Session 1. International Practices in Administrative Simplification:
The Design and Implementation of Simplification Programmes

The Danish Experience

Signe Jensen – 28 September 2010

Agenda

- The user-centered approach
- Targeted communication campaign

The work on Administrative burden reduction and simplification has been very succesful in Denmark, but…

…studies show that end-users don't *experience* a significant reduction in administrative burdens.

Why?

We know a lot more today I

Better regulation has mainly been a top-down, or inside-out affair
- time is money
- Reduction carried out – and meassured - in silos
- focus has been on primary – and not secondary legislation

End-users however…

We know a lot more today II

...

- Aren't merely focused on time (Actually don't mind spendig time, if it makes sense)

- Don't see public authorities as seperate entities – they expect a coherent and coordinated public service

- May have a hard time understanding legislation – and therefore comply.

Therefore, looking at regulation from the companies' perspective gives a range of new insights and potential for further developments towards smart regulation

The direction toward smart regulation

The foundation for better regulation is laid at the very beginning

- Develop mechanisms and tools for including the end-users in all phases of legislating
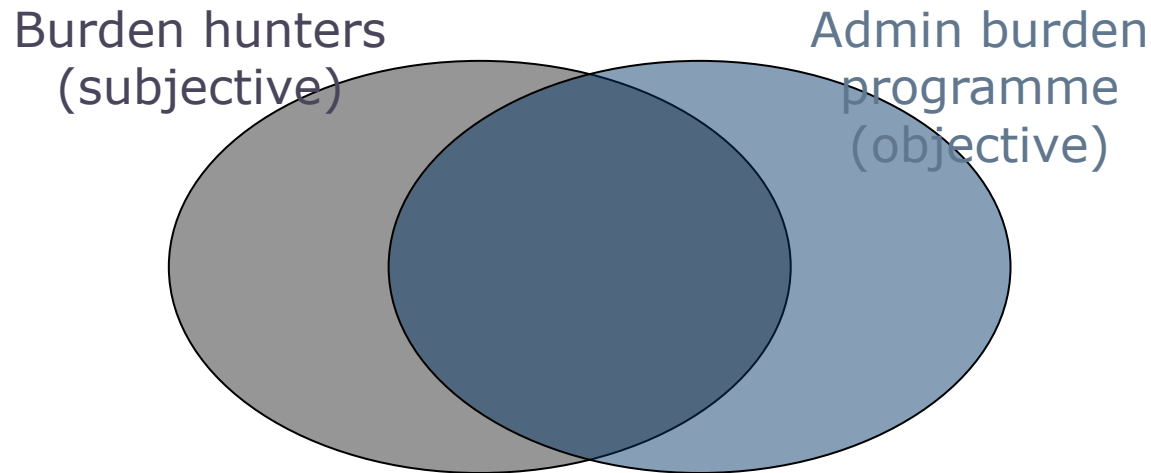- Strenghten Impact assessment

Regulation must be more cross-sectoral

A need to focus on secondary regulation

The Danish experience

- Criticism of the existing effort
- Supplement to SCM

Burden hunters
(subjective)

Admin burden
programme
(objective)

Purpose of the burden hunter technique

- Cutting the red tape that business experience as most irritating

- Allowing business to set the agenda and be heard

- User centered methods for collecting data and developing solutions

- Increase knowledge about why specific regulation is experienced as a burden to business – user behavior and efficient regulation

Objectives

- Identify 10-15 specific initiatives which addresses burdens experienced by business

- Develop a method that focuses on burdens experienced by business

What we wanted to accomplish

- Adjust regulation to reality in order to achieve greater compliance
- Find digitisation potentials

We do not want to deregulate

- But studying business standard practices can contribute to solutions that helps businesses comply with regulation

Aim

- contribute to the 25 % target
- map the irritation burdens as the enterprises see them
- come up with solutions that create burden reductions that the enterprises can feel

Method – step by step

1. Collection of existing knowledge about business irritations (e.g. SCM, Unions, studies, etc.)
2. Preparation and selection of businesses
3. Visits in businesses (quotes/ photo / video)
   - Combination of observation and interview
   - Studies of business processes (Flows)
4. Data analysis experts (matrix of burdens, reason and experiences, tacking of data)
5. Selection of Flows (LEAN studies)
6. Development of solutions/initiatives
   - Analysis of data in the project team – initiatives selected and developed
   - Workshops with businesses – user centered innovation of solutions
7. Political process

Nine experiences that produce irritation

1. Inflexibility
2. Lack of mutual obligation
3. Unfairness
4. Uncertainty and unpredictability
5. Pointlessness
6. Lack of respect
7. Lack of confidence in intentions and knowledge
8. Complexity
9. Powerlessness and lack of clarity in authorities' roles

Challenges

- Public sector culture with great reluctance to involve businesses in the innovative processes

- Working across ministries – plant and harvest challenge – who gets the benefits – manpower and money?

- Resistance towards the methodological approach, validity of data , questioning the validity of business experiences

- Resistance towards finding initiatives for real (competing political agendas)

- Disappointing businesses – it takes time before we see the final result

Communication campaign

- Background
  - Survey: burdensome communication - to much, to little, at the wrong time, wrong channel.

- Strategy
  - Communication when needed: when in the middle of it – not before, not after
  - Stamp on good solutions – connects solutions across ministries
  - Using existing channels: web, letters, newsletters ect.

- Expected effect
  - Use new solutions – if you don´t know, it´s no use
  - Positive perception of the work to reduce administrative burdens

LET ✓
Administration

The stamp:
Easy administration

Criteria for using the stamp

- **Initiative must**
  - be into operation
  - Make an actual difference
  - (if digital solution) be working well

- **Initiative must not**
  - be adopted but not in operation
 - Be the removal of a requirements that business still needs to do

What are the main communication challenges?

- The agenda gives burdensome communication: Don´t talk about it, just make administration easy.

- The communication strategy was not in place from the start

- We need more internal communication with focus on the need for communication

Communication as a way to get in the wished behaviour
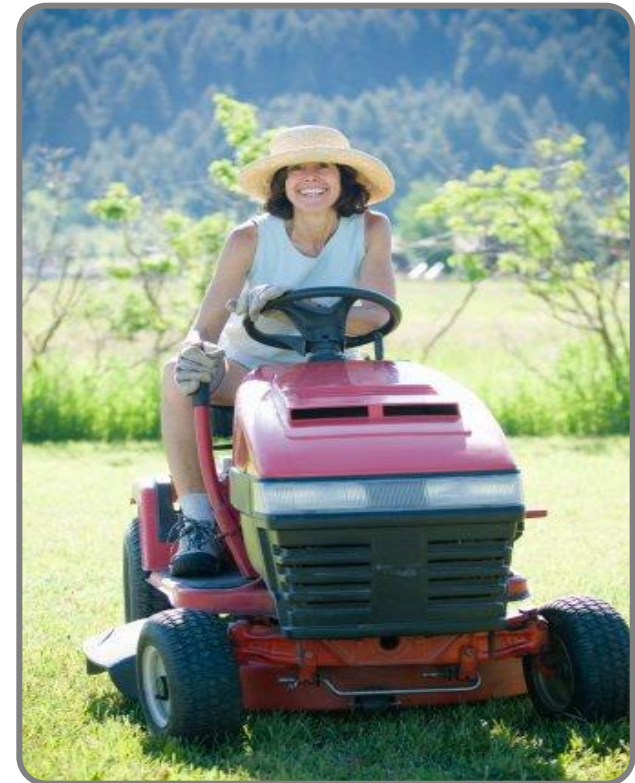
The Advice stakeholder survey

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