Administrative simplification broadly refers to reviewing and simplifying unnecessary paperwork and formalities that governments impose on citizens (OECD, 2010b, 8; 38). Citizens have to deal with public administrations on a daily basis, from obtaining ID cards and passports to enrolling children in a local public school, from claiming social benefits to registering a marriage or notifying a change of address. These administrative procedures can impose a heavy burden on citizens’ time and can be irritating when, for example, citizens are asked to provide the same information several times.

Administrative simplification has initially focused on business and later included citizens; programmes focusing on citizens have been growing in size and importance across OECD countries since the early 2000s. There is no silver bullet for cutting administrative burdens on citizens, and simply translating tools and methodologies used for business programmes to citizens-focused programmes might not always do the job. The diversity of OECD member country experience can offer a useful inventory of experiences in designing and implementing simplification programmes for citizens.

This note focuses on strategies, tools and institutional mechanisms for cutting administrative burdens on citizens in Hungary as well as Austria, Denmark, Germany, Portugal and the Netherlands. The analysis relies on the EU 15 Better Regulation Project, conducted by the OECD in partnership with the European Commission (OECD, 2010a), as well as background material and information provided by the Hungarian Ministry of Public Administration and Justice. The note identifies key challenges and opportunities that the countries participating in the workshop have faced in cutting administrative burdens. It proposes a first assessment of Hungary’s administrative simplification programme in light of international experience as well as a list of key questions that might help frame the workshop’s discussion. Background information on each country’s administrative simplification programme is presented as an annex.

**Simplification strategies**

Administrative simplification for citizens is usually part of broader better regulation strategies. Cutting existing regulation can be of little use if new regulation continues to add to the administrative burden imposed on citizens. If policies aimed at improving and cutting both the stock and the flow of regulation can help reduce the administrative burden in a sustainable fashion, their integration can be sometimes challenging. In addition, there might be important synergies between administrative simplification for businesses and citizens that might not be always fully exploited.

**Addressing the sources of the administrative burdens**

Administrative burdens can be generated at both the national and the EU levels. Improving rule making and conducting ex-ante assessments of the administrative burdens imposed by new laws can help address the source of administrative burdens. It is also becoming increasingly important to assess the impact on citizens of EU-originated regulations. For example, in the Netherlands, 23% of burdens and about 15% of costs on citizens are estimated to originate from EU regulation (OECD 2010a, 116).

- In **Hungary**, administrative simplification for citizens is part of the Magyary Public Administration Development Programme, which aims at facilitating reform of the public sector. The programme addresses simplification of law and administrative procedures through the simplification of the language of laws and the rationalization of institutional procedures. It also seeks to repeal outdated laws and reduce the number of redundant tasks.
• In **Austria**, the programme on administrative simplification for citizens is part of an overall government effort to enhance efficiency of the public sector with a strong focus on the use of e-government. There is no systematic mechanism to assess the costs of EU-originated regulations on citizens.

• In **Denmark**, administrative burden reduction is part of the better regulation agenda, which includes a long-standing integrated effort to improve both the law-making process and the quality of existing regulation. There is also a strong policy for handling EU-originated regulation. The Danish Commerce and Companies Agency (DCCA) prepares briefs on administrative burden for negotiations of new EU regulations.

• In **Germany**, administrative simplification for citizens is a key pillar of a Bureaucracy Reduction and Better Regulation Programme that aims at a better, simpler and more cost-effective administration. The programme has focused strongly on reducing the stock of existing laws and regulations. In the negotiation of EU legislation, each federal ministry is expected to assess whether impact assessments should be carried out during negotiations on the European Commission’s proposal in the EU legislative process, and subsequently throughout the national law-making process.

• In **the Netherlands**, there is a long history of addressing administrative simplification for both businesses and citizens as part of an overall effort to improve regulatory quality. There is an overall framework for systematically addressing ex-ante impact assessment of new regulation. The government has invested heavily in an inter-ministerial framework that focuses attention on the regulatory burdens of new EU-originated regulations. This is reflected in the revised Dutch guidelines for preparing the national position on new EU proposals. As a result, substantial regulatory burdens arising from EU proposals are being addressed much earlier and more systematically in the decision-making process.

• In **Portugal**, the Simplex Programme, which was launched in 2006, includes a strong focus on controlling the flow of regulation. For example, it introduces a Simplex Test for new regulation, which assesses the impact of new draft regulation on citizens and business.

**Ensuring appropriate synergies between business and citizen programmes**

Stocks and flows can impose burdens on both citizens and businesses. Administrative simplification usually addresses burdens on business first and focuses on citizens afterwards. Sequencing can have the advantage of incorporating implementation experience in the design of citizens-focused programmes. At the same time, it is important to recognize that cutting burdens on citizens requires policies that are adapted to the specific burdens with which citizens are confronted.

• In **Hungary**, the simplification program for citizens is meant to complement the program for burden reduction on business, which has preceded the launch of the simplification programme for citizens and is not part of the Magyary Programme.

• In **Austria, Denmark and the Netherlands**, cutting burdens on business has been the driving force behind administrative simplification, with policies for business later extended and adapted to burden reduction for citizens.

• **Germany** and **Portugal** followed a somewhat different path. The Bureaucracy Reduction and Better Regulation Programme and the Simplex Programme, respectively, adopted a holistic approach, tackling from the beginning administrative simplification for business and citizens.
Tools

Cutting administrative burdens for citizens can be achieved through different tools. Target setting and measurement of administrative burden have been important drivers of action. These tools are, however, being reassessed not least for the high cost of carrying out extensive measurements, and more user-centred assessments are becoming more common.

Countries have also tended to increasingly relied on information and communication technologies to facilitate citizens’ interactions with public administrations. E-government has proved effective in reducing paperwork and costly trips to government offices. When it does not simply transfer to an electronic platform the same paper requirements, it can also be a powerful tool to slim down and consolidate administrative requirements. Reliance on e-government also needs to take into consideration the degree to which information technologies are available to citizens.

Setting targets

Countries have tended to set quantified targets for burden reduction for citizens, often adopting the same targets they had identified for business. Targets have often been set before measuring administrative burdens, with a 25% reduction in existing burden as the most common target. This is also the target that the European Commission set for the Action Programme for Reducing Administrative Burdens in the European Union, focusing on business, which was launched in 2007 (EU 2007).

Targets can be useful in that they help create momentum and set milestones against which governments and citizens can measure progress. Also, setting a 25% target should be relatively riskless as there is evidence that it would not undermine the actual substance of regulation (OECD 2010b, 35). Yet, targets can also become an end in itself and create expectations that citizens might not perceive as being met, which in turn might undermine support for burden reduction.

- In Hungary, the simplification program for business includes quantified targets for cost reduction. The Ministry of Public Administration and Justice set a 25% burden reduction target for the simplification programme for citizens.

- Austria did not set a formal reduction target for citizens, but estimated the possible administrative relief in the range of 3.8 million hours.

- Denmark and Germany set a 25% burden reduction for citizens, mirroring the target set for programmes developed for businesses.

- The Netherlands identified a burden reduction target of 25% in the first phase of implementation of the programme. It then progressively moved away from quantified targets.

- Portugal set a 25% burden reduction target and, for each year of implementation, decided to focus on some key “emblematic initiatives” that would have the greatest impact on citizens.

Measuring administrative burden

Measurement helps identify where burdens can be cut and whether progress is being made. The Netherlands pioneered the standard cost model (SCM) for burden reduction for business and adapted it to citizens. Most countries have adopted the SCM methodology.
SCM produces estimates based on objective factors like cost and time. The SCM methodology can, however, absorb significant resources. It could also underestimate the citizens’ perceptions of what is burdensome or simply irritating. Some countries are complementing the SCM with other user-centred methodologies.

- **Hungary** has adopted a modified version of SCM. The Magyary Programme focuses on 228 transactions linked to 15 life events. Measurement (cost of transaction multiplied by the time necessary to accomplish it) will be conducted for 40 transactions at the beginning and at the end of the programme.

- **Austria** targeted the 100 most burdensome information obligations, which were selected on the basis of international experiences, and with the help of legal officers within the relevant ministries. The adapted SCM methodology measured administrative burdens in terms of time and direct costs. The model was enriched with qualitative elements. The completion of an information obligation is structured in several phases (orientation, completion etc.) and the measured minutes are converted into “quality minutes”, while the overall amount remains the same. This approach indicates which phases are most burdensome for citizens.

- **Denmark, Germany** and **Portugal** also adapted the SCM methodology to measure administrative costs created by administrative obligations.

- The **Netherlands** built on implementation experience to open up measurement to perceptions. Experience in the first phase of the programme led to the conclusion that it was important for reduction measures to be noticed by citizens. The research came up with a roadmap concept, as well as a redefinition of what was meant by administrative burden, and five steps for a noticeable reduction.

**Cutting burden through e-government and one-stop-shops**

To a large extent countries have relied on information and communication technology and one-stop-shops to facilitate citizens’ interaction with the public administration and reduce the burden imposed upon citizens. One-stop-shops are also at the centre of the EU simplification programme. Implementation of the EU Services Directive has created an obligation to put in place single points of contact that are providing an opportunity to further national programmes for administrative simplification.

To exploit fully e-government and one-stop-shops, it is important to ensure that moving transactions to on-line platforms is accompanied by a substantial simplification of requirements and procedures.

- **Hungary** is tailoring burden cutting tools to the different transactions and life events it is targeting. It is expected that, besides initiatives aimed at eliminating or merging administrative requirements, a strong focus will be put on the development of better communication between administrative offices and the citizens as well as through the expansion of IT solutions. In 2010, 28% of citizens used internet to interact with the public administration (OECD 2011).

- **Austria** and **Germany** have relied extensively on e-government solutions to facilitate interactions between citizens and the public administration. These solutions include the consolidation of government websites to offer single point of contacts and the progressive integration of central and local governments’ websites. Single points of contacts have been put in place in line with the EU Services Directive. In addition, **Germany** has introduced a single telephone number to access all government services. The move to e-government platforms has in part facilitated consolidation and simplification of administrative requirements. In 2010, in **Austria** and
Germany 39% and 37% of citizens, respectively, used internet to interact with the public administration (OECD 2011).

- **Denmark** is well advanced in the use of e-government and a large part of the simplification program relies on e-government. Specifically, the government put in place a Citizens’ Portal and a Business Portal to serve as a single point of contact. This effort has been conducted in parallel with a progressive simplification of administrative practices. In 2010, 72% of citizens used internet to interact with the public administration (OECD 2011).

- The **Netherlands** created a single portal for business, citizens and public administrators. The portal includes two-way internet exchanges, e-authentication and a citizen service number, which has in turn reduced the number and the cost of transactions carried out by citizens. In 2010, 59% of citizens used internet to interact with the public administration (OECD 2011).

- In **Portugal**, in the first years of implementation of the Simplex Programme, 30 of the 50 “emblematic initiatives” relied on ICT, focusing on front-office-oriented processes with direct impact on citizens. This approach has been part of an overall effort to strengthen e-government through a Technological Plan and a Connecting Portugal Programme, aimed at facilitating widespread use of e-government. In 2010, 23% of citizens used internet to interact with the public administration (OECD, 2011).

---

**Box 1. The EU Services Directive**

Adopted in December 2006, the Directive promotes the freedom of establishment for service providers and the free movement of services across the EU. It covers a wide group of services accounting for around 40% of the EU's GDP and employment, including retailing, tourism, business services, real estate and private education.

The Directive requires Member States to simplify all the procedures used in creating and establishing a service activity. Formal requirements such as the obligation to submit original documents, certified translations or certified copies must be removed, except for certain cases. Since December 2009, businesses and individuals should have been able to carry out all the necessary formalities on-line using e-government portals set up by the national administration of each EU country:

In the course of 2012, the European Commission will be conducting a performance check of the Single Market for Services and will assess remaining bottlenecks to the effective implementation of the Directive.

*Source*: EU 2011; 2012.

---

**Institutional set-up**

Administrative simplification for citizens is a collective government effort. It requires strong coordination and collaborative work across government departments to ensure that the programme is successfully implemented. Identifying the architecture and the incentives that facilitate collaboration can be challenging. In addition, participation of citizens in design and implementation is key to help ensure that the programme ultimately addresses citizens’ needs.

**Introducing collaborative government structures and incentives**

Countries have tended to put the main responsibility for coordinating implementation at the centre of government. At the same time, they have set up coordination structures that help achieve effective collaboration across government departments.
To be effective, coordination needs to ensure that government stakeholders actively advance the implementation of the programme. Striking the right balance between incentives and prescription can be difficult.

- **In Hungary**, the Ministry of Public Administration and Justice is responsible for coordinating the implementation of the Magyary Programme. It coordinates with the Ministry of National Economy that is responsible for implementing the burden reduction program for business. Line ministries are responsible for implementing simplification procedures that are being spelled out in detailed guidelines and an implementation manual. A Simplification Committee, chaired by the Deputy State Secretary for Public Administration and Justice and comprising Deputy State Secretaries of other ministries, is expected to oversee implementation and to receive updates on progress from contact persons within each ministry.

- **In Austria and Germany**, the federal chancellery is responsible for coordinating overall implementation of the programme. In Germany, a Permanent Committee of State Secretaries on Bureaucracy Reduction, chaired by a chancellery State Minister, seeks to ensure daily coordination of implementation.

- **In Denmark**, the Ministry of Finance and the Ministry of Economic and Business Affairs cooperate closely to facilitate implementation of the administrative simplification programme for business and citizens. The Prime Minister’s commitment to the programme has put pressure on ministers to act. Performance appraisal of permanent secretaries takes account of their ministries’ progress on Better Regulation, with a bonus for good performance.

- **In the Netherlands**, the Ministry of Interior is in charge of coordinating the program with ministerial contact points for each bottleneck. Each ministry has nominated a co-ordinator and line ministries are responsible for developing their own action plan to address the burdens. There is an inter-ministerial group of officials, the Interdepartmental Commission of Co-ordinators for the Reduction of Administrative Burdens for Citizens, which provides support and networking between ministries. The budget instructions contain specific obligations to report on administrative burden reductions. Ministries face budget cuts if they fail to achieve their targets.

- **In Portugal**, the Presidency of the Council of Ministers is responsible for coordination implementation of the Simplex Programme as well as e-government through a Secretary of State for Administrative Modernisation (SEMA). SEMA is supported by a dedicated agency and sends regular reports to the Prime Minister on implementation progress, which in turns creates incentives for line ministries to act. Progress reports are posted on a dedicated website.

**Institutionalizing citizen participation**

Systematic participation of citizens in programme implementation can facilitate independent monitoring and strengthen accountability and transparency of the programme. Countries have facilitated citizens’ participation through a number of institutional mechanisms, including advisory committees and direct participation in measuring and assessing progress. Countries have built on civil society organizations to facilitate citizens’ participation.

- **In Hungary**, citizens have not participated in the design of the simplification programme. The Ministry of Public Administration and Justice plans to set up focus groups to consult citizens on implementation.
• In **Austria**, consultation with national stakeholders is largely conducted through intense co-operation and interaction between the major economic and social interest groups, and between them and the government (so called “Social Partnership”).

• In **Denmark**, 33 special committees composed of government officials and representatives of national stakeholders, including NGOs, business, and social partners, prepare briefs on EU Commission’s proposals assessing consequences of new EU regulation, including impact on administrative burden.

• In **Germany**, a National Regulatory Control Council, composed of external experts from business, professions, academia and public administration, provides advise on implementation of the simplification programme.

• In the **Netherlands**, “Kafkabrigade” includes experts who seek to solve problems in the public sector from the perspective of citizens. There is a brief investigation into a specific problem, and how it is handled by the government. Civil servants are involved in this process. An appraisal review is then conducted with the authorities involved, after which the Kafkabrigade formulates recommendations for improving the way the system works.

• In **Portugal**, extensive public consultations have been conducted for the preparation and implementation of the Simplex Programme. Consultations have involved all ministries. There is also a constitutionally-mandated Economic and Social Council, composed of central and local government representatives as well as trade unions and other civil society representatives that is regularly consulted on new laws and programmes.

### Assessment and questions for discussion

Hungary’s implementation of the administrative simplification programme for citizens presents a number of challenges and opportunities:

• **Strategy.** The administrative simplification programme for citizens is part of a reform programme of the public administration that can offer opportunities to exploit the synergies between reducing the stock and controlling the flow of administrative burdens imposed on citizens. The programme also complements a programme which has been implemented by the Ministry of National Economy on cutting administrative burdens on business.

  – **Sources of administrative burdens.** To fully exploit these synergies, it would be helpful to strengthen the link between the administrative simplification programme and better regulation reform, addressing not only the simplification of the language of the law and institutional procedures but also the number of administrative requirements imposed upon citizens, including those originating from EU legislation.

  – **Synergies between business-s and citizens-focused programmes.** To build on the on-going implementation of the business programme, it could be useful, for example, to take stock of the most successful measures which have been adopted for business and assess the extent to which they can be applied to citizens. At the same time, it would be useful to evaluate the impact of the business programme on citizens.
• **Tools.** The programme sets a target for burden reduction that is widely used internationally (25%) and adopts a well established methodology (the SCM), which will be applied to a manageable (40) number of transactions. It also envisages the use of ICT to facilitate burden reduction, in line with international experience.

  - **Targets and measurement.** It would be helpful to link the quantitative target and methodology to assessments of which burdens are perceived as mostly irritating and heavy by citizens. This assessment would in turn help maximize the impact of the programme that ultimately needs to address citizens’ most pressing needs.

  - **E-government and one-stop-shops.** To fully exploit the opportunities provided by ICT, it would be important to help broaden access and usage of citizens to internet. In addition, it is key to streamline back-office procedures and eliminate redundant requirements before transferring transactions to e-government platforms.

• **Institutional set-up.** The Ministry of Public Administration and Justice has developed a well-structured monitoring structure across government departments and is putting in place mechanisms such as guidelines and implementation manuals to facilitate consistent and regular flows of information. It is also envisaging some form of citizens’ participation in monitoring the programme through focus groups.

  - **Incentives.** To take full advantage of the monitoring structure in place, it could be useful to envisage incentives that can facilitate actions by participating ministries. These incentives could be linked to a set of intermediate qualitative and quantitative indicators measuring progress.

  - **Citizen participation.** It would be important to deepen citizen participation through a more institutionalized participation of citizens in, for example, programme monitoring. It could be helpful, for example, to rely on civil society organizations, including consumers’ organizations and trade unions, which could participate in the Simplification Committee.

Cross-country experience and cooperation can help address and fully exploit the challenges and opportunities Hungary is confronted in implementing its administrative simplification programme for citizens. Specifically, participants might want to discuss:

• How can administrative simplification for citizens build on better regulation reform and other simplification programmes focused on business?

• How to balance the benefits and pitfalls of setting burden reduction targets?

• What makes measuring administrative burdens on citizens particularly hard?

• How can e-government be most effectively used to reduce administrative burdens and eliminate redundant requirements?

• What incentives can facilitate cooperation across government on implementing administrative simplification?

• What structures and mechanisms can facilitate institutionalized and continuous citizen participation in the implementation of simplification programmes?
Annex: Overview of administrative simplification programs for citizens

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Hungary</th>
<th>Austria</th>
<th>Denmark</th>
<th>Germany</th>
<th>Netherlands</th>
<th>Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sources of burdens and quality of legislation</strong></td>
<td>Magyary Programme, led by the Ministry of Public Administration, includes simplification of law and administrative procedures, simplification of the language of laws, organisational development programme and rationalisation of institutional procedures.</td>
<td>Administrative simplification for citizens part of overall simplification and administrative efficiency program launched in 2006. Intelligent use of electronic systems to maintain standards and quality control in the preparation of legislation.</td>
<td>Administrative burden reduction for citizens part of the Better Regulation agenda. Consolidation of regulations occurred in specific areas. Codification of amendments to specific laws happens in a number of cases (such as the yearly consolidation of the Administration of Justice Act).</td>
<td>Administrative simplification for citizens part of the Bureaucracy Reduction and Better Regulation Programme. In spring 2009, the federal government prepared a Simplification Act repealing some 85 acts and ordinances concerning environmental policy.</td>
<td>Long history of cutting administrative burden and improving quality of regulation. Systematic ex-ante assessment of cost of regulation.</td>
<td>Simplex program, for burden reduction including harmonisation and consolidation of legal rules to improve access to legislation. Fourteen initiatives focusing on the consolidation of specific areas of law within the competence of several ministries. Simplex Test for new regulation to assess the impact of new draft regulation on citizens and business; assessment of the level of diversity of legal texts relating to the material in the draft regulation. If there are more than four laws, and the ministry does not consolidate, it must justify this decision.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Hungary</th>
<th>Austria</th>
<th>Denmark</th>
<th>Germany</th>
<th>Netherlands</th>
<th>Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Synergies with burden reduction for businesses</td>
<td>Programme on cutting burdens on businesses completed in Dec. 2011, under the leadership of the Ministry of National Economy.</td>
<td>National administrative burden initiative implemented initially to address burdens on businesses exclusively. In 2009, the programme was complemented by a strategy covering burdens on citizens. Both initiatives are designed in close synergy with the government’s e-government strategy.</td>
<td>Administrative burden reduction program launched in 2002 with focus on business and later (2005) broadened to include all stakeholders (business, citizens, administration). Developments in these areas are significant, and have been closely associated with e-government strategies.</td>
<td>In 2005, the federal government set the reduction of the administrative burdens on business, citizens and public administrations as one of the cornerstones of its Bureaucracy Reduction and Better Regulation Programme.</td>
<td>Initially addressed administrative burdens on businesses and moved later (2003) to citizens.</td>
<td>Simplex program, launched in 2006, addressing burdens on both business and citizens.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tools</th>
<th>Hungary</th>
<th>Austria</th>
<th>Denmark</th>
<th>Germany</th>
<th>Netherlands</th>
<th>Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets</td>
<td>Burden reduction target of 25% for citizens.</td>
<td>No formal reduction target for citizens. Fast-track actions launched in the areas of birth of a child; primary school registration; marriage; single parents; people with disabilities and people requiring care; pension; and death.</td>
<td>Burden reduction target of 25% by 2010.</td>
<td>Commitment to reducing unnecessary administrative costs resulting from information obligations from federal legislation which was in force on 30 September 2006 by 25% by 2011.</td>
<td>In 2003, the government made a commitment to reduce administrative burden for citizens by a net 25% by 2007. After 2007, a quantified target was no longer encouraged.</td>
<td>Burden reduction target of 25% by 2012 for business and citizens. In each year of implementation, focus on emblematic initiatives.</td>
</tr>
<tr>
<td>Measurement</td>
<td>Measuring 40 out of 228 targeted transactions linked to life events (e.g. family, living, welfare, community etc.). Modified SCM based on direct and indirect costs (duties, costs of printing, travel costs, waiting time etc.).</td>
<td>SCM methodology adapted to the needs of citizens, with administrative burdens measured in time and direct costs. The model was enriched with qualitative elements. The completion of an information obligation is structured in several phases (orientation, completion etc.) and the measured minutes are converted into “quality minutes.”</td>
<td>Adaptation of SCM, with measurement carried out by consultancy and identification of heavier sectors and ministries to participate in the program. Since 2007, Burden Hunters Project: civil servants visit businesses to get concrete and specific knowledge about how they experience the interaction with government authorities and the service provided.</td>
<td>Reliance on SCM to measure cost of administrative burden by measuring administrative costs resulting from information obligations included in federal legislation.</td>
<td>Roadmap concept and redefinition of what was meant by administrative burden, plus five steps for a noticeable reduction: 1) to describe the purpose of the service; 2) determine the position within the relation model; 3) read out of protocol and character; 4) compare or design); 5) take measures (to align the service to the desired approach).</td>
<td>Initial qualitative approach progressively replaced by quantitative approach, adapting SCM to citizens. Selective application of SCM to key laws and regulations.</td>
</tr>
</tbody>
</table>

### Tools

<table>
<thead>
<tr>
<th><strong>E-government and one-stop shops</strong></th>
<th><strong>Hungary</strong></th>
<th><strong>Austria</strong></th>
<th><strong>Denmark</strong></th>
<th><strong>Germany</strong></th>
<th><strong>Netherlands</strong></th>
<th><strong>Portugal</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Hungary</th>
<th>Austria</th>
<th>Denmark</th>
<th>Germany</th>
<th>Netherlands</th>
<th>Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaboration &amp; incentives</strong></td>
<td>Ministry of Public Administration and Justice responsible for overall coordination of the Magyary Program and the simplification component. Line ministries responsible for identifying the necessary steps. Guidelines and implementation manual under preparation. Inter-ministerial simplification Committee expected to oversee implementation and to receive updates on progress from contact persons within each ministry.</td>
<td>Fast-track coordinated by Federal Chancellery and SCM coordinated by the Ministry of Finance.</td>
<td>The Ministry of Finance and the Ministry of Economic and Business Affairs co-operate closely in the development, implementation and monitoring of the programme. Working groups help prepare action plans (“burden committees”). The 25% target is divided across ministries (they each have their own target). Incentives come from the performance appraisal of permanent secretaries, which takes account of their ministries’ progress on Better Regulation, with a bonus for good performance.</td>
<td>Better Regulation unit within the Federal Chancellery, established in 2006, coordinates implementation of the burden reduction program. A Permanent Committee of State Secretaries on Bureaucracy Reduction is in place, chaired by a chancellery State Minister who is also the federal government co-ordinator for the programme on Bureaucracy Reduction and Better Regulation.</td>
<td>Programme led by Ministry of Interior, with a state secretary in charge and a project team (REAL) of around 18 staff; contact point in the Ministry of Interior established for each of the ten bottlenecks; each ministry has a co-ordinator; ministries are responsible for developing their own action plan to address the burdens; inter-ministerial group of officials provides support and networking between ministries.</td>
<td>Simplex coordination vested in the Chancellery of the President of the Council of Ministers through the Secretary of State for Administrative Simplification (SEMA) and the Agency for Administrative Modernization (AMA). SEMA sends quarterly reports to the PM on Simplex implementation (=&gt; political pressure on ministries to move forward with the programme); report including a timeline and expected impact. Reports made publicly available on a Simplex-dedicated website (<a href="http://www.simplex.pt">www.simplex.pt</a>).</td>
</tr>
</tbody>
</table>

*Source: Government of Hungary 2012; OECD, 2010a; OECD, 2010b.*
<table>
<thead>
<tr>
<th>Institutions</th>
<th>Hungary</th>
<th>Austria</th>
<th>Denmark</th>
<th>Germany</th>
<th>Netherlands</th>
<th>Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen participation</td>
<td>The Ministry of Public Administration and Justice is planning the organization of focus groups to receive feedback on implementation of the programme.</td>
<td>Social Partnership providing voluntary and informal arrangement for consultation.</td>
<td>Special committees composed of government officials and representatives of national stakeholders, including NGOs, business, and social partners, prepare briefs on EU Commission's proposals assessing consequences of new EU regulation, including impact on administrative burden.</td>
<td>National Regulatory Control Council composed of representatives of business, professions, academia and public administration provides independent advice and oversee implementation.</td>
<td>“Kafkabrigade” includes experts who seek to solve problems in the public sector from the perspective of citizens. There is a brief investigation into a specific problem, and how it is handled by the government. Civil servants are involved in this process. An appraisal review is then conducted with the authorities involved, after which the Kafkabrigade formulates recommendations for improving the way the system works.</td>
<td>Public consultations for the elaboration of Simplex 2007 and Simplex 2008. The consultation was based on a document spelling out measures envisaged by each ministry. Ministries received 515 suggestions, out of which 65 were integrated in the final version of Simplex 2008 (34% of the measures in the final Simplex 2008). Economic and Social Council (CSE) to advise the government, on legislation and policy programmes submitted to it by the government or on its own initiative. Members include trade unions, the autonomous regions and municipalities, as well as representatives of civil society (such as professionals, researchers and universities, consumer and environment associations)</td>
</tr>
</tbody>
</table>

BIBLIOGRAPHY


