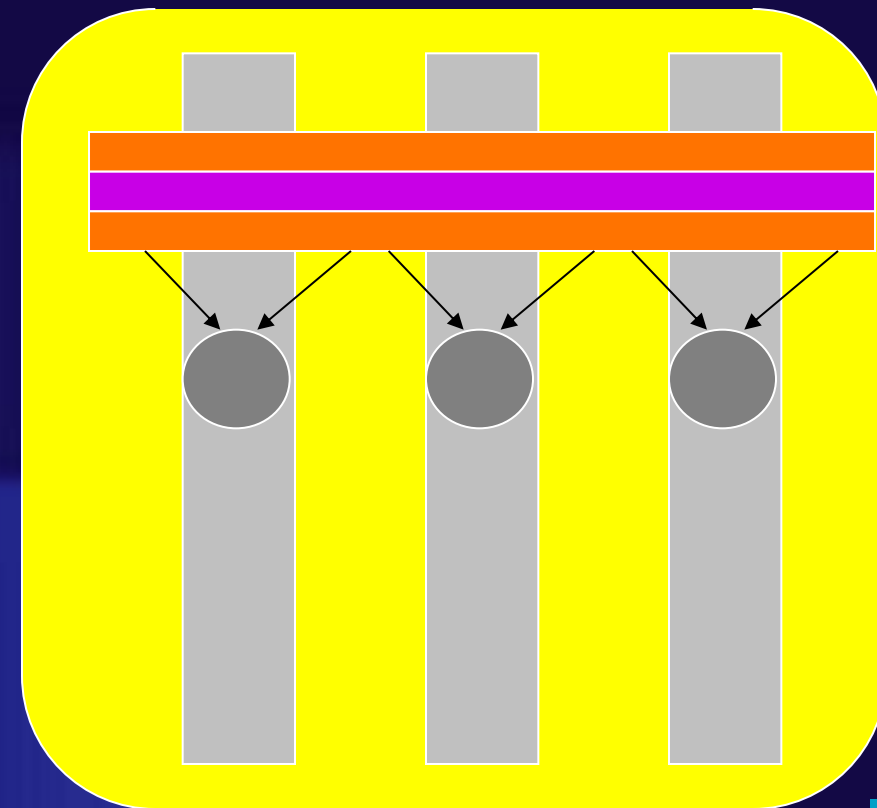
structure

culture

politics

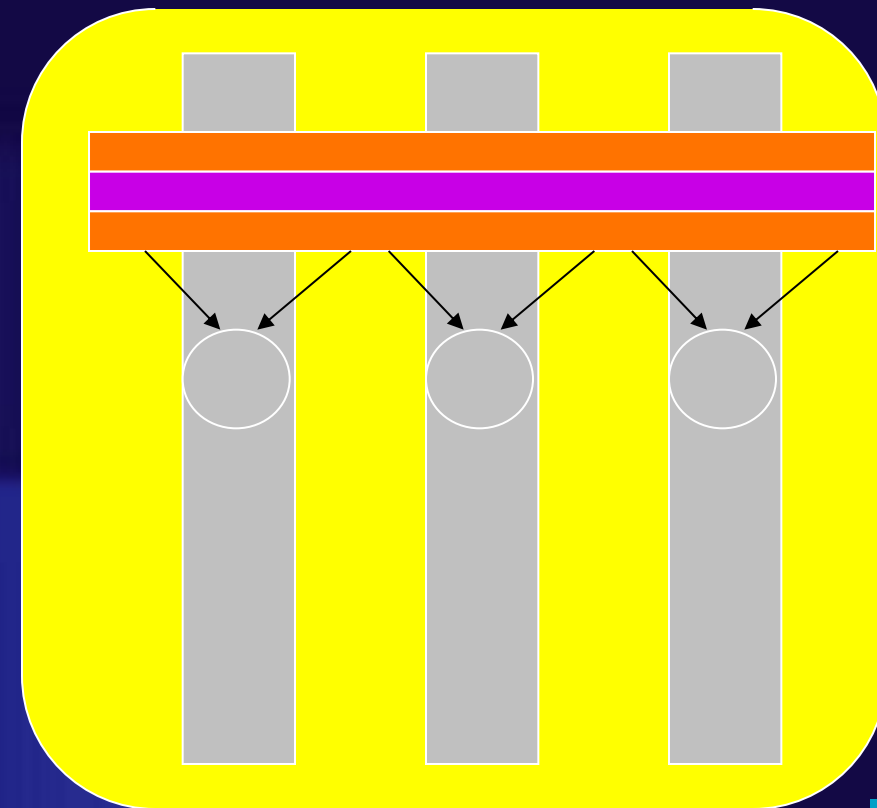
A structure for simplification

- Simplification is a cross cutting issue:
 - It affects every gov dept
 - But is no one's main concern
- You can't have a well-targeted simplification policy without horizontal coordination



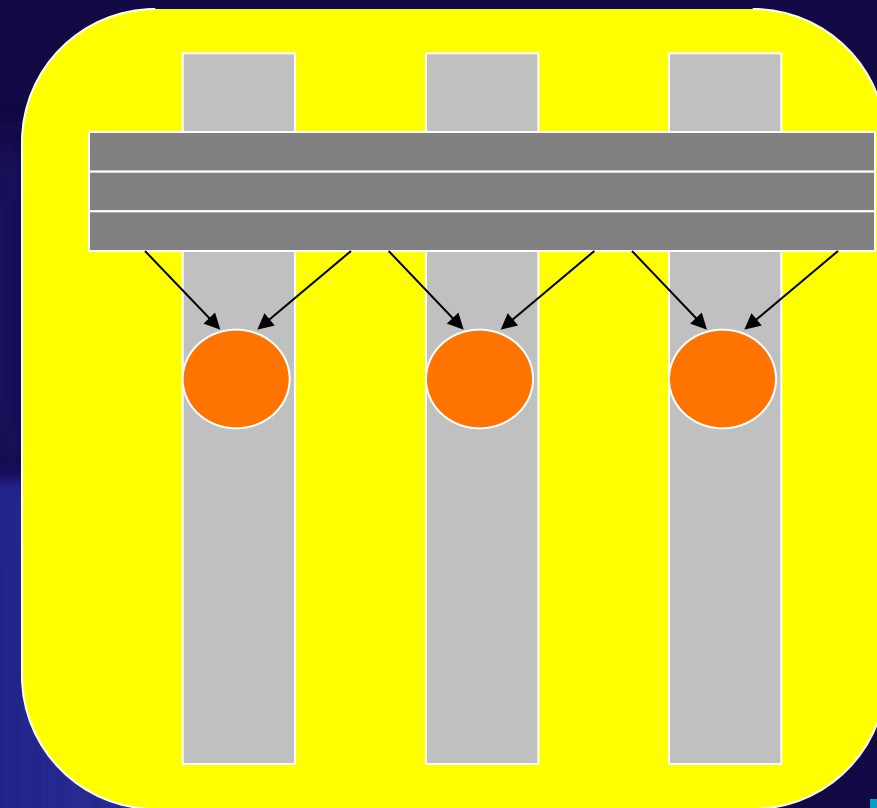
Three roles of horizontal coordination

- **Management & Monitoring**
- **Facilitating Ministries**
- **Overarching Issues**



Why is decentralisation needed?

- The more centralisation, the less internalisation
- You cannot have a culture change / enduring effect without true internalisation
- Therefore, a balance between coordination and decentral ownership is needed



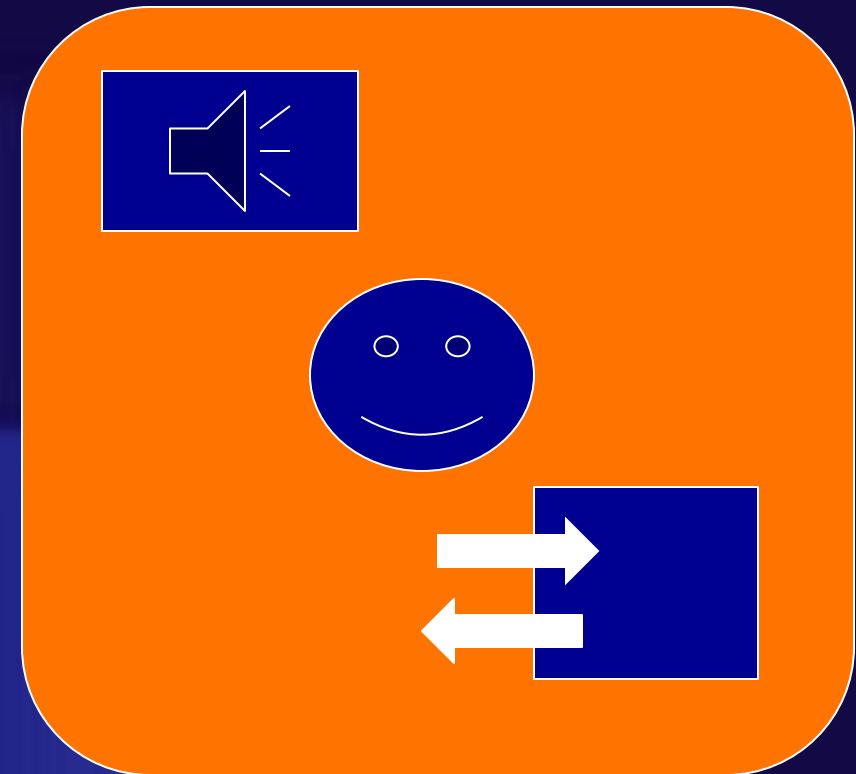
Yellow context for discussion

- **Where is the horizontal coordination situated? Are the roles well defined? Management & monitoring? Facilitator? Overarching questions? Staff and resources available?**
- **Are the satellites put in place? Are the roles well defined? Management & monitoring? Facilitator? Overarching questions? Staff and resources available?**
- **Are there relations between coordination and satellites defined?**

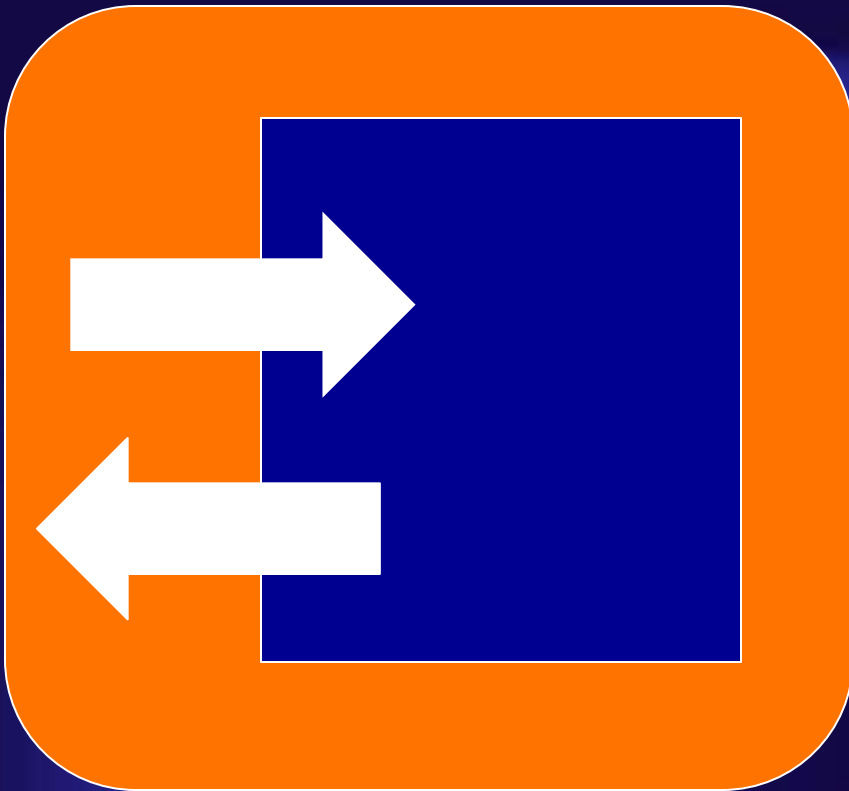
‘Culture’ for simplification

For example:

- Commitment / management by speech of the top civil servants
- HRM incentives
- Champion innovators / frontrunners
- ‘Confrontation’ with the outside world
 - Bring outsiders in
 - Bring insiders out



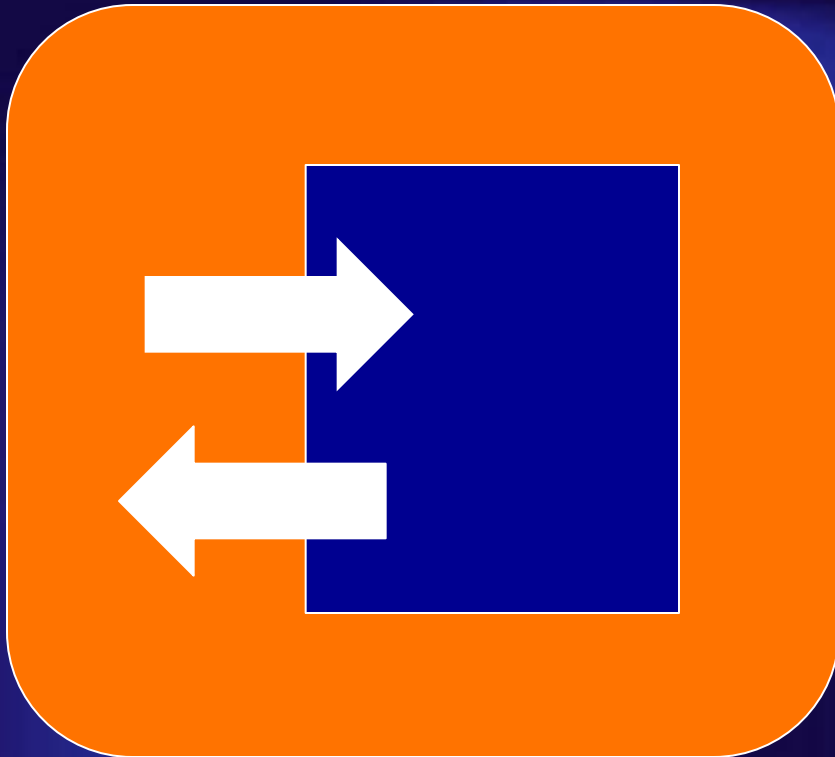
Involve external stakeholders: why?



- What is 'simpler' ?
- Functions of involvement:
 - validation
 - suggestions / inspiration
 - support
 - outside-in logic
- Balance between Insiders – outsiders: overcome resistance
- Requires deliberate organisation

Involve external stakeholders: examples

- **Business committee regulatory burden**
- **Visit-programme**
- **“Adopt a company”**
- **Secondments/exchange programme**
- **Website for complaints and suggestions**
- **‘Mixed Committees’ in every Ministry**
- **The ‘Model Firm’ - project**



Orange context for discussion

Does top communication reflect importance of simplification?

Are champions / is progress praised?

Who are our Ambassadors/Champions? Do we know them? Do we use them?

Is it helpful for your career? Is it not helpful for your career?

Are external stakeholders involved? At what levels?

How to do that?

Can we involve the relevant stakeholders?

- **Identify relevant groups**
- **Identify relevant persons**

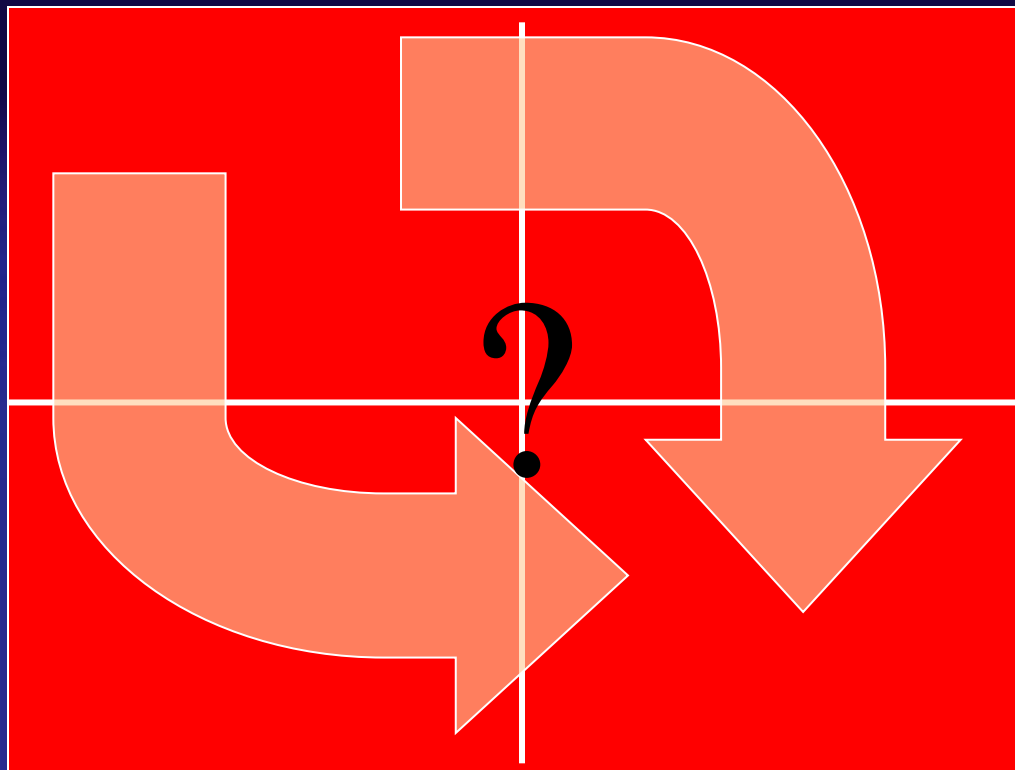
The political context: attention matters



- It is not about income, health, safety
- It is long term and indirect
- So it doesn't come automatically
 - Link it
 - Monetize it
 - Demonstrate it

One-off, ad hoc or stepping stone?

Existing legislation? New legislation?

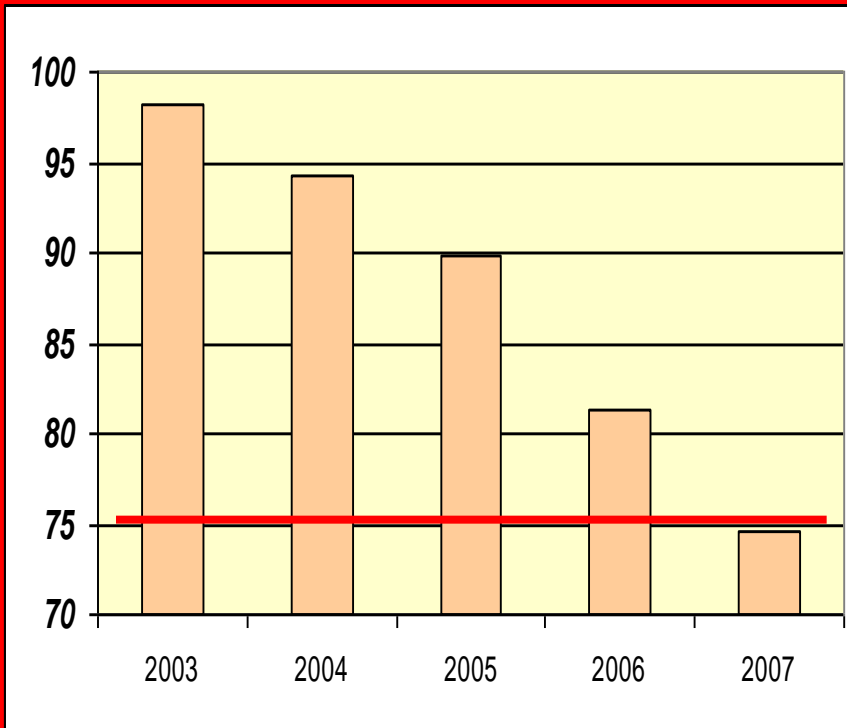


One/Some domains?

All domains?

Choice relates to constraints of budget, capacity, time, knowledge...AND TACTICS !

The political context: timing matters



- Define the political window
- Extract the lead time needed for
 - Change of regulation
 - Organisational measures (e.g. 'One-Window')
 - ICT-tools
- You will get the max. time available for preparation of simplifications

Red context for discussion

- **Is there enough political attention for simplification? What can we do about it? Can we link it to a political priority? Can we show the costs of not dealing with it? Can we demonstrate the benefits?**
- **What is the political window?**
- **Is there a long term planning? Is it aligned to the political cycles? Are there clear milestones set?**
- **What project do we start with? Why those? Are key players involved? Is communication of results put in place?**
- **What projects will follow? Why those?**