

Institutional Drivers of Administrative Simplification

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Questions to be answered

- ✓ Simplification policy – should it be our primary goal or part of other programs?
- ✓ How do we organise these initiatives to meet our objectives?
- ✓ Will E-government be the driver for administrative simplification?

Starting with a brief overview of the Danish simplification policies

- **Success and failures in our present policy!**
- **Pro <> cons in our institutional set-ups**
- **The outcome on a new network organisation on E-government**



The Danish simplification policy

[Similar to many other OECD countries]

- ✓ High-quality in new legislation and regulation
 - Improve the preparing of legislation and regulation. (Process)
 - Increasing use of alternative regulation. (New tools)

- ✓ Easier administration for citizens, business and public sector
 - Focus on business burdens
 - Simplification and improvement of present regulation
 - Flexible administration

- ✓ Widespread use of E-government
 - "Denmark as a leading IT nation"
 - Portals, digital transactions etc.
 - Prepare regulation to E-government



Success and failures until now

- Administrative simplification for business have achieved results
- E-government tested to be high-potential for reducing the administrative burdens
- ➔ High-quality in new legislation and regulation is on the road
- The administrative simplification for business seems to be hard to bring further forward
- Administrative simplification in regulation for citizens and within public sector has not shown results yet.



The Danish institutional set-up

| | |
|---------------------------------------|---|
| Prime Minister's Office | Legislative programme Coordination of legislation |
| Ministry of Justice | Guidelines for preparation of legislation and control on all new legislation. Partly including administrative simplification in general |
| Ministry of Trade and Industry | Steering committee and workgroups with private sector, other ministries and local authorities. Supported by an agency taskforce. Focus on business. |
| Ministry of IT and Research | Give advice on how to meet E-government needs in legislation. |



Learning:

- ✓ Results on simplification are most likely to occur, where the ministry responsible for changing the laws are also the ministry having direct contact with clients /customers!
- ✓ It is difficult to deal with simplification in general or involving cross-sector. This goes for E-government as well as administrative simplification in regulation.

A new Danish experiment: E-government taskforce



E-government Taskforce

Lead by a board of

- ✓ Permanent secretaries from ministries of Finance, Education, Trade and Industry, Interior, IT and Research
- ✓ CEOs from LADK (Local authorities in Denmark) and RADK (Regional authorities in Denmark)

Supported by

- ✓ A cross-sector, network based Taskforce
 - Experts on E-government from all over public sector put together by their home organizations
 - Hosted by ministry of Finance

- Knowledge centre of digital government
 - Experts with IT skills
 - Placed in ministry of IT and Research



Taskforce goals and tools

Goals:

- 3 years to kick-start E-government in DK, starting August 6. 2001
- Remove obstacles for E-government in legislation and regulation
- Establish cross-sector cooperation on E-government
- Aid administrative simplification on high-priority areas

Tools:

- Act as a catalyst to kick-start processes
- Bring proposals directly to government
- Launch Strategy on E-government in Denmark
- No formal power, but a lot of informal power (the Danish way)
- Take initiatives on their own and respond to proposals from outside



An early (70 day) evaluation

The taskforce concept seem to

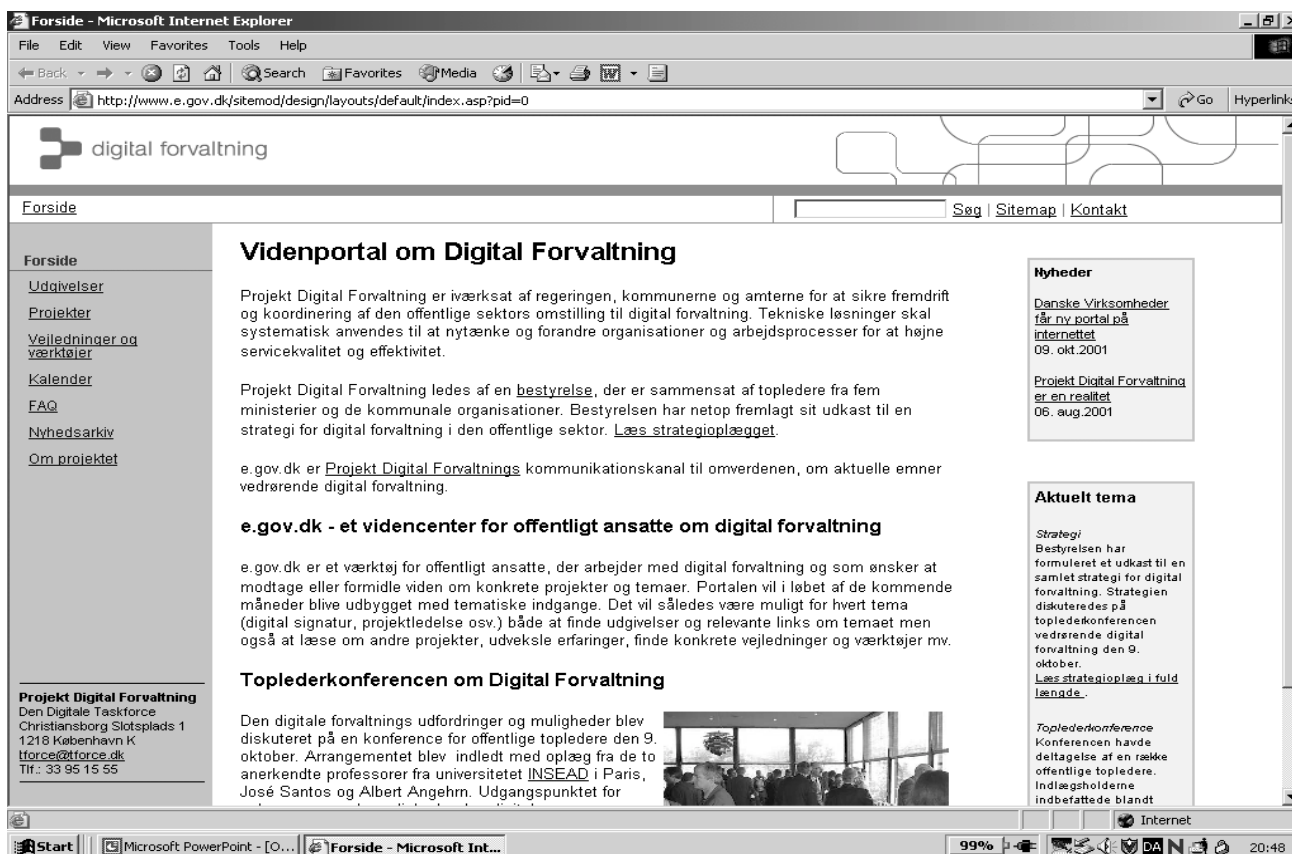
- ✓ Pick up problems and possibilities lying "between chairs"
- ✓ Act as a mediator to put forward joint initiatives. (go for the ball)
- ✓ Create energy in slow-going processes of administrative simplification
- ✓ Be efficient in dealing with different approaches among stakeholders. (the network organisation)

On the other hand, we must

- ! Be aware, that we do not slow down other initiatives
- ! Find a balance between pushing and guiding
- ! Walk the talk – the results have to be visible to all

Visit www.e.gov.dk

(In Danish - English to come)



The screenshot shows the Microsoft Internet Explorer browser window displaying the homepage of the e.gov.dk website. The browser's address bar shows the URL: <http://www.e.gov.dk/sitemod/design/layouts/default/index.asp?pid=0>. The website header features the "digital forvaltning" logo and navigation links for "Forside", "Søg", "Sitemap", and "Kontakt".

The main content area is titled "Videnportal om Digital Forvaltning". It includes a sidebar with links to "Udgivelser", "Projekter", "Veiledninger og værktøjer", "Kalender", "FAQ", "Nyhedsarkiv", and "Om projektet". The main text describes the project's goals and provides information about the steering committee and a recent conference.

Forside

Videnportal om Digital Forvaltning

Projekt Digital Forvaltning er iværksat af regeringen, kommunerne og amterne for at sikre fremdrift og koordinering af den offentlige sektors omstilling til digital forvaltning. Tekniske løsninger skal systematisk anvendes til at nytænke og forandre organisationer og arbejdsprocesser for at højne servicekvalitet og effektivitet.

Projekt Digital Forvaltning ledes af en **bestyrelse**, der er sammensat af topledere fra fem ministerier og de kommunale organisationer. Bestyrelsen har netop fremlagt sit udkast til en strategi for digital forvaltning i den offentlige sektor. [Læs strategioplægget](#).

e.gov.dk er [Projekt Digital Forvaltnings](#) kommunikationskanal til omverdenen, om aktuelle emner vedrørende digital forvaltning.

e.gov.dk - et videncenter for offentligt ansatte om digital forvaltning

e.gov.dk er et værktøj for offentligt ansatte, der arbejder med digital forvaltning og som ønsker at modtage eller formidle viden om konkrete projekter og temaer. Portalen vil i løbet af de kommende måneder blive udbygget med tematiske indgange. Det vil således være muligt for hvert tema (digital signatur, projektleddelse osv.) både at finde udgivelser og relevante links om temaet men også at læse om andre projekter, udveksle erfaringer, finde konkrete vejledninger og værktøjer mv.

Toplederkonferencen om Digital Forvaltning

Den digitale forvaltnings udfordringer og muligheder blev diskuteret på en konference for offentlige topledere den 9. oktober. Arrangementet blev indledt med oplæg fra de to anerkendte professorer fra universitetet **INSEAD** i Paris, José Santos og Albert Angehrn. Udgangspunktet for

Nyheder

[Danske Virksomheder får ny portal på internettet](#)
09. okt. 2001

[Projekt Digital Forvaltning er en realitet](#)
06. aug. 2001

Aktuelt tema

Strategi
Bestyrelsen har formuleret et udkast til en samlet strategi for digital forvaltning. Strategien diskuteres på topledskonferencen vedrørende digital forvaltning den 9. oktober.
[Læs strategioplæg i fuld længde.](#)

Toplederkonferencen
Konferencen havde deltagelse af en række offentlige topledere. Indlægsholderne indbefattede blandt

Task force
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The questions & some possible answers to open the discussion



Should simplification be our primary goal or part of broader programs?

- Do not consider simplification as the goal but as one of many means of improving performance.
- "How to do" might be as important as "What to do".
Imposing less burdens might be possible without the difficult administrative simplification.
- Do not forget to focus on less administrative burdens for citizens and public sector itself – even if there are no one lobbying on their behalf



How do we best organise these initiatives to meet our objectives?



- ✓ The hard work has to be done in line ministries, being responsible for new legislation and regulation. Do not give them any excuse to lean back!
- ✓ Committees and advisory groups are good - success depends on the wills of the responsible ministry = must be supported by high level supervision within government
- ✓ Cross-sector taskforces and alike can be powerful drivers on specific/high priority areas - but not substitutes for the above!



E-government as the driver for administrative simplification?

- E-government initiatives will be the driver for AS due to political focus and less conflicts involved.
- Traditional administrative simplifications shall gain from this by integrating AS in E-government initiatives.
- Identify high-priority areas and go for solutions providing E-government along with improved regulation "necessary" to introduce E-gov.

"when citizens and companies have to use E-government services, they will push forward a more simple legislation and regulation".

"E-administration is a perfect tool for a even more complex legislation"

Thank you

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*Ask for our paper on The Danish Government's Strategy for Regulatory Improvement
In English*