

Administrative Burden Reduction for Citizens

A European overview

14 May 2007

Content

1	Management Summary	4
2	Introduction	8
3	Towards a European cooperation on Reduction of Administrative Burdens for Citizens.....	9
	The way towards European cooperation first requires mutual understanding and exchange of experiences, it is too early yet for joint action plans	9
	Differences in attention for administrative burden reduction for citizens	10
	Not one optimal organisation of the reduction of Administrative Burden for Citizens	10
	More qualitative than quantitative determination of the burden.....	11
	ICT solutions show growing role in reducing Administrative Burden	12
	Sharing Dutch experiences within Europe takes careful and well timed approach.....	12
4	Further analysis of selected countries	14
	Bulgaria	14
	Denmark	17
	Estonia	19
	Germany	23
	Greece	25
	Latvia	27
	Luxembourg	30
	The Netherlands	34
	Portugal.....	37
	Spain.....	40
A	Overview of European factsheets.....	44
	Austria.....	44
	Belgium	45
	Bulgaria.....	47
	Czech Republic.....	48
	Germany	48
	Estonia	51
	Finland	53
	France.....	55
	Greece	57
	Ireland.....	59
	Italy	60
	Latvia	61
	Lithuania	63
	Luxembourg.....	65
	Malta	68
	The Netherlands	69
	Norway.....	71

	Poland.....	73
	Portugal.....	76
	Romenia.....	78
	Slovakia	79
	Slovenia	81
	Spain.....	82
	Sweden	84
	Switzerland	85
	United Kingdom	86
B	Overview of non-European factsheets	87
	Australia.....	87
	Canada	89
	Canada- British Columbia.....	90
	Canada- Province of Quebec	93
	Canada- Ontario	95
	India	96
	USA.....	98

1 Management Summary

This report gives an overview of the state of affairs in Europe around the Administrative Burdens of Citizens and investigates the possibilities of establishing an international network around this topic. The Netherlands are considering the installation of such a network. This network could increase awareness and improve knowledge sharing throughout Europe. The project has been carried out by PwC-Netherlands, assisted by colleagues in all Member States, for the Ministry of the Interior and Kingdom Relations, 'Programme Reduction of Administrative Burden for Citizens'.

The research has been carried out in two phases. In the first phase, all EU Member States and some countries in other parts of the world have provided input for two questions:

- In what way is attention paid to the reduction of Administrative Burden for civilians in your country?
- How is the reduction of administrative burden being organised?

In the second phase 10 countries have been selected for a quick scan to provide information in more detail. This concerned questions like:

- What kind of qualitative descriptions are used to determine Administrative Burdens for citizens?
- Are Administrative Burdens for citizens being measured in a quantitative way and, if yes, in what way?
- Are specific target groups taken into account separately and what role does ICT play?
- To what extent is the top ten of Administrative Burdens being recognized and can countries provide examples for the museum of needless policy.

The table below gives an indication of the response of the countries:

Country	Qualitative descriptions	Quantitative measurement	Specific Target Groups	Role ICT	Interest network
Bulgaria	Covered in general law, not for all new rules	Hardly	Only with regard to service delivery	Important, separate strategy	Positive, information exchange
Denmark	Estimate mandatory, focussed on quality and accessibility	No	No	Several projects, for instance creation of one common portal with access to all relevant public sector services	Positive, focus on quality of services
Estonia	No	SCM, only for businesses	No	Main instrument, lot of initiatives	Positive, exchanging knowledge
Germany	Attached to all new rules	Not yet decided	No	Important role	In favour of using SCM network
Greece	Not yet, "quality of new legislation" is slowly gaining attention, Citizens Service Centres	No	No	Important role	Positive
Latvia	Attached to all new rules	No	Yes, especially with regard to e-services	28 e-services defined and planned to be implemented	Probably positive
Luxembourg	Impact assessment form is used	Quantitative survey with regard to satisfaction	No	E-desk and exhaustive information available	Positive, connect to other networks
Netherlands	Yes	Yes	Yes, four target groups, nine profiles	Lot of E-government projects	Positive
Portugal	Concept is recent, not yet in regulatory practices	No measuring, Ex-ante test for new regulation	Only in the context of programmes, not broader regulatory policies	Important role, simplification of procedures	Interested in sharing knowledge
Spain	No description, however focus on simplifying procedures	Procedures with largest burden are measured	Situation specific	Level of Electronic Administration used to determine the burden	Exchanging knowledge

On average it is our impression that the reduction of administrative burden for citizens is in the phase of recognition and the making of plans. For the actual implementation and the presentation of results it is too early yet. Furthermore it is important to recognize that most initiatives are not taking

place under the umbrella of reduction of administrative burden but in programmes like improving government services, more efficient and effective government or electronic government.

From our inventory we learn that the way towards a more coordinated approach on a European level needs to be well-considered and requires conscientious timing. Finding a common scope and agenda will be a challenging task, regarding the large differences in the present situations. Existing differences can be explained by a number of reasons, of which cultural differences and differences in timing seem the two most important ones. Exchanging information on methods used and sharing successful initiatives is probably the first step to make towards a European coordination. The question whether this requires the installation of a European network on Administrative Burdens is not yet clearly answered. Several countries have indicated that similar initiatives already exist and question therefore the added value of a new network.

The way the process of administrative burden reduction for citizens is organised differs between countries. Based on the results of the quick-scan it is however impossible to indicate one best structure or approach. This highly depends on the domestic structures and policy choices concerning Administrative Burdens. Within Europe the responsibility for reducing administrative burdens is often appointed to a specific person or Ministry. It is important to ensure that, if a special cross-departmental body will be installed or if specific ministries are identified to be held responsible for achieving the reduction goals entities, sufficient status and instruments is provided to those entities to guide this process.

The analysis has indicated that qualitative definitions of administrative burden reduction are sometimes provided. However, not many countries have been focussing yet on quantitative definitions, e.g. measurements, for citizens; neither are they planning to do so. Only some of the Northern European countries seem to work with this. In general, quantitative identification of the burden is regarded as rather time consuming, requiring a lot of resources and not covering all the aspects. In this respect perceived burdens are at least as important as the burdens that are based on extensive measurements.

Many countries have reported a growing use of ICT to make the governmental services more efficient and easier accessible for citizens. Administrative simplification has benefited from the unprecedented and rapid development of ICT-based tools. These offer possibilities for greater coherence and efficiency in regulatory interactions between government, businesses and citizens. Networks already exist on this issue. It is our impression that these developments deliver opportunities for further exchange of best practices.

One of the questions we have explored in this project is whether the experiences from the Dutch Simplification efforts were recognized and/or could provide input for accelerating the reduction of Administrative Burden in other Member States. Our general conclusion is that the Dutch results and experiences can be useful in the acceleration of a European coordination; however this requires a careful and well timed approach. The Dutch Top Ten of Administrative Burden for Citizens is not

generally recognized, probably stemming both from national differences as well from methodological differences (quantitative versus qualitative). The museum of needless policy can work inspiring and attract attention. However it seems too early for countries to establish their own museum or contribute to a European museum. This probably first requires the settlement of national programmes, actions and results for the reduction of Administrative Burden.

2 Introduction

Within Europe, the attention for the reduction of Administrative Burden for businesses exists currently for several years. Businesses are confronted on a daily basis with many regulations imposed by the Government. A lot of countries are focussing on reducing the burden, finding its roots in information obligations. Lately, the focus is not only on businesses anymore, but also the attention for Administrative Burden for citizens is growing. The Netherlands is one of the countries that has this focus and is now exploring the advantages and possibilities for a more European approach.

This report gives an overview of the governmental attention for the Reduction of Administrative Burden in the EU member states. It is the result of an assignment of the Ministry of the Interior and Kingdom Relations, 'Programme Reduction of Administrative Burden for Citizens'. Parallel, within the same project, an overview of contact persons in all European member states has been made. The Netherlands are considering the installation of an international network on Administrative Burdens for Citizens. This network could increase awareness and improve knowledge sharing throughout Europe.

The information in this report has been collected by means of colleagues of PricewaterhouseCoopers in the EU Member States, and in some countries outside Europe with specific initiatives to the subject of Administrative Burden Reduction for Citizens. Our colleagues have identified and contacted the responsible persons in the respective Ministries. Together they have delivered the information that is now available in this report. In the first phase of the project all EU Member States have been asked to provide info on the attention paid to reduction of Administrative Burden in their country. Consequently 10 Member States have been selected for a quick scan to provide more information.

The structure of the report is as follows. Chapter 3 briefly discusses the general conclusions from the information provided by the different countries. These conclusions are related to the main questions of the Dutch Ministry in the beginning of the project. It concerns questions like:

- What are the differences and similarities in organising the reduction?
- How and to what extent are administrative burdens for citizens being measured?
- What role can/does IT play in reducing the Administrative Burden?
- What are the opportunities/thresholds for a European Administrative Burden Network?

This analysis has primarily been based on the information of the 10 selected Member States, although the information from the other 17 Member States has also been taken into account.

Chapter 4 provides the information for the 10 countries (including The Netherlands) that have been selected to provide in depth information on the reduction of administrative burden. Appendix A presents fact sheets with information that has been asked from all European Member States. Appendix B contains fact sheets on non-EU countries like India, Australia, Canada and the United States.

3 Towards an European cooperation on Reduction of Administrative Burdens for Citizens

The main objective of this project for the Dutch Ministry of Interior and Kingdom Relations is to explore the possibilities and to pave the way for a more European coordination with regard to the reduction of Administrative Burdens for citizens. This chapter describes our main conclusions with regard to this question. Our main conclusions are primarily based on the information that is shown in chapter 4 (for 10 selected member States), but also on the information for other countries (appendices A and B).

The way towards European cooperation first requires mutual understanding and exchange of experiences, it is too early yet for joint action plans

From our inventory, we learn that the way towards European cooperation needs to be well-considered and requires conscientious timing. Finding a common scope and agenda will be a challenging task, regarding the large differences in the present situations. Existing differences can be explained by a number of reasons. From the information we have collected we identify two main origins for the differences:

- Cultural differences: All Member States have their own specific legislation, habits, codes and values resulting in differences in importance of Administrative Burden;
- Differences in timing: Some countries already made steps towards reduction; others have identified the issue but still need to decide on the steps to be taken. Finally some countries have other priorities.

Some of these differences could also be purely coincidental. Countries have chosen specific ways/methods to deal with the subject, simply because they were not aware of initiatives and solutions chosen in other countries. For this reason, exchanging information on methods used and sharing successful initiatives is probably the first step to make towards a European coordination.

The question whether this requires the installation of a European network on Administrative Burdens is not clearly answered yet. Several countries have indicated that similar initiatives already exist (such as international networks for better local government and for electronic government) and question therefore the added value of a new network. They suggest that combining existing networks might be more optimal. Maybe in the long run this will pave the way to develop a common European vision on the reduction of Administrative Burden. This would strengthen the position towards the European legislators in Brussels.

Differences in attention for administrative burden reduction for citizens

From our inventory we learn that in most countries the primary focus with regard to Administrative Burden reduction is on business. However numerous countries indicate that specific programs for citizens do exist or will be next to work on. The accent of the activities differs.

1. Some countries are focussing on reducing bureaucracy.
2. Others focus on digitalizing governmental services.
3. Often, the reduction of administrative burden stems from creating a more efficient government.

E-government is often mentioned in the explanation on the different programs. It is being considered as the best way to organise public management in order to increase efficiency, transparency, accessibility and responsiveness to citizens, while reducing costs, bureaucracy and corruption.

Several countries have indicated that a lot of initiatives to reduce administrative burden for citizens exist, but putting them into practice is part two. Often, theoretically, programs exist, but no results have been reached yet.

Not one optimal organisation of the reduction of Administrative Burden for Citizens

Within Europe the responsibility of reducing administrative burdens is often appointed to a specific person or Ministry. Different civil service organisations focus on optimizing the effectiveness of their organisation while a central coordination is hardly being found.

An often used method is to make one or two ministries responsible for the administrative burden reduction program. They coordinate all plans and programs centrally. Every ministry has a contact person to translate the goals into plans for their specific ministry and to operate as the liaison for that ministry with the central coordination point. A specific cross - departmental body which is responsible for the reduction of administrative burden is also used, although not on a regular base.

The way the process of administrative burden reduction is organised differs. However, it is impossible and useless to indicate one best structure or approach. This highly depends on the domestic structures and policy choices concerning Administrative Burdens. Without an appointed responsible person or institute, the possibility of losing focus exists. Also, if different governmental organisations are working on the reduction of administrative burden for citizens, then parallel activities and efforts are put in achieving the same goal. Synergy is complex to achieve.

It is important to ensure that, if a special cross-departmental body will be installed or if specific ministries are identified to be held responsible for achieving the reduction goals entities, sufficient status and instruments will be provided to those entities to guide this process. One of the lessons from the fact sheets is that ideas are often translated into plans but implementation is still not done. The European approach should not aim to gain an answer on how to organise the reduction. Information and best practice sharing seem the first steps to make.

More qualitative than quantitative determination of the burden

The analysis has indicated that qualitative definitions of administrative burden reduction are sometimes provided. However, when focussing on quantitative definitions, e.g. measurements, the trend is that not many countries have conducted this for citizens. Neither are they planning to do so. Only some of the Northern European countries seem to work with this.

Within The Netherlands, the 25% reduction goal is the target upon which all specific plans are built. There are no other countries with such a target for Administrative Burdens for citizens. In the Netherlands, setting such a target has proven to be a convenient and good communication tool to the Parliament.

On the other hand, quantitative identification of the burden is regarded as rather time consuming and requiring a lot of resources. Furthermore, quantification can not always cover all aspects of the burden. The Dutch Administrative Burden reduction programme is therefore not only to reduce administrative burdens of all Dutch citizens with 25%, but also to make sure that specific target groups will have a noticeable reduction of their administrative burdens.

In this respect perceived burdens are at least as important as the burdens that are based on extensive measurements. A good example might be the request for a new passport. For an average citizen, it is commonly accepted that the procedures of applying for a new passport only every five or ten years, involves some time. The calculated burden on a national level is rather high due to the fact that it involves (nearly) all citizens. However, for disabled persons (although a small group within the total population) the perceived burden of going to the city hall is much higher. For instance Denmark states, that there are other things with which the citizens are much more concerned and which therefore are more important. As the average person is furthermore expected to have relatively few hours of administrative work per year, it is judged that focus on measurement would have less effect than focussing on e.g. the quality of service provision. This last aspect is impossible to describe quantitatively.

ICT solutions show growing role in reducing Administrative Burden

A European trend seems to be the use of ICT to make the governmental services more efficient and easier accessible for citizens. Almost all countries mention e-government programs. Simplification tools aim at improving the management of governments' information requirements to free time and resources of those affected by the regulation. In effect, they provide mechanisms by which government's broad simplification strategies are implemented. These instruments also have the effect of improving transparency and accountability of administrative regulations.

Simplification tools are generally applied in three areas. These are often closely intertwined (OECD, 2007):

- Information dissemination: making regulatory information requirements easily and cost-efficiently available for relevant target groups;
- Transactional aspects: enabling and facilitating regulatory information transactions between authorities and business and citizens;
- Sharing of information: common storing and sharing information required according to regulations between different government bodies.

Administrative simplification has benefited from the unprecedented and rapid development of ICT-based tools. These offer possibilities for greater coherence and efficiency in regulatory interactions between government, businesses and citizens. ICT mechanisms are essential tools for burden reduction as they are important physical enablers and involve a mix of information dissemination and transactional aspects. In this way, the efforts to administrative simplification and reduction of administrative burdens link to the broader agenda of e-government. The political goal of reducing the burdens is an important driver for e-government in many countries. For instance the description of E-government in Estonia in chapter four provides some interesting examples.

Sharing Dutch experiences within Europe takes careful and well timed approach

One of the questions we have explored in this project is whether the experiences from the Dutch Simplification efforts were recognized and/or could provide input for accelerating the reduction of Administrative Burden in other Member States. Three specific products of the Dutch efforts have been used for this:

- The Dutch Top Ten of Administrative Burden of citizens;
- The target group approach;
- The museum of needless policy: absurd examples of unnecessary policy that was not relevant anymore and has been or should be abolished.

Our general conclusion from these three examples is that they can be useful when it comes to cooperation on a European level; however this requires a careful and well timed approach. The Top Ten is not generally recognized, probably stemming both from national differences as well from methodological differences (quantitative versus qualitative). The museum of needless policy can work inspiring and attract attention. However it seems too early for countries to establish their own museum or to contribute to a European museum. This probably requires first the settlement of national programmes, actions and results for the reduction of Administrative Burden.

Top Ten not commonly recognised

The Dutch Top Ten is not commonly recognised by the different member states. This might be a consequence of the limited qualitative and quantitative measurements conducted throughout Europe. The Netherlands have extensively measured the qualitative and quantitative administrative burdens. Therefore, the identification of a Dutch Top Ten is less of a sinecure than for other European countries. Therefore it is rather challenging to compare the subjects in the Dutch Top Ten with specific country characteristics. The information is often not present in those countries. This is also the reason why some countries choose not to provide this information because of the existing risk to mislead the reader.

Too early for a European Museum of Needless Policy

One objective of the inventory was to provide input for extending the Dutch museum towards a European Museum of needless policy. Although in the beginning of the project several countries seemed eager to provide more information on what they are doing, countries became more reluctant, during the further analysis, to provide the requested information with regard to the museum. Therefore only a few examples for the museum have been identified. The possibility exists that this is connected with the remarks that implementation has not been fully realised, although plans to reduce the administrative burden exist. In this phase (absurd) examples of needless policy are simply not present yet or it might be too confronting to reveal them before actual action has been taken.

4 Further analysis of selected countries

Appendix A shows the global inventory of Member States' attention for Reduction of Administrative Burden for Citizens. Based on this inventory nine countries have been asked to provide more information. Representatives of these countries have been requested to provide more info on:

- What kind of qualitative descriptions are used to determine Administrative Burdens for citizens?
- Are Administrative Burdens for citizens being measured in a quantitative way and, if yes, in what way?
- Are specific target groups taken into account separately and what role does ICT play?
- To what extent is the top ten of Administrative Burdens being recognized and can countries provide examples for the museum of needless policy.

This chapter shows the answers to these questions for the selected countries and the Netherlands.

Bulgaria

The modernisation of the Bulgarian administration has been a priority on the agenda of the Bulgarian Ministry of State Administration and Administrative Reform. One of the main objectives is the facilitation and improvement of administrative services for citizens and business. This is implemented by the One Stop Shop (OSS) concept and development of e-government. The OSS concept implements both the Bulgarian government's programme "People are the Wealth of Bulgaria" and its underlying priorities in the field of public administration and the Strategy for Modernisation of Public Administration – from Accession to Integration.

Qualitative definition of administrative burden reduction for citizens

In Bulgaria the new Law on Restriction of Administrative Regulation and Administrative Control on Business covers the issue of Reduction of Administrative Burden. This law holds only for businesses, while no specific attention is given to citizens. The law does not prescribe a qualitative description of the effects of the administrative burden and is not attached to all new rules, regulation and laws.

In Bulgaria, supervision and control have a large effect on the level of administrative burden. There is a focus in the policy to reduce these effects. There are provisions in the general laws and in the special laws about the control procedures. The control over the business is considered as a burden in the Law on Restriction of Administrative Regulation and Administrative Control on Business. On the other hand, the public management theory accepts the strengthening of the ex-post control as a way for liberalization of the state control by starting with business activities where the most burdens are.

With regard to citizens, specific target groups like elderly people and unemployed people are taken into account separately when it comes to service delivery. However, this is not done in the context of reducing the administrative burden, neither does measuring take place.

ICT plays an important role in the reduction of the administrative burden. The draft of the Law for Governance is prepared and adopted by the Committee of Ministers. The first reading has passed the parliament. The second reading is expected. There is a strategy for E-governance in force. A lot of budget founded projects about technical equipment and software for the administrations have started or are already finished. The Law for protection of personal data is in force which may prevent an effective exchange of information and data.

Quantitative definition of administrative burden for citizens

In Bulgaria only main obligations which lead to administrative burden following from regulation are being measured. There are, however, limited measurements on the purpose of RIA, but this is not done on a regular basis.

International network

Bulgaria would support a network working on Reduction of Administrative Burden for citizens, although the priority of the Ministry these days is on reduction of administrative burden for business. Taking into account the next upcoming priority to apply a strategy for reduction of administrative burden for citizens, Bulgaria would appreciate any ideas, information exchange, good practices and benchmarks. An active contribution to the network is appreciated.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	Moderate	Possibility for electronic submission of tax-declaration and for electronic payment of the taxes
Law on Passport	None	Very modern and clear regulated system for issuing of passports and ID cards. Possibility for choosing of different time for issuing (with different fees regarding rapidity)
Law on Social Security	High	
Law on Health insurance	High	
Law on Work and Income	Low	The obligations and burdens are related more to the employer rather than to the worker
The Civil Code		
Law on Road traffic	Moderate	
Law on Housing		
Law on Inheritance	None	Very low inheritance taxes or absence of taxes by close relatives
Law on Monuments	Moderate	Difficulties by restructuring or trade with private real estate property recognized as a national monument

Denmark

Currently, there is no explicit programme for reducing the administrative burdens for citizens in Denmark when it comes to existing regulation. The primary focus in Denmark at the moment is on improving the quality of the public sector services. Therefore the Danish government has launched a reform work having this as its goal. The initiatives in the reform will be made public later this year. The Ministry of Finance is responsible for better regulation. It is coordinated by the “Centre for Administration Policy” in the ministry.

There are numbers of concrete projects focused at making the public sector more accessible for citizens. Some of these are digital - e.g. the creation of one common portal with access to all relevant public sector services across different levels of government and different sectors. Another project - however not only digital - is to create more coherent workflows between different authorities.

Qualitative definition of administrative burden

When it comes to new regulation it is mandatory to qualitatively estimate whether the new legislation implies new administrative burdens for citizens. The main focus of citizen orientated work in Denmark is therefore not on measuring administrative burdens – although there are interesting projects who will have that effect (besides the above mentioned there is also an e-Income project, which will create a single register with all income related data from the citizens – this will make life easier for citizens when applying for different things, when filling out tax forms etc.). The main focus is on improving quality and accessibility. Till now specific target groups like elderly or disabled people have not been taken into account separately.

Participation in a network

Denmark shows interest to participate in a network. However, it is for the time being not the Danish opinion that focussing on the measurement of reduction of administrative burdens will provide the most useful results for the citizens. Other things like the quality of public sector service might be more important.

Analysis of Top Ten

The administrative burdens for citizens are not being measured in Denmark. It is therefore not possible to answer the question. Instead of this, a qualitative reaction has been given in the “explanation” column.

Top Ten Administrative Burden	Level	Explanation
Law on Income tax		It is likely that income tax is a regulation area that implies administrative burdens for citizens.
Law on Passport		It is likely that pass port is a regulation area that implies administrative burdens for citizens.
Law on Social Security		It is likely that social security is a regulation area that implies administrative burdens for citizens.
Law on Health insurance		It is not likely that "application for medical prescription" is a regulation area that implies administrative burdens for citizens.
Law on Work and Income		It is likely that there are some administrative burdens in relation to application for unemployment benefit.
The Civil Code		It is likely that the notorial act is a regulation area that implies administrative burdens for citizens. This area will, however, be digitalized from year 2008.
Law on Road traffic		It is likely that registration and technical inspections of cars is a regulation area that implies administrative burdens for citizens. The registration of cars will, however, be digitalized from 2007/08.
Law on Housing		It is likely that there are some administrative burdens in relation to building permits.
Law on Inheritance		It is not possible to answer the question.
Law on Monuments		It is not possible to answer the question.

Museum

In general it is felt that Denmark is much more concerned with the administration of rules than the rules themselves. Therefore within the time scale of the project we did not find "an outdated rule" for the museum.

Estonia

Estonia is interested in administrative simplification and reduction of administrative burden for citizens. While the standard cost model has been applied to administrative burdens related to enterprises it has not yet been done in case of citizens. So far the main instrument for reduction of administrative burden has been the development of standards of public services e-solutions (X-Road, eCitizen portals: please see <http://www.mkm.ee/index.php?id=8419>), but these developments have not been supported with administrative burden measurements.

The Coalition Agreement of Estonia aims at development of more user-friendly and accessible public services through IT-solutions and regional service centres.

Qualitative definition of administrative burden reduction for citizens

In Estonia new rules, regulation and laws do not require a qualitative description of the effects of the administrative burden; neither are specific target groups (e.g. elderly people, unemployed people and chronically sick people) taken into account separately.

Information and Communication Technology (ICT) plays an important role with respect to the reduction of administrative burden. There are a lot of e-government examples which have helped to improve the quality of public service and lower the administrative burden towards citizens. The website => www.fin.ee/estonian_quality was developed for the 4th Quality Conference for Public Administration in EU, in Tampere, Finland September 2006. It introduces some of e-government solutions that have been developed in Estonia.

- "Mother's salary" – in 2005 or 2004 the government introduced the subsidies for all mothers giving birth (retaining their salary for 1 year after the birth of a child). The application for such a support was made relatively easy for the parents – they needed to fill the application in the web. All the checks between registers were done automatically. The project won an innovative public service award in the annual public service conference.
- E-Tax authority - All citizens can submit their income tax statement via the web. The statement is pre-filled and it takes usually only 10-15 minutes for the citizen to submit the declaration. App. 80% of all declarations is submitted currently electronically.
- E-voting – this year it was possible to elect the parliament electronically for the first time in the world. App. 5% of the total number of voters used that opportunity (app. 30 000 people)
- The State Examinations Centre implemented a couple of years ago a system where the pupils can check their State Exam results via web.
- Today I Decide (www.tom.ee) – it is web solution for citizens giving ideas for the government or to ask relevant questions. It is a kind of a stakeholder/citizen involvement

mechanism. However, it has not provided the expected results, but still they consider expanding it a bit more.

In Estonia supervision and control has a large effect on the level of administrative burden. The policy in Estonia also has a focus on the reduction of these effects. It is done indirectly – through Information Society Development Plan. A lot of "social services" have been delegated to the Local Government level. Therefore the major issues are at the Local Government level (the majority of the interaction (that also means control) between the citizen and the state is happening at the Local Government level). At the central government level a service level agreement system has been introduced, but this does not apply for the local government, where the majority of the services is provided.

Regulation with respect to privacy may prevent an effective exchange of information and data. The privacy aspect is an important issue in the policy on the reduction of administrative burden. There is no Law stating that in case the government institution can obtain the necessary personal data from another government institution, it has no rights to require this information from the individual. However, the officials have noticed this as an issue.

Quantitative definition of administrative burden for citizens

Only the main existing information obligations which lead to administrative burden, following from regulation are measured. SCM is used, except for measuring administrative burden towards enterprises. This is also with a limited scope i.e. only a few studies have been conducted. With regards to administrative burden towards citizens there are no plans whether to use SCM or some other approach.

Only the most extensive new regulation is measured on the effects of administrative burden for enterprises. Actually Regulatory Impact Assessment is done for the most important legal acts (e.g. environment-friendly tax system reform). Currently, the Ministry of Justice is developing a checklist for a simple regulatory impact assessment. For administrative burden a separate checklist is developed by Ministry of Economic Affairs and Communications. These 2 checklists are not integrated at the moment – it is planned to analyse how to link these 2 documents in the near future.

International network

Estonia is interested in exchanging knowledge, experience and good practices with other European Countries about the reduction of Administrative Burden for Citizens.

More information is needed before actual decisions on actively contributing to the international network, e.g. providing input for a reoccurring newsletter can be made.

The MoF officials are open to give Estonian experience to other countries. But as the administrative burden towards citizen is not a highest priority in the MoF agenda, they would not like to contribute too much. In addition, the MoF officials take part of the IPSP – Innovative Public Services Group – where they get additional ideas for lowering the administrative burden. Therefore being part of a new network is not 100% needed, but is beneficial.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	Low	There is a possibility to submit tax declarations electronically, which takes 10-15 minutes. It is also important to know that the tax declaration is pre-filled by the Tax Authority and therefore the citizen usually do not need to provide additional information – just push “I confirm” button. By now app. 80% people fill their declaration in web!
Law on Passport	Low	It is possible to apply for passport and ID-card via web. There are service level agreements for how long the Citizenship and Migration Board can administer the applications. The passport is not obligatory for citizens, however the ID-card is.
Law on Social Security	Moderate	Cannot comment as we do not possess specific knowledge about that. But for example people receiving subsistence allowance need to go to the Local Government institutions every month to prove that they need the support.
Law on Health insurance	Moderate	At the moment the information is moved from one institution to other by the client/citizen. E.g. if you brake your leg and end up to the Emergency Unit then in order to get the “sick leave certificate” you need to go next day to your Family doctor who issues that and take it to your employer.
Law on Work and Income	Moderate	E.g. unemployed persons have to go to the Labour Market Board offices every month to prove that they are not employed.
The Civil Code	Moderate	Recently an electronic e-Notary system was implemented. However this is mainly targeted towards enterprises than citizens.

Law on Road traffic	Low	<p>An electronic Car Registers Centre is being developed currently. There is no need to go to technical inspection every year (for new cars after 2-3 years). However further improvement is needed e.g. in case of renewal of driving licence a person needs to go to the Centre and apply for the licence again (in comparison where this is done in advance by the Centre)</p> <p>From positive side several e-examples can be provided:</p> <ol style="list-style-type: none"> 1) m-parking – it is possible to park your car using mobile phone 2) e-ticket – in public transport it is possible to use (a) ticket bought via mobile (b) ticket that is “put” on your ID-card (chip card)
Law on Housing	High	Applying for building permits is quite difficult – have to go to several Local Government institutions to get acceptance.
Law on Inheritance	Low	We do not possess specific knowledge about that topic + we did not consider it to be a significant problem in Estonia.
Law on Monuments	Low	We do not possess specific knowledge about that topic + we did not consider it to be a significant problem in Estonia.

Germany

The reduction of administrative burdens for citizens is on the political agenda as well as the reduction of administrative burdens for businesses and administrations. The contract of the big coalition has generally attached a great importance to the reduction of administrative burdens and the reduction is a centrepiece of the programme "Better Regulation" of The Federal Government of April, 25th 2006.

Until midyear the measurement of administrative burdens for businesses will be finished and according to the time schedule afterwards the measurement of administrative burdens for citizens and administration will start. Burdens for businesses have got first priority in public discussion; the burdens for citizens were not discussed very intensively yet.

Qualitative definition of administrative burden reduction for citizens

A qualitative description of the effects of the administrative burden is attached with all new rules, regulation and laws. Specific target groups like elderly people are not taken into account separately. ICT, however, plays an important role in this burden reduction.

In Germany, the policy does not focus on the reduction of the effects of supervision and control on the level of administrative burden. In Germany another discussion is held which dominates the reduction of AB. It is the misuse of social benefits. People getting social benefits without fulfilling the criteria. Examples are social welfare, unemployment benefits or the health insurance system. However, we do discuss the issue that there are not enough resources for adequate controls.

Quantitative definition of administrative burden for citizens

Main priority for the Cabinet decision from 26th of April 2006 is to reduce administrative burdens for companies. In addition, the decision includes the option to identify and simplify information obligations (IO) for citizens. As the measurement of the burdens for companies started in January 2007 by the Federal Statistics Office, it is yet not decided when these IO for citizens will be measured.

International network

Prior to establishing a new network, Germany recommends using the existing international SCM network to discuss the issue. Therefore, Germany does not intend to actively contribute to this new network.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax		Germany chooses not to provide this information because it would result from speculations or assumptions. The measurement has not been done yet. Therefore, they do not want to communicate about possible results. It can be said, however, that Germany is quite similar to The Netherlands. Law on income tax is most burdensome.
Law on Passport		
Law on Social Security		
Law on Health insurance		
Law on Work and Income		
Law on Legal Affairs		
Law on Road traffic		
Law on Housing		
Law on Inheritance		
Law on Monuments		

Museum

The tax card/operational control ticket is on its way into the museum. But it has not arrived yet. The data concerning the income tax of an employee is given by the employer via ITC to the tax authorities. In addition, the employer had to fill in the tax card and hand it out to the employee. The employee then had to give it to the tax authorities. In the future, the tax card will no longer be necessary.

Greece

Reduction of the Administrative Burden for Citizens and Enterprises is on the political agenda. During the last elections (March 2004) the party that won had among its central slogans the “re-establishment” of the state, with focus on serving the citizen. The Ministry of Interior, Public Administration and Decentralization bears the main responsibility for supervising the effectiveness of public administration, and has a Directorate for Administrative Simplification and Productivity.

Qualitative definition of administrative burden reduction for citizens

In Greece, the effects of the administrative burden attached with new rules and regulations are not described qualitatively. The concept of "quality of new legislation" is something that is slowly coming to the forefront. In June 2006 the Prime Minister has issued a circular to all his Ministers requesting that all new legislation be reviewed (before its submission to Parliament) centrally for the quality of the regulations introduced. However, this is only slowly being complied with, and, most importantly, there have not been any explicit criteria introduced to evaluate quality.

Additionally, The Minister of Public Administration (who is primarily responsible for reducing bureaucracy) has assigned a project to certain academics to produce a software tool that will guide those drafting new laws to improve their quality. This tool has been presented at a half-finished stage two years ago, but there has been no information on its final delivery, or of any pilot implementation. The expectation is that it remains an academic research project.

Specific target groups are not taken into account separately. The usual approach in Greece is not citizen-centered, since it is focusing on operational simplification. That is why specific needy groups are not addressed with regard to their specific needs.

ICT plays an important role. The major idea that has helped citizens so far to cope with bureaucracy is not the reduction in paperwork required for various reasons, but the fact that Citizens' Service Centres exist now in every municipality acting as one-stop-shops where one can ask for certificates etc originating from most Ministries, and obtaining them through these centres. This means that the same papers are still needed, but considerably less time is spent visiting government agencies to obtain them. It has played a critical role in making this work.

The policy in Greece also focuses on the reduction of the effects of supervision and control. A large part of the administrative burden for citizens in Greece is due to certificates of various agencies that prove that you are really who you state you are, that you are compliant with your tax and social security obligations, and to a smaller extent that you have certain other qualifications required for some procedures. If these types of certificates fall under the category of "control", then these are the initial focus of discussion in Greece.

The privacy aspect is not an important issue in the policy on the reduction of administrative burden. Although protection of privacy has become an important and very visible issue in Greece recently, it cannot be said that this is the obstacle for not taking action to reduce the administrative burden.

Quantitative definition of administrative burden for citizens

None of the existing or new regulation is measured on the effects of administrative burden. Politicians talk in abstract ways about reducing bureaucracy, but none have actually in concrete ways undertaken action. Many unsuccessful attempts have been made over the past which is not a good starting point to start with the project.

International network

Greece is interested in exchanging knowledge, experience and good practices. However, it is thought that there may be almost nothing to contribute to.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	High	The tax Return is simple if you have income from salary sources only (or equivalent), without house ownership. In all other cases it becomes complicated, and it is very usual that one required the services of a specialist. Tax advisers for this purpose thrive in Greece. There are probably as many small practices (with 1-10 people) as there are pharmacies
Law on Passport	Moderate	The procedure has recently been simplified, because it is now done through the police stations all over the country. Normally passports are valid for 5 years
Law on Social Security	High	People who apply for assistance on the basis of the Law on Work and Assistance have a lot of paperwork. As a measure of supervision and control some people must submit a "legitimacy form" each month. In these forms citizens have to indicate among others in which way they have applied for jobs.

Law on Health insurance	High	Most of the administrative burdens relate to the application for medical prescriptions. Additionally, because quite a number of diagnostic test are outsourced to the private sector, a lot of paperwork and waiting in queues is involved for the insured to get back the paid for the tests
Law on Work and Income		
The Civil Code	High	This and many more burdens exist in Greece. There is no central Registry, so there is a separate procedure to validate titles for land, with many difficulties. You also need to proof that you are tax compliant etc. Additionally, above a certain value of the transaction, you are obliged to have a lawyer to be present in the signing of the deed, with his fee specified by law as a percentage of the transaction value.
Law on Road traffic	Low	The administrative burdens related to this law are caused by periodic technical inspections of cars; the frequency is less than once a year.
Law on Housing	High	There are so many burdens in obtaining a permit for building a house that only a well trained professional can cope. Even for the smallest building or even addition, the citizen always hires an engineer to do the paperwork, even if he is later not needed to become involved in the work at all (for example to obtain permit to re-paint the façade of a building).
Law on Inheritance	Moderate	
Law on Monuments	High	All of Greece is full of remnant from all ages. This is a huge problem both for citizens and for corporations

Latvia

The reduction of administrative burdens is one of the priorities of the government of the Republic of Latvia. The reduction of administrative burdens has been included as one of the priorities in various national strategic planning documents, e.g., National Lisbon Programme for the period of 2005 – 2009, National Strategic Reference Framework for the period of 2007 – 2013.

The reduction of administrative burdens has been planned not only for citizens but also for businesses in order to develop favourable environment for investment and work. Also, several strategic planning documents exist in the area of e-service development for the population.

These focus on optimisation of the state institutions and municipalities to reach fast, convenient and qualitative e-services for population, e.g., e-governance programme for the period of 2005 – 2009. E-services, planned to be introduced, will lessen administrative burdens considerably.

Qualitative definition of administrative burden reduction for citizens

A qualitative description of the effects of the administrative burden is attached with all new rules, regulation and laws. New policy documents (e.g. e-Government Development Program), new rules, regulations are currently being developed.

Herewith, specific target groups (e.g. elderly people, unemployed people and chronic sick people) are taken into account separately. As a result of implementing e-services (for example, E-Government service: declare the place of residence electronically (see → <http://ec.europa.eu/idabc/en/document/6461/353>) people will be given the opportunity to obtain the government services remotely. Needs of all the groups of society (especially those of disadvantaged groups of society) are taken into account when developing e-services.

Information and Communication Technology (ICT) plays an important role with respect to the reduction of administrative burden. Currently there are around 28 e-services defined and are planned to be implemented (e.g. e-Learning, e-Health, e-Government services etc.).

Declaring the place of residence is a good example. There are other services being designed and planned to be implemented in the future, e.g. on-line submission of tax declarations.

Also in Latvia, supervision and control has a large effect on the level of administrative burden. The policy in Latvia, therefore, focuses on the reduction of these effects through information availability on Internet.

Regulation with respect to privacy may prevent an effective exchange of information and data. Also in Latvia, the privacy aspect is an important issue in the policy on the reduction of

administrative burden. The privacy of personal data is protected according to Personal Data Protection Law.

There is a State Administration Structure Law, which states that in case the government institution can obtain the necessary personal data from another government institution, it has no rights to require this information from the individual.

Quantitative definition of administrative burden for citizens

There are currently no specific set of measures defined in order to quantify administrative burden from existing obligations, but there are some measures for reduction of administrative burden included in the EU Structural Funds and Cohesion Fund planning documents for upcoming planning period, e.g., ESF Operational Program "Human Resources & Employment". For example, the decrease of administrative burden for enterprises by the year 2013 is 5 %. The decrease of administrative burden for citizens is 5-10 %.

Only the most extensive new regulation is measured on the effects of administrative burden. The Standard Cost Model is not being used to quantify the administrative burdens.

International network

It is assumed that the Secretariat of Special Assignments Minister for Electronic Government Affairs would be interested in participating in an international network. This should still be discussed with Secretariat of Special Assignments Minister for Electronic Government Affairs. An active contribution to the international network, e.g. providing input for a reoccurring newsletter is one of the possibilities.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	Moderate	This requires a large number of declarations to be submitted for State Revenue Service.
Law on Passport	None	There is no specific Law on Passport. The procedure for citizens is simple.
Law on Social Security	High	This law requires quite some paperwork, although the procedure does not require people to supply a legitimacy form each month.

Law on Health insurance	Moderate	As a result of implementation of E-Health initiatives, the administrative burden relating to medical prescriptions will be reduced significantly, since the prescriptions of medicine will be prepared electronically.
Law on Work and Income	None	
The Civil Code	Moderate	There is some paperwork required.
Law on Road traffic	Low	No detailed information available. The technical inspection procedures are highly developed. They require little or no paperwork at all.
Law on Housing	Moderate	No detailed information available. Building permits will be partly made available on-line as a result of e-services development.
Law on Inheritance	Moderate	No detailed information available
Law on Monuments	Low	No detailed information available

Name: Completed by PwC Latvia based on the knowledge and experience in e-government field
Organisation: Secretariat of Special Assignments Minister for Electronic Government Affairs.
Secretariat has not been involved in the process. We have provided information based on our knowledge and experience.

Luxembourg

To ensure that public services provided by the government to citizens, are and will remain adapted to the needs of society, the “**Ministère de la Fonction Publique et de la Réforme Administrative**” adopted in 2002 a plan.

The « **Plan directeur de la gouvernance électronique** » articulates a series of interdependent projects which improve transparency, ensure inclusion, improve efficiency and effectiveness of public services, improve country competitiveness, allow knowledge and information management and finally reach the 2010 objectives.

Qualitative definition of administrative burden reduction for citizens

A qualitative description of the effects of the administrative burden attached with all new rules, regulation and laws is not conducted. However, an "Impact assessment form" needs to be submitted with all new project laws or proposals for change. The considered impacts are the following:

- Objective of the project
- Target groups
- Impact on enterprises
- Impact on citizens
- Impact on administrations
- Criteria for analysis

Specific target groups are not taken into account separately. The target groups are given above. For citizens, the impact assessment form considers: direct and indirect tax, social charges, income charges, guarantees, others. In addition, administrative charges are also considered.

ICT plays an important role. There is an e-desk, plus exhaustive information available on line. Also administrative documents can be downloaded and/or submitted on line. Most administrative issues in Luxembourg are handled by the Municipalities. The only apparent risk is posed by the digital divide.

Also in Luxembourg, the policy focuses on the reduction of the effects of supervision and control. The privacy aspect is an important issue in the policy on the reduction of administrative burden. The National Commission for the Protection of Personal Data (CNPD) has been created in 2002. The government plans to reform the existing law on data protection. A new law is currently under discussion.

Quantitative definition of administrative burden for citizens

All existing information obligations which lead to administrative burden are measured. A survey has been carried out in different enterprises. Also all new regulation is measured on the effects of administrative burden. The general law making procedure is to carry out an impact analysis on a draft law with regard to financial impacts and administrative burden.

In 2002 a quantitative citizen's survey has been carried out in order to assess their satisfaction with the general reception and general relations with the Administration. An update is planned for 2007, which is part of the administrative reform and the quality approach.

International network

Luxembourg is interested in sharing good practices knowing that there are already similar mechanisms and networks in place (e.g. OECD Conference on Quality in 2007/Paris, Initiative "citizens at the centre of public service", the European Network of Public Administrations) which should be integrated into a new international network. An active contribution to the international network is one of the possibilities.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	Moderate	Income tax declaration is done once a year, and could be done either on paper or on electronic support. The procedure is not too difficult but the knowledge of income tax law is still necessary to totally optimise income tax declaration.
Law on Passport	Moderate	The passport renewal cost is 30 Euro and citizens introduce their demand at the Municipality.
Law on Social Security	Moderate	The Law on Social Security covers pensions, allowances, etc. Administrative procedures for liberal professions are more complex. As an example, for citizens employing household staff, administrative procedures have been simplified. Regarding unemployment benefits the administrative burden is heavier at the application stage, requiring numerous documents from different administrations. Once the unemployed status is granted, citizens who qualify for unemployment aid must report every fortnight at the Administration of Employment.

Law on Health insurance	Moderate	Health insurance: sending of invoices for reimbursement which will take one to two months. "Assurance dépendance" which covers persons with disabilities and their dependents. In addition, pharmaceuticals available on prescription are for the major part covered by the Health Insurance.
Law on Work and Income	High	A reform project (No 5611) is currently under way. It concerns measures promoting (mainly youth) employment and necessary changes to improve the situation of unemployed persons. It also covers overtime and income tax legislation.
The Civil Code	Moderate	When buying a house it is obligatory to call in a notary for the notarial act. The cost is however moderate.
Law on Road traffic	Low	National Ministry of Transport is in charge of matters related to road and air transport, including citizen's driving licenses (e.g. renewal). The yearly inspection of cars is handled by invitation of the Administration in charge, after three years following registration of a new car. Otherwise it is done on a yearly basis. There are no indicators of excessive administrative burden.
Law on Housing	Moderate	"Housing assistance" exists; also, a general city plan is applied.
Law on Inheritance	Low	For lineal inheritance there are no succession fees. Death declarations are done at the municipal level. The administrative procedures are currently undergoing improvement efforts from a quality/human perspective.
Law on Monuments	Moderate	Certain constraints with regard to the Administration of Buildings and Monuments.

The Netherlands

There is a specific Programme on the Reduction of Administrative Burdens for Citizens in The Netherlands. The aim of the Programme is to reduce the administrative burdens for Citizens with 25% in December 2007 as compared to 2002.

Since February 2007, a new government is in place. The reduction of administrative burdens is again an important part of the coalition agreement. However, the agreement still has to be worked out. Up to now it is not yet clear how the reduction of administrative burdens for citizens will be worked out by the new government.

Qualitative and quantitative definition of administrative burden reduction for citizens

All new laws which have consequences for administrative burdens have a description of the quantitative and qualitative consequences for businesses and citizens.

The Dutch Programme focuses on four target groups. Out of these target groups the following profiles have been created: the benefit claimant, the volunteer, the disabled child, the senile older person, the average family, the healthy older person, the chronically ill, the disability benefit claimant and the unemployed. These people suffer relatively more from administrative burdens than other citizens.

The aim of the programme is not only to reduce administrative burdens of all Dutch citizens with 25%, but also to make sure that these specific target groups will have a noticeable reduction of their administrative burdens.

ICT plays an important role in reducing administrative burdens in The Netherlands. ICT makes services of the government more accessible. The most important e-government projects which are being developed are: e-forms, the Personal Internet Page, DigiD (Electronic Identification) and a system of Authenticated Key Registers (citizens are only obliged to deliver information once).

In the Netherlands there is a discussion about putting the Citizen on the central stage. This means that the government should trust the citizen more. Thus, governments should not build threshold for people who apply for a government service, and should lower the controls on there services, so people feel that they are being trusted and that they have less administrative burdens.

On the other hand, people who misuse the government services will be punished more severely.

Regulations with respect to privacy can make the exchange of data between governmental organisations difficult. However, by using ICT and secure electronic authentication methods, the exchange of personal information will become possible in the future.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	High	Each year citizens must apply for the Income Tax Return and Provisional Rebate. Many citizens find it difficult and call in a fiscal advisor for help.
Law on Passport	High	Even though the citizens do not need to apply for a passport each year, there are 2, 5 million applications a year.
Law on Social Security	High	People who apply for assistance on the basis of the Law on Work and Assistance have a lot of paperwork. As a measure of supervision and control some people must submit a "legitimacy form" each month. In these forms citizens have to indicate among others in which way they have applied for jobs.
Law on Health insurance	High	Most of the administrative burdens relate to the application for medical prescriptions.
Law on Work and Income	High	The registration for a benefit and the intake for a reintegration programme lead to administrative burdens.
The Civil Code	High	When buying a house it is obligatory to call in a notary for the notarial act. This is one of the most important burdens originating from the Civil Code.
Law on Road traffic	High	Most of the administrative burdens related to this law are caused by the yearly periodic technical inspections of cars.
Law on Housing	High	Most of the administrative burdens resulting from this law relate to the applications for building permits. In case of a permit for a new house, people often need to hire an architect or building contractor for the requirements in the application
Law on Inheritance	High	As in the case of the law on income tax, due to the difficulty of the declaration of inheritance tax, people often (have to) hire a fiscal advisor. Other will have to spend a lot of time filling in the forms.
Law on Monuments	High	The application for (building) permits regarding monuments take a lot of time. In many cases people need to hire external expertise (architects) to be able to fill in the applications in a correct way.

Museum

Example 1

Non - European residents who want to settle in the Netherlands for more than 3 months need to obtain an authorization for temporary settlement before entering the Netherlands. Who ever enters the Netherlands with this authorization needs to obtain a residence permit within three days. However for both the authorization and the permit the same information is needed. The only difference is that for the permit a TBC-research is necessary. The ministry of Immigration and Integration is looking into these similar procedures.

Example 2

In 1996 the moped certificate was introduced. One receives this certificate when one passes the theoretical moped exam at the Central Bureau for Driver's licences (CBR).

At the same time a provisional arrangement for individuals sixteen years of age and older, i.e. people born before 1 May 1980, became effective. These individuals had a dispensation for following lessons and taking the exam, but could collect a € 15 certificate at the CBR or post office. People with a car or motorcycle driving licence were not required to have a moped certificate.

On the moped certificate only a name, date of birth, and a photograph are shown. But these are also on the identity card which since 1 January 2005 everyone is required to carry. The moped certificate had become completely needless. This absurd scheme now is history with the implementation of the moped driving licence as of 1 October 2006. The moped certificate has now been moved to the museum display permanently.

Portugal

The subject of administrative burden reduction is on the Portuguese political agenda and there is a special programme called SIMPLEX with 4 axis of action:

Axis 1 – Relationship between the Public Administration and the Citizen

Objectives: Simplification and Quality

- Citizens card
- Citizens centred services

Axis 2 - Relationship between the Public Administration and businesses

Objectives: Simplification and Responsiveness

Axis 3 – The Public Administration's organisation and internal management

Objectives: Innovation, Dematerialisation, Qualification, Entrepreneurialisation, Transversality

Axis 4 – Reforming the State

Objectives: Active Citizenship, Regulation, Rationalisation

Cooperation within and between Ministerial Departments and Public Administration bodies is the cornerstone of the Government's programme for modernising and reforming public services. The Government has set up a special cross-departmental body – **the Office of Public Services Reform (UCMA)** – to oversee the implementation of this networking strategy. UCMA belongs to the Presidency of the Council of Ministers and comes under the direct authority of the Minister of State and Internal Affairs. Its role is not only to serve as a platform for cooperation between all the bodies involved in modernising the public administration, but also to be a driving force behind the whole process. UCMA's job is thus to identify, select and promote cross-cutting ways of modernising the Public Administration, monitor them, and then publicise the results as widely as possible. It is also responsible for supervising other sectoral modernisation measures.

Qualitative definition of administrative burden reduction for citizens

A qualitative description of the effects of the administrative burden is not attached with all new rules, regulation and laws. The concept of administrative burdens for citizens is still very recent, and therefore it is not yet consolidated into the regulatory practices.

Specific target groups like elderly people are taken into account separately. However, they are taken into account only in the context of specific measures and programs and not in the context of the broader regulatory policies or in a systematic way.

Information and Communication Technology plays an important role with respect to the reduction of administrative burden. The dematerialisation of procedures implies its simplification, namely through

the reduction of paper. Also supervision and control has a large effect on the level of administrative burden. In fact, this is one of the major concerns and the intention is to give it a particular emphasis.

Regulation with respect to privacy may prevent an effective exchange of information and data. Therefore, all legislative initiatives that imply exchange of personal information and data are subject to a previous 'assessment' from an independent administrative body.

Qualitative definition of administrative burden reduction for citizens

Existing and new information liabilities which lead to administrative burden are not measured. All new regulation is subject to an ex-ante test (SIMPLEX test) that takes into account the effects of administrative burdens.

Portugal is interested in exchanging knowledge, experience and good practices with other European countries. An active contribution to the international network is one of the possibilities.

Analysis of Top Ten

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	High	Within the current Portuguese Programme for Administrative and Legislative Simplification (SIMPLEX 2007) several measures are being implemented, such as: 1) the pre-completed electronic income tax declaration (provides a pre-completed electronic income tax declaration, which includes a "help/alert system" that warns people when facts or figures differ from the information held by the tax authorities); 2) Online provision of all forms necessary to fulfil the tax obligations
Law on Passport	Low	The recent Portuguese Electronic Passport enables citizens to apply for a passport at a single contact point and in just one visit
Law on Social Security	High	Within SIMPLEX 2007 Programme, online and electronic payment solutions are being promoted, as well as measures to simplify the access to social benefits and its mechanisms of supervision and control
Law on Health insurance	High	Within SIMPLEX 2007 Programme, electronic systems to book hospital appointments from local health centres, as well as to access medical care assistance, are being developed
Law on Work and Income	High	Within SIMPLEX 2007 Programme, some of these procedures are being simplified

The Civil Code	High	Within SIMPLEX 2007 Programme, the procedures necessary to buy a house (notarial act and property registry) are being simplified in order to make it possible in a single contact point and in just one visit
Law on Road traffic	High	
Law on Housing	High	Within SIMPLEX 2007 Programme, measures in order to simplify the building permits (both for the construction and its use) are being taken forward
Law on Inheritance	High	Within SIMPLEX 2007 Programme, a single contact point to deliver citizens all services related to inheritance is being developed.
Law on Monuments	High	

Museum

No examples are provided.

Spain

Nowadays, the Spanish situation regarding the administrative burden reduction is related to the application of different plans or programs, undertaken by the different civil services (central, regional and local). Almost every government (central, regional and local governments) has a modernization plan that includes the improvement of the public services with a special focus on the citizens. Therefore it is one of the priorities on the political agenda of the mentioned civil services.

Qualitative definition of administrative burden reduction for citizens

A qualitative description of the effects of the administrative burden is not attached with all new rules, regulations and laws. The effects of the administrative burden currently focus on simplifying those procedures for which regulations were already in place and which entail a high administrative burden. This does not mean that the results cannot be used with respect to new regulations.

Specific target groups are taken into account separately. The main groups are citizens and companies. Nonetheless, other sub-classifications are possible such as disabled etc. For a new project which is underway different groups are classified on the basis of:

- Nationality: Spanish, EU, Latin American, Non-EU.
- Age: adults and minors
- Employment status: unemployed, students, employed, retired
- Health: disabled, mentally ill, contagious illnesses.

ICT plays an important role with respect to the reduction of administrative burden. One of the most significant burden indicators to determine whether we are dealing with a low or high administrative burden is the level of Electronic Administration based on the five levels assigned by e-Europe in this area.

There is no specific approach to supervision and control aspects as generators of a high administrative burden. However, procedures based on type are being identified and classified and those related to this area have been identified. With respect to supervision and control, there are four types being distinguished: authorisations and licences, economic management, review of administrative acts and appeals and tax matters. The policy to reduce the burden is based on two parameters: effort and time for citizens and companies in relation to their relations with the Administration, prioritizing the procedures with the greatest impact on citizens, the promotion of economic activities and social impacts. They efforts are measured by assessing a series of indicators: number of documents to be filed by a citizen, average number of visits to the Administration, procedure automation index, procedure processing frequency, administration availability, inter alia. With respect to irritation levels, an indicator is included which assesses the percentage of claims being handled by the administrations.

Privacy is considered important and in line with this, some actions have focused on eliminating paper and documents (particularly, those held by the Administration even by another administrative unit). Privacy regulations are considered to hinder the exchange of information and therefore the level of information exchange and coordination between the different administrations is measured.

Quantitative definition of administrative burden reduction for citizens

The procedures where the largest volume of documentation has to be provided are also measured together with those procedures that require providing documentation already in the Administration's possession. Nonetheless, information obligations are not measured as such. Only main existing obligations which lead to administrative burden are measured.

The burden is measured on the basis of a procedure and not a regulation. Therefore new regulation is not measured on the effects of administrative burden. Nonetheless, an indicator has been implemented which enables the average number of regulations governing a procedure to be measured. The aim is to measure the simplification of a procedure, considering that the burden is bigger when the procedures have the largest number of regulatory rules. The procedures with the greatest burden (understood as the orderly sequence of administrative formalities or actions with a final result) are weighted on the basis of time and effort indicators, and analysed on a step by step basis: regulations, documentation to be provided, procedure stages, units to be subsequently redesigned and simplified. The documentation analysed with respect to information obligations are documents attesting to tax payments, reports, certificates to be provided evidence of Social Security payment, among other documents.

The current analysis focuses on considering the administrative burden of the procedure in general, not taking into account each of the information obligations in each procedure individually. With respect to the SCM, its study and application are being prepared. The simplification and burden of the procedure with respect to the volume of regulations used to govern a procedure are assessed. The purpose is to analyse the amount of regulations involved, where they derive from (European Union, Internal legislation, Central Government, Autonomous Regions), the level of specification according to the Ministries involved, if the legislation has been transposed, etc.

International network

The assessment of the administrative burden may be essential when assessing the impact on the economy, employment and society of a citizens' relations with the Administration and the regulation of the procedures contained in the rules. Therefore, an interest exists in exchanging knowledge, experience and good practices with other European countries.

An active contribution to an international network is one of the possibilities.

Analysis of Top Ten

Note: The policy to reduce the burden being carried out is obtained from effort and time parameters but does not take into account the economic cost of the administrative burden. Moreover, the work is currently under way and therefore the data included herein are a mere forecast of those procedures involving the highest administrative burden. Similarly, this information relates to procedures (which are in turn governed by rules). This does not mean that the information provided herein is partial and refers to a more specific regulatory subject.

It should be noted that the analysis of the administrative burden is a project which is currently being promoted, and requires detailed and complex development. As a result, the data provided in the questionnaire are estimates and refer to general project issues or approach. An IT application or tool is being prepared for future use to enable the administrative burden SCM-based system to be promoted in line with the work carried out in other European countries.

Top Ten Administrative Burden	Level	Explanation
Law on Income tax	High	The personal income tax return is measured, together with the issue of certificates of subjectability to personal income, tax among other matters.
Law on Passport	High	The issue and renewal of passports are measured, among other matters
Law on Social Security	Moderate	Social security benefits, pensions and subsidies, healthcare assistance procedures relating to the disabled are measured, among other matters
Law on Health insurance	Moderate	Legislation on health: Moderate except with respect to study and research grants, drug prices, attesting to doctors' functions, which are considered to have a far higher burden
Law on Work and Income	High	The procedures relating to foreigner work permits, visas, and work permit renewals are measured.

The Civil Code	High	The procedures relating to the Creation of Associations, foreigners, and licences are measured, among other matters.
Law on Road traffic	High	Driving permits and licences, vehicle registration and ownership change, and road safety are measured, among other matters.
Law on Housing	High	Loan repayment, mortgage cancellation and authorisation of material use are measured, among other matters.
Law on Inheritance	Moderate	Legislation on Inheritance. The information provided relates to the management of the tax on inheritance and donations
Law on Monuments	Low	The registration of assets of cultural interest, acquisition of Spanish heritage moveable and immoveable properties, exit of assets of cultural interest and donation acceptance are measured, among other matters

Museum

In relation to the official recognition of university degrees, on the basis of a preliminary analysis, we know that the volume of processing by the administrative units managing them stands at approximately 21,000 files processed/year. The legal resolution period is 6 months but the real period is much longer. The documentation to be provided by citizens is extensive and very varied on the basis of the interested party's nationality. Regulatory legislation is the most complex and entails the largest burden for citizens since it varies greatly on the basis of the person and is governed by various treaties, laws, regulations and ministerial orders which should be far more flexible with respect to the promotion of employment and which involve a high administrative burden for citizens.

A Overview of European fact sheets

Austria

Country:	Austria
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business: There is a new government in place since mid of January 2007. The old government had a special program called "Verwaltungsreform and e-Government" on their agenda.</p> <p>Citizens: In the program of the new government there is also a topic called "Increased Orientation towards Citizens". The responsible minister for this program is the Minister of Finance, Mr. Molterer.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Businesses: There is a special site for businesses initiated by the Ministry of Finance: www.verwaltungskostensenken.at</p> <p>Citizens: Details on this new program will be announced in short notice according to the Ministry of Finance.</p>	
Names of responsible persons	
Name:	Mag. Wilhelm Molterer
Organisation:	Ministry of Finance
Function:	Minister
Postal address:	Himmelfortgasse 8
Postal code/place:	1015 Vienna
Phone:	+43 1 51433 5800
Cell. Phone:	
Fax:	+43 1 512 62 00
E-mail:	
Name:	Dr. Gerhard Baumgartner
Organisation:	Ministry of Finance
Function:	Member of the cabinet
Postal address:	Himmelfortgasse 8
Postal code/place:	1015 Vienna
Phone:	+43 1 51433 2122

Belgium

Country:	Belgium
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <ul style="list-style-type: none">▪ There is high publicity and transparency of activities by the office. A list of all projects can be consulted online.▪ Citizens have the possibility to inform the government on “absurdities” that they encounter within governmental procedures via www.kafka.be.▪ Since the start of the actual government in June 2003, 189 simplification-projects have been realized▪ About 60% of the simplifications are targeted towards companies, the remaining 40% target mainly citizens.▪ A specific office has been established by the government (DAV). The responsibilities of this office are fixed by law.▪ The office can not impose any changes. The changes always need to be achieved in consensus with the impacted institutions. The simplification offices can formulate any suggestion that seems relevant to them. Additionally, they can inform the First Minister of all data relevant in governing administrative simplification.▪ DAV acts independently and can within its budget execute any study or research that is relevant. Every government agency is responsible for providing DAV the information it needs to realize its tasks. DAV is obliged to report on a yearly basis to the First minister on its projects. A yearly report allows the simplification-office to openly report on its realizations and eventual problems related to simplification.	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens:</p> <ul style="list-style-type: none">▪ A dedicated office is in place since 1998 (DAV – “dienst administratieve vereenvoudiging” (agency of simplification).▪ DAV is responsible for the administrative co-ordination of the simplification path defined by the government.▪ The simplification-path is lead by the First Minister. He is supported by Mr. Vincent Van Quickenborne, “secretary of state for administrative simplification” (Staatssecretaris voor de administratieve vereenvoudiging.)▪ Administrative simplification is not a particular task of one Minister or one government agency. It is a joint responsibility of the entire government. Every minister en every government agency must assure that simplification projects within their span of control are realized.▪ In every government agency a “simplification-responsible” (vereenvoudigingsambtenaar) is appointed. It is his responsibility to initiate and coordinate the simplification projects. He acts as SPOC towards the simplification agency (DAV).▪ In parallel to the official office, the office responsible for social security date (Kruispuntbank Sociale Zekerheid) has been at the source of many simplification projects towards citizens	

with relation to all actors of the social security.

- “Ministerraad” (council of ministers) takes decisions on interdepartmental projects.

Names of responsible persons

Name:	Dannie Goossens
Organisation:	DAV
Function:	Opdrachthouder
Postal address:	Hertogsstraat 4
Postal code/place:	1000 Brussel
Phone:	02 289 00 71
Cell. Phone:	
Fax:	02/289.00.76
E-mail:	Dannie.goossens@premier.fed.be
Name:	Erwin De Pue
Organisation:	DAV
Function:	Directeur-generaal (hierarchical superior of Dannie Goossens)
Postal address:	Hertogsstraat 4
Postal code/place:	1000 Brussel
Phone:	02/289.00.73
Cell. Phone:	
Fax:	
E-mail:	Erwin.DePue@premier.fed.be
Name:	Frank Robben
Organisation:	KSZ (Kruispuntbank Sociale Zekerheid)
Function:	Algemeen bestuur
Postal address:	Sint-Pieterssteenweg 375
Postal code/place:	1040 Brussel
Phone:	32-2-741 84 02
Cell. Phone:	
Fax:	
E-mail:	Frank.Robben@ksz-bcss.fgov.be

Bulgaria

Country:	Bulgaria
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <p>The modernisation of the Bulgarian administration has been a priority on the agenda of the Bulgarian Ministry of State Administration and Administrative Reform. One of the main objectives is the facilitation and improvement of administrative services for citizens and business. This is implemented by the One Stop Shop (OSS) concept and development of e-government. The OSS concept implements both the Bulgarian government's programme "People are the Wealth of Bulgaria" and its underlying priorities in the field of public administration and the Strategy for Modernisation of Public Administration – from Accession to Integration.</p> <p>The main role of the e-government is to meet the needs of society of quality and easily accessible administrative services. The implementation of the e-government will result into:</p> <ol style="list-style-type: none"> 1. Reduction of time, efforts and price for usage of administrative services by citizens and businesses, as well as for search and access to personal and public data; 2. Increase of efficiency and reduction of cost of services provided by the administration. 	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens:</p> <p>It is entirely on the main agenda of the Ministry of State Administration and Administrative Reform supported by all other governmental administrative entities.</p>	
Names of responsible persons	
Name:	Nikolay Vassilev
Organisation:	Ministry of State Administration and Administrative Reform
Function:	Minister
Postal address:	1 Aksakov Str.
Postal code/place:	Sofia 1000
Phone:	00359 2 940 11 80
Cell. Phone:	
Fax:	00359 2 940 11 81
E-mail:	press@mdaar.government.bg

Czech Republic

Country:	Czech Republic
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and citizens:</p> <p>Due to certain political instabilities after last elections, reform activities were eclipsed. In the case that the next Government will be created by centre and right-wing parties, we can expect that administrative reform activities will be on the political agenda again.</p> <p>The focus of last reform activities is stated below in the table.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and citizens:</p> <p>The former government had established within Government office a special section with responsibility for reduction of administrative burden. Main agenda of it was process audits of ministries, CAF implementation, quantification of costs for mandatory required information by state administration, Regulatory Impact Assessment – RIA, and coordination of reform activities within public administration.</p> <p>Due to recent development, above mentioned special section was shifted (1.11. 2006) under wings of Ministry of Interior of the Czech Republic.</p> <p>The section name is “Section of regulatory reform and public administration quality”.</p> <p>The section is divided into three units:</p> <ul style="list-style-type: none"> • Unit of regulatory impact assessment – ex ante evaluation of new legislation (RIA) • Unit of quality of regulation – coordination and preparation of programs, focusing on a simplification of administration processes and regulations • Unit of strategies and conceptions – preparation of strategic documents focusing on simplification of public administration and increasing quality and transparency within public administration. 	
Names of responsible persons	
Name:	Ing. Daniel Trnka
Organisation:	Ministry of Interior of the Czech Republic
Function:	Director of section
Postal address:	Ministerstvo vnitra, nám. Hrdinu 3,
Postal code/place:	140 21 Praha 4
Phone:	+420 221 774 264
Cell. Phone:	+420 974 816 261
Fax:	+420 974 816 807
E-mail:	trnka.daniel@vlada.cz, kurikova@mvcr.cz

Germany

Country:	Germany
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and citizens:</p> <p>The reduction of administrative burdens for citizens is on the political agenda as well as the reduction of administrative burdens for businesses and administration. The contract of the big coalition has generally attached a great importance to the reduction of administrative burdens and the reduction is a centrepiece of the programme "Better Regulation" of The Federal Government of April, 25th 2006.</p> <p>Until midyear the measurement of administrative burdens for businesses will be finished and according to the time schedule afterwards the measurement of administrative burdens for citizens and administration will start.</p> <p>Burdens for businesses have got first priority in public discussion; the burdens for citizens were not discussed very intensively yet.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Please find below, how the reduction of administrative burdens is being organised:</p> <pre> graph TD A["Co-ordinator of reduction of administrative burdens, „Bundeskanzleramt“"] <--> B["Board of State Secretaries („Staatssekretärausschuss“)"] A <--> C["„Normen-kontrollrat“"] A <--> D["Office („Geschäftsstelle“) - Strategic planning and the whole co-ordination"] D <--> E["Federal Statistical Office – measurement"] D <--> F["Contact persons in the departments – intern co-ordination, identifying the informations obligations"] E <--> G["Step 1: Measurement of administrative burdens refer to businesses Step 2: Measurement of administrative burdens refer to citizens and administration"] </pre>	
<p>In addition some notes:</p> <ul style="list-style-type: none"> ▪ Responsible is the "Bundeskanzleramt" 	

- "Normenkontrollrat": Is the watchdog, which is disposed by the "Bundeskanzleramt"
- Co-ordinator of reduction of administrative burden: Originally Frau Hildegard Müller, but because of pregnancy leave at the moment, hence Herr Dr. Hans Bernhard Beus.
- The departments are responsible for the identification of the information obligations and they are also responsible to set themselves a reduction target
- The Federal Statistical Office is responsible for the measurement of the cost

Names of responsible persons	
Name:	Dr. Hans Bernhard Beus
Organisation:	"Bundeskanzleramt"
Function:	State Secretary, "Bundeskanzleramt"
Postal address:	Willy-Brand-Straße 1
Postal code/place:	10557 Berlin/ Germany
Phone:	0049/30/40000
Cell. Phone:	
Fax:	
E-mail:	internetpost@bundesregierung.de
Name:	Dr. Georg Thiel
Organisation:	Federal Ministry of Interior
Function:	"Ministerialdirigent"
Postal address:	Graurheindorfer Straße 198
Postal code/place:	53117 Bonn
Phone:	0049/30/3981-3612
Cell. Phone:	
Fax:	0049/30/3981-3884
E-mail:	georg.thiel@bmi.bund.de
Name:	Jürgen Chlumsky
Organisation:	Federal Statistical Office
Function:	Department head
Postal address:	Gustav-Stresemann-Ring 11
Postal code/place:	65189 Wiesbaden
Phone:	0049/611/75-0
Cell. Phone:	
Fax:	
E-mail:	juergen.chlumsky@destatis.de

Estonia

Country:	Estonia
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and citizens:</p> <p>Estonia is interested in administrative simplification and reduction of administrative burden for citizens. While standard cost model has been applied to administrative burdens related to enterprises it has not yet been done in case of citizens. So far the main instrument for reduction of administrative burden has been the development of standards of public services e-solutions (X-Road, eCitizen portals: please see http://www.mkm.ee/index.php?id=8419), but these developments have not been supported with administrative burden measurements.</p> <p>Coalition Agreement of Estonia aims at development of more user-friendly and accessible public services through IT-solutions and regional service centres.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens:</p> <p>While the Ministry of Economic Affairs and Communications is responsible for reduction of administrative burdens for entrepreneurs, then Public Government Policy Department of Ministry of Finance is responsible for the quality and accessibility of public services.</p> <p>According to the Development Plan 2007-2010 of the Ministry of Finance the Public Governance Policy Department is responsible for the coordination related to the reduction of administrative burden for citizens. During 2007-2008 the department plans to develop and implement relevant methodology. In order to get more information please contact directly to Ministry of Finance.</p> <p>The responsibility of development of central IT systems belongs to Department of State Information Systems of the Ministry of Economic Affairs and Communications. More specific plans are included in Information Society Development Plan 2007-2013.</p>	
Names of responsible persons	
Name:	Ms Kaie Karniol
Organisation:	Ministry of Finance
Function:	Head of Public Governance Policy Department
Postal address:	Suur-Ameerika 1, Tallinn
Postal code/place:	15006
Phone:	+ 372 611 3303
Cell. Phone:	
Fax:	+ 372 696 6810
E-mail:	Kaie.Karniol@fin.ee
Name:	Ms Karin Närep

Organisation:	Ministry of Finance
Function:	Counselor of Public Governance Policy Department
Postal address:	Suur-Ameerika 1, Tallinn
Postal code/place:	15006
Phone:	+ 372 611 3532
Cell. Phone:	
Fax:	+ 372 696 6810
E-mail:	Karin.Narep@fin.ee
Name:	Ms Anneli Sihver
Organisation:	Ministry of Economic Affairs and Communications
Function:	Chief specialist of Economic Development department
Postal address:	Harju 11
Postal code/place:	15072 Tallinn
Phone:	+372 625 6350
Cell. Phone:	
Fax:	
E-mail:	Anneli.Sihver@mkm.ee

Finland

Country:	Finland
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business: 'Sävy-project' of the Ministry of Trade and Industry: the three-year project for assessment of the regulatory impacts on business 2005–2007 is aimed at promoting considerations and assessments of the regulatory impacts of legislative drafting on business. http://www.ktm.fi/?l=en&s=1364</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business: Ministry of Trade and Industry's Enterprise Advisory Committee acts as the Monitoring Group to the project. In addition, the project decision requires that implementation of the project be reported to the ministerial group set up for the Entrepreneurship Policy Programme.</p> <p>Furthermore, a support group composed of representatives of the central stakeholders has been set up for the project. The task of the support group is to function as an information channel towards the parties represented in the group. The support group is also a discussion body that evaluates the needs for developing the methods, the needs for information and training of the civil servants drafting legislation, and the needs for more extensive seminars.</p>	
Names of responsible persons	
Name:	Mr. Antti Neimala
Organisation:	Ministry of Trade and Industry
Function:	Project Director
Postal address:	P.O. Box 32
Postal code/place:	FI-00023 GOVERNMENT, Finland
Phone:	+358 (0)9 1606 3631
Cell. Phone:	
Fax:	Fax +358 9 1606 3666 or +358 9 5786 3666
E-mail:	Antti.neimala@ktm.fi
Name:	Ms. Liisa Lundelin-Nuortio
Organisation:	Ministry of Trade and Industry
Function:	Senior Specialist
Postal address:	P.O. Box 32
Postal code/place:	FI-00023 GOVERNMENT, Finland
Phone:	+358 (0)9 1606 3631
Cell. Phone:	
Fax:	Fax +358 9 1606 3666 or +358 9 5786 3666

E-mail:	Liisa.lundelin-nuortio@ktm.fi
Name:	Ms. Jonna Sjögrén
Organisation:	Ministry of Trade and Industry
Function:	Assistant
Postal address:	P.O. Box 32
Postal code/place:	FI-00023 GOVERNMENT, Finland
Phone:	+358 (0)9 1606 3631
Cell. Phone:	
Fax:	Fax +358 9 1606 3666 or +358 9 5786 3666
E-mail:	Jonna.sjogren@ktm.fi

France

Country:	France
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <p>This subject has been on the political agenda for a few years as a part of a global effort to modernise state administration.</p> <p>2 main initiatives are conducted in order to reduce administrative burden for citizens:</p> <ul style="list-style-type: none">▪ 3 so-called “lois de simplification” (“simplification law”) aimed to make legislation clearer and more simple, so that administrative procedures can be simplified for both citizens and firms▪ An important effort to develop a leading e-administration and online services. A global portal (www.administration24h24.gouv.fr) was launched a few days ago.	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens:</p> <p>The reduction of Administrative burden for citizens is closely linked with the so-called State modernisation (or State reform). This reform is driven (within the ministry of Economy, Finance and Industry) by the minister of State for Budget and State reform. This minister of State benefits from the support of a special direction of the ministry: the DGME (general direction for state reform).</p> <p>The DGME has been operating since January 2006, and was founded after the merger of 4 former directions (among which the direction for budgetary reform). This department is in charge of coordinating and supporting ministries in their effort to reform.</p> <p>The DGME is made of 160 civil servants, who come from all ministries and the private sector. It is organised in 3 services:</p> <ul style="list-style-type: none">▪ The service of quality and simplification▪ The service of public management modernisation▪ The service of e-administration development <p>The DGME has an intermediary in each ministry: the General Secretariat which is headed by a General Secretary is directly under the supervision of the minister. The General Secretariat is a pool gathering the support directions of the ministry and acting as a single partner for all “executive” directions. It also represents the ministry for all organizational and reform issues.</p>	

Names of responsible persons	
Name:	Caroline Roy
Organisation:	DGME
Function:	
Postal address:	
Postal code/place:	
Phone:	
Cell. Phone:	
Fax:	
E-mail:	caroline.roy@dgme.gouv.fr
Name:	
Organisation:	
Function:	
Postal address:	

Greece

Country:	Greece
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <p>Reduction of the Administrative Burden for Citizens and Enterprises is on the political agenda. During the last elections (March 2004) the party that won had among its central slogans the “re-establishment” of the state, with focus on serving the citizen.</p> <p>The Ministry of Interior, Public Administration and Decentralization bears the main responsibility for supervising the effectiveness of public administration, and has a Directorate for Administrative Simplification and Productivity.</p> <p>Initiatives concerning our subject are:</p> <ol style="list-style-type: none">1. Cross-Ministerial Committee for Administrative Simplification2. Citizens’ Service Centers (“KEP”). These are one-stop-shops that have now been established in almost every municipality, offering interface and procuring official documents from the entire public administration to the citizens. At the moment 1014 processes and related documents can be served by KEP. The number is continuously growing, and it is under discussion to extend their service to enterprises3. A huge programme of various projects covering almost all Ministries, aiming at simplifying processes and introducing e-government. This programme is co-financed by the EU through the Community Support Framework.	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens:</p> <p>The main impetus of simplification concerning citizens comes from the Ministry of Interior, Public Administration and Decentralization, and that concerning enterprises comes from the Ministry of Development (equivalent to a Ministry of Trade and Industry).</p> <p>Note: the Minister of Interior, Public Administration and Decentralization (Professor Prokopis Pavlopoulos) is very eager to participate in the initiative of the Dutch government, especially in order to obtain ideas and best practices from other countries</p>	

Names of responsible persons	
Name:	Mr. Vassilios ANDRONOPOULOS
Organisation:	Ministry of Interior, Public Administration and Decentralization
Function:	Secretary General for Public Administration
Postal address:	15, Vas. Sofias Avenue
Postal code/place:	10674 Athens, Greece
Phone:	+30-210-3393 000
Cell. Phone:	
Fax:	+30-210-3393 020
E-mail:	
Name:	Mrs. Koronia
Organisation:	Ministry of Interior, Public Administration and Decentralization
Function:	Director, Directorate of Administrative Simplification & Productivity
Postal address:	15, Vas. Sofias Avenue
Postal code/place:	10674 Athens, Greece
Phone:	+30-210-3393 161
Cell. Phone:	
Fax:	+30-210-3393 020
E-mail:	

Ireland

Country:	Ireland
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business:</p> <p>It is on the government's agenda. December '05, The Business Regulatory Forum was set up under the auspice of Forfas (State quango responsible for industrial policy). There is no focus on citizens, while in early stages there was a willingness to look at both companies and the public sector.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business:</p> <p>BRF were mandated to review international practice and make proposals to Government by end December '06 which they did. The Pilot Study was an input to this report. Shane Quinlan (Forfas), is acting as Secretariat for the BRF</p> <p>www.forfas.ie</p> <p>www.betterregulation.ie</p>	
Names of responsible persons	
Name:	Shane Quinlan
Organisation:	Forfas
Function:	Policy Analyst, Competitiveness Division
Postal address:	Wilton Park House, Wilton Place
Postal code/place:	Dublin 2
Phone:	00353 1 607 3067
Cell. Phone:	
Fax:	
E-mail:	Shane.quinlan@forfas.ie
Name:	Don O'Connor
Organisation:	BRF, body established by Department of Enterprise Trade and Employment.
Function:	Secretary
Postal address:	
Postal code/place:	
Phone:	
Cell. Phone:	
Fax:	
E-mail:	Don.o'connor@enterprise-ireland.com

Italy

Country:	Italy
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and citizens</p> <p>In Italy the process for reduction of administrative burdens is going on from 7-8 years. There is not a specific special programme but a continuous work made by legislative organs to simplify the different processes with impact on citizens and companies. The last law on this subject (simplification of a specific package of services given to citizens) was approved just few days ago. This target is included in a wider Public Administration reform still going on and focused on simplification and innovation of services/processes by information technology and liberalisation of specific market areas.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and citizens:</p> <p>Each activity of reform/burden reduction is decided by the Ministries Council and approved by the Parliament. The support to implementation inside the PA and the activity of monitoring of results is under the responsibility of Department of Public Function, specifically focused on simplification and innovation in PA.</p> <p>The Minister is mr. Luigi Nicolais. His closest staffs (sottosegretari) are mrs. Beatrice Magnolfi and mr. Gian Piero Scanu</p>	
Names of responsible persons	
Name:	Beatrice Magnolfi/Gian Piero Scanu
Organisation:	Department of Public Function
Function:	
Postal address:	Corso Vittorio Emanuele 116, Roma
Postal code/place:	00286
Phone:	0039-06- 68991
Cell. Phone:	
Fax:	
E-mail:	

Latvia

Country:	Latvia
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and Citizens:</p> <ul style="list-style-type: none"> • The reduction of administrative burdens is one of the priorities of the government of the Republic of Latvia; • The reduction of administrative burdens has been included as one of the priorities in various national strategic planning documents, e.g., National Lisbon Programme for the period of 2005 – 2009, National Strategic Reference Framework for the period of 2007 – 2013; • The reduction of administrative burdens has been planned not only for citizens but also for businesses in order to develop favourable environment for investment and work; • Also, there exist several strategic planning documents in the area of e-service development for the population. These focus on optimisation of the state institutions and municipalities to reach fast, convenient and qualitative e-services for population, e.g., e-governance programme for the period of 2005 – 2009. E-services planned to be introduced will lessen administrative burdens considerably. 	
The organisation of the reduction of administrative burdens for citizens	
<p>There is no one and only public authority responsible for reduction of administrative burdens for citizens in Latvia.</p> <p>The main institutions involved in lessening the administrative burdens are:</p> <ul style="list-style-type: none"> ▪ the Ministry of Finance (http://www.fm.gov.lv/index.php?id=8), ▪ State Revenue Service (http://www.vid.gov.lv/default.aspx?hl=2), ▪ the Ministry of Justice (http://www.tm.gov.lv/en/) ▪ the Register of Enterprises (http://www.ur.gov.lv/index.php?v=eng) which is under the supervision of the Ministry of Justice. <p>The institution responsible for e-service development is the Secretariat of Special Assignments Minister for Electronic Government Affairs.</p>	
Names of responsible persons	
Name:	
Organisation:	Secretariat of Special Assignments Minister for Electronic Government Affairs
Function:	
Postal address:	33, Kr.Valdemara Street,
Postal code/place:	Riga, LV-1010
Phone:	+371 7114730
Cell. Phone:	
Fax:	+371 7114727

E-mail:	pasts@eps.gov.lv
Name:	
Organisation:	Ministry of Finance of Republic of Latvia
Function:	
Postal address:	1, Smilšu Street,
Postal code/place:	Riga, LV-1919
Phone:	+371 7095405
Cell. Phone:	
Fax:	+371 7095503
E-mail:	info@fm.gov.lv
Name:	
Organisation:	Ministry of Justice of Republic of Latvia
Function:	
Postal address:	36, Brivibas bulvaris,
Postal code/place:	Riga, LV-1536, Latvia
Phone:	+371 7036801, +371 7036716, +371 7036721
Cell. Phone:	
Fax:	+371 7285575, +371 7210823
E-mail:	tm.kanceleja@tm.gov.lv

Name:	
Organisation:	Register of Enterprises of the Republic of Latvia
Function:	
Postal address:	2, Perses Street,
Postal code/place:	Riga, LV- 1011, Latvia
Phone:	+371 7031793, +371 7031706, +371 7031791, +371 7031792
Cell. Phone:	
Fax:	+371 7031793, +371 7031729
E-mail:	info@ur.gov.lv

Lithuania

Country:	Lithuania
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>In response to constant public dissatisfaction with bureaucracy flourishing at state institutions, the Government has renewed the activities of the Sunset Commission.</p> <p>The regular Commission on the Improvement of the Public Administration System that has been formed aims to simplify administrative procedures, in close co-operation with different authorities. In the words of Government Secretary Valdemaras Sarapinas, people must become the central value of public administration institutions, and all of their activities must be oriented towards improving the quality of public services and the facilitation of receiving them. It is necessary to get rid of unnecessary certificates and approvals, and to reduce the duration of the service.</p> <ul style="list-style-type: none"> - 1st area of activities: Sunset of Redundant Procedures - 2nd area of activities: Sunset of the Duplication of Functions - 3rd area of activities: Evaluation of the Maximum Permissible Number of Posts in the Civil Service <p>Lithuania also pays attention to reduction of administrative burdens by e-services.</p> <p>The 12 services for citizens are as follows:</p> <ol style="list-style-type: none"> 1. Income Tax Declaration, Central Government, State Tax Inspectorate 2. Job Searches by labour Offices, Central Government, Ministry of Social Security and Labour 3. Social Security Contributions , Central Government, Ministry of Social Security and Labour, 4. Personal Documents , Central Government, Ministry of the Interior 5. Car Registration, Central Government, State enterprise "Regitra 6. Application for Building Permission , Central Government/Regional authorities 7. Declaration to the Police, Central Government, Ministry of the Interior, Police Department 8. Public Libraries, Central Government/Regional authorities/Local authorities 9. Certificates (birth, marriage) Request and Delivery , Local authorities 10. Enrolment in Higher Education, Central Government, higher education institutions 11. Announcement of moving (change of address), Central Government, Ministry of the Interior, Migration Department 12. Health-related services (e.g. appointments for hospitals) , Central Government, Ministry of Health 	
The organisation of the reduction of administrative burdens for citizens	
MEMBERS OF THE COMMISSION ON THE IMPROVEMENT OF THE PUBLIC ADMINISTRATION SYSTEM (THE SUNSET COMMISSION)	
<ol style="list-style-type: none"> 1. Valdemaras Sarapinas – Government Secretary (Commission Chairman); 2. Rasa Noreikiene – Undersecretary, Ministry of the Interior (Commission Vice Chairwoman); 3. Audrius Baronas – Director, General Affairs Department, Office of the Government of the Republic of Lithuania; 	

4. Kristina Gliosaite – Consultant to the President of the Republic of Lithuania;
5. Rimantas Kairelis – State Secretary, Ministry of Social Security and Labour;
6. Vidmantas Kanopa – State Secretary, Ministry of Agriculture;
7. Paulius Koverovas – State Secretary, Ministry of Justice;
8. Alfonsas Macaitis – Vilnius County Governor;
9. Povilas Malakauskas – Director, Special Investigation Service;
10. Ricardas Malinauskas – President, Association of Local Authorities in Lithuania;
11. Albinas Marcinkas – Chairman, Management Department, Faculty of Economics of Vilnius University;
12. Aurimas Matulis – Director, Information Society Development Committee under the Government of Republic of Lithuania;
13. Remigijus Merkevičius – Prime Minister’s Advisor;
14. Gediminas Miškinis – State Secretary, Ministry of Economy;
15. Vitalis Nakrošis – Lecturer, Institute of International Relations and Political Science, Vilnius University;
16. Vygandas Kazimieras Paulikas – Dean, Faculty of Strategic Management and Politics, Mykolas Romeris University;
17. Kestutis Rekerta – Head, Strategic Planning Division, Office of the Government of the Republic of Lithuania;
18. Maryte Rozaliene – Head, Division of Public Administration and Local Authorities, Office of the Government of the Republic of Lithuania;
19. Remigijus Šimašius – President, Lithuanian Free Market Institute;
20. Edmundas Žilevičius – Undersecretary, Ministry of Finance

Names of responsible persons

Name:	
Organisation:	Sunset Commission
Function:	
Postal address:	Gedimino pr. 11, LT-01103,
Postal code/place:	Vilnius
Phone:	
Cell. Phone:	
Fax:	
E-mail:	saulelydis@lrvk.lt , website : http://www.lrv.lt/main_en.php?id=engl/saulelydis/saulelydis.htm&d=0
Name:	
Organisation:	

Luxembourg

Country:	Luxembourg
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <p>To ensure that public services provided by the government to citizens, are and will remain adapted to the needs of society, the “Ministère de la Fonction Publique et de la Réforme Administrative” adopted in 2002 a plan with the following principles:</p> <ul style="list-style-type: none">▪ Taking into account all public services beneficiaries▪ Understanding the actual needs of the beneficiaries▪ Defining the quality level for all services and where needed, establishing the legal framework▪ Implementing new or simplifying and updating existing procedures▪ Ensuring the appropriate organisation is in place▪ Managing financial resources adequately▪ Ensuring personnel is competent and motivated▪ Taking advantage of ICT <p>The « Plan directeur de la gouvernance électronique » articulates a series of interdependent projects which improve transparency, ensure inclusion, improve efficiency and effectiveness of public services, improve country competitiveness, allow knowledge and information management and finally reach the 2010 objectives.</p> <p>The “ Plan directeur “ addresses the following :</p> <ul style="list-style-type: none">▪ Organisation and management<ul style="list-style-type: none">○ Administrative reform and simplification○ Identification and documentation of existing procedures○ Reduction and simplification of procedures○ Standardisation of procedures▪ Content and services▪ Technologies and infrastructures▪ Education and training▪ Security and privacy▪ Regulatory framework	

The organisation of the reduction of administrative burdens for citizens

Citizens:

“Le Comité de Coordination pour la Modernisation de l’État - CCME” was established in 2005 by the government with the purpose of coordinating cross-ministry decisions and initiatives regarding e-Government and administrative reform, including improved regulation.

The CCME is under the presidency of the “Ministère de la Fonction Publique et de la Réforme Administrative”, which coordinates actions and reports issues and progress every six months to the government. The “ Service eLuxembourg “ provides the necessary secretarial support.

The Committee is composed as follows :

Président :

M. Claude WISELER, Ministre de la Fonction publique et de la Réforme administrative

Members :

- 3 representatives from the « Ministère de la Fonction publique et de la Réforme administrative »
- 3 representatives from the « Ministère d’État »
- 1 representative from the « Ministère de la Sécurité Sociale »
- 1 representative from the « Ministère des Classes Moyennes du Tourisme et du Logement »
- 2 representatives from the « Centre Informatique de l’État »
- 1 representative from the « Ministère de l’Intérieur et de l’Aménagement du Territoire »
- 1 representative from the « Ministère de l’Economie et du Commerce extérieur »
- 3 representatives from the « Service eLuxembourg »
- 1 representative from the « Service des Médias et des Communications »

Prior to the creation of this high level committee, which is fairly recent, a specific department called “**Service eLuxembourg**” was established by the government in response to and following a speech by Prime Minister Jean-Claude Juncker explaining the intention of the government to fully enter the Information Society.

The original “Plan eLuxembourg” and its successor, the “Plan directeur de la gouvernance électronique “ were established to transpose the plans eEurope 2002, eEurope 2005 and i2010 in Luxembourg.

Names of responsible persons	
Name:	WAGENER Guy
Organisation:	Ministry for Civil Service and Administrative Reform Administrative Reform
Function:	Advisor (Conseiller de direction 1ere classe)
Postal address:	63 avenue de la Liberté
Postal code/place:	L-1931 Luxembourg
Phone:	+352 2478-3144
Cell. Phone:	
Fax:	+352 26 48 36 16
E-mail:	guy.wagener@mfp.etat.lu
Name:	GENGLER Bob
Organisation:	Ministry for Civil Service and Administrative Reform
Function:	Legal Advisor (Attaché de Gouvernement 1er en rang)
Postal address:	63 avenue de la Liberté
Postal code/place:	L-1931 Luxembourg
Phone:	+352 2478-3139
Cell. Phone:	
Fax:	+352 26 48 36 16
E-mail:	bob.gengler@mfp.etat.lu
Name:	
Organisation:	
Function:	
Postal address:	
Postal code/place:	
Phone:	
Cell. Phone:	
Fax:	
E-mail:	

Malta

Country:	Malta
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and citizen:</p> <p>The reduction of administrative burden is said to be a priority in the Government of Malta's agenda. There are a lot of initiatives taking place in this regard and this is in fact reflected in Malta's National reform Programme 2005-08. However, this is proving to be a major challenge. There appears to be a considerable resistance to change particularly due to the fact that whilst Government is trying to reduce administrative burden, the country is at the same time introducing more administrative procedures to comply with EU driven changes. Having said that, the Government appears to have made some progress in reducing administrative burden through e-government based projects.</p> <p>The reduction of administrative burden is also linked to Government's need to reduce the size of the public service. As a result, any improvements to the administrative burden will have "double" benefit.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and citizens:</p> <p>In principle, the reduction of administrative burden has been assigned to an ad hoc committee entitled "Better Regulation Unit" headed by the Head of the Civil Service within the Office of the Prime Minister. The unit is supported by the Management and Efficiency Unit within the same ministry. The said unit is manned by a number of management consultants who work on a series of projects assigned to them from time to time. However, given that most improvements are likely to be systems driven, a number of process improvement projects are being sponsored by the Ministry of Industry, Investments and IT which is responsible for all IT initiatives within Government including e-Govt.</p> <p>Whilst a number of improvements have been achieved, we believe that there is considerable scope for coordination of the reduction of the administrative burden as we understand that the realisation of projects involving several entities is facing various challenges.</p>	
Names of responsible persons	
Name:	Dr. Godwin Grima
Organisation:	Civil Service
Function:	Principal Permanent Secretary

The Netherlands

Country:	The Netherlands
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <p>There is a specific Programme on the Reduction of Administrative Burdens for Citizens in The Netherlands. The aim of the Programme is to reduce the administrative burdens for Citizens with 25% in December 2007 as compared to 2002. Some of the specific characteristics of the programme are:</p> <ul style="list-style-type: none">- The programme aims at reducing burdens of all citizens, but it focuses more specifically at nine target groups of citizens, who relatively suffer more from administrative burdens, like handicapped persons, chronically ill people and benefit claimants.- Citizens can report their administrative burdens or complaints concerning the government at the complaints office at the website www.lastvandeoverheid.nl . The complaints office contacts complainants within two days and coordinates the answer of the government to the citizen.- There is a specific Kafka-brigade which handles specific cases of people who are “crushed” between different government institutions. The goal of the Kafka-brigade is not only to help these specific people, but also to solve the underlying problems and to come up with general solutions.- The programme also aims to come to a cultural change within the government. Citizens should be put in the central position and government should provide more pro active services towards citizens. Civil servants and policy officers must show more trust in the citizens and remove thresholds and controls as much as possible. To reach the goals the programme has developed several courses and other instruments.- One of the successful instruments is the museum of needless policies. In this a travelling museum in which citizens and policy makers submit their examples of needless policies. Young artists provide these examples with fitting art work. The museum makes executives of ministries, provincial governments and municipalities aware of needless policies in daily legislation and wants to achieve a cultural change. <p>Since February 2007, a new government is in place. The reduction of administrative burdens is again an important part of the coalition agreement. However, the agreement still has to be worked out. Up to now it is not yet clear how the reduction of administrative burdens will be worked out by the new government.</p>	

The organisation of the reduction of administrative burdens for citizens

The Ministry of the Interior and Kingdom Relations is coordinating the Programme on Reducing Administrative Burdens for Citizens and the Programme on Reducing Administrative Burdens for Business is executed by the Ministry of Finance and the Ministry of Economic Affairs.

The Deputy Minister of the Interior and Kingdom Relations is leading the programme on AB Citizens. Reducing the administrative burdens of citizens is a joint responsibility of the entire government. Each Ministry has its own specific quantitative reduction target. This is a net target which means that each Ministry has an administrative burden ceiling. New regulations with administrative burdens have to be compensated by reducing administrative burdens in other, existing regulations. Each Ministry has its own AB contact person who coordinates the reduction of administrative burdens at that particular Ministry

Names of responsible persons

Name:	Jacqueline Rutjens
Organisation:	Ministry of the Interior
Function:	Programme Manager Reduction Administrative Burdens for Citizens
Postal address:	Schedeldoekshaven 200
Postal code/place:	PO BOX 20011, 2500 EA The Hague
Phone:	0031 70 426 6085
Cell. Phone:	
Fax:	0031 70 426 700
E-mail:	Jacqueline.rutjens@minbzk.nl

Norway

Country:	Norway
The way attention is paid to the reduction of administrative burdens for citizens in this country	
Business and citizens: We have a strong focus and amongst other the government has launched a programme for administrative reforms.	
The organisation of the reduction of administrative burdens for citizens	
Business and citizens: The ministry of government administration and reform is in charge of the coordination, but the different ministries are expected to follow up. http://www.norway.no/Default.asp? Here you will find "My page". Introduction to My page My page will bring public service offerings together in a web portal that will give you your own custom page. The information will be structured thematically, and the services will be grouped and sorted according to your needs. It should be easy for you to find the services you need without any previous knowledge of who is responsible. My page represents, therefore, an opportunity for a simple and effective dialogue with the public sector. It will also give an overview of what information the individual agencies have on you. My page will represent the single sign on portal for all services from personal tax to labour and welfare services. Merger of all labour and well fare services into one organisation was completed last year. This represents an important simplification of a former complex organisation and responsibility structure. Please see the attached link. http://www.nav.no/page?id=1073743655 In general modernisation of public governance and spoken policies is covered through the attached link: http://odin.dep.no/fad/english/doc/reports/bn.html	

Names of responsible persons	
Name:	Michel Midre
Organisation:	Ministry of Government Administration And Reform
Function:	Senior Advicer
Postal address:	PO Box 8004 Dep
Postal code/place:	NO-0030 Oslo
Phone:	004- 22244661
Cell. Phone:	
Fax:	
E-mail:	Michel.midre@fad.dep.nl

Poland

Country:	Poland
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <p>Reduction of administrative burdens for citizens in Poland has been, since 1989, a kind of political evergreen for all governments. However, the discussion on the topic has become more intensive since close pre-accession period to the EU. As a result, there are several governmental and non-governmental initiatives emerged in recent five years.</p> <ol style="list-style-type: none">1. Political agenda – government programme '<i>Inexpensive State</i>'. The programme embodies different aspects (like cost-cutting, task budgeting, employment reduction, procedure standardization, reduction in number of administrative agencies and auxiliary bodies) aimed at providing cost-effective administrative structure. It was announced in a document of the Polish Prime Minister in 2005 and seems to be (so far rather theoretically) an important part of current government policy. Nevertheless, it is of strategic character and has to be implemented with more specific actions. Current information regarding the programme is published at the website of the Prime Minister Chancellery (not available in English).2. '<i>The efficient and friendly public administration</i>' - the programme aimed at improving administration performance, also conducted by the Minister of Domestic Affairs. It consists of several specific actions, predominantly of informational character.	

The organisation of the reduction of administrative burdens for citizens

Citizens:

The first programme mentioned above is considered as a governmental strategy and therefore should be taken into account by all administrative entities. There is no single person responsible for implementation of the programme. The most advanced works concern task budgeting implementation coordinated by a special department created within the central government structure (specific contact data given below)

The second programme has been developed and implemented by the Ministry of Domestic Affairs.

Programme 1 'the inexpensive state' seems to be a cut back / restructuring plan on a national level. The program 'inexpensive state' is not a tax cut-back strategy. Its 'inexpensiveness' relates predominantly to cost of administration (its procedures and human resources).

The administrative burdens of citizens should also be considerably reduced through such program. However, it is considered as 'indirect' reduction of administrative burdens – simplification of procedures, consultants dedicated more to a particular case than to a particular administrative activity, etc.

Due to new programs launched recently (see below), the "inexpensive state program" should not be considered as the most important one in the area of administrative burdens reduction.

Important notice: New Programs concerning Administrative burdens' reduction

As far as more direct reduction of administrative burdens for citizens is concerned, a new program named 'regulation reform' has already been announced.

It focuses predominantly on reducing burdens for entrepreneurs such as informational obligations stemming from many legal acts regarding different fields of economic activity. Within the program, an important analysis concerning the cost of administrative burdens for citizens has been published, where the costs of fulfilment of bureaucratic requirements has been estimated. The main aim of the program is to reduce dispensable part of these costs. The program includes smaller campaigns and strategies. The recent one was named 'an entrepreneur has a right' and was very positively evaluated by the last SIGMA report on Improvement in government and management.

Names of responsible persons	
Name:	Tomasz Strak
Organisation:	Department of Task Budgeting Implementation
Function:	Director
Postal address:	al. Ujazdowskie 1/3
Postal code/place:	00-583/Warszawa
Phone:	+48 22 694 75 13
Cell. Phone:	n/a
Fax:	+48 22 694 63 74
E-mail:	dbz@kprm.gov.pl
Name:	Katarzyna Golat
Organisation:	Ministry of Domestic Affairs and Administration, Department of the Administration
Function:	Director
Postal address:	ul. Wspólna 2/4
Postal code/place:	00-505/Warsaw
Phone:	+48 22 661-88-69
Cell. Phone:	n/a
Fax:	+48 22 661 94 08
E-mail:	n/a

Portugal

Country:	Portugal				
The way attention is paid to the reduction of administrative burdens for citizens in this country					
<p>Citizens: This subject is on the Portuguese political agenda and there is a special programme called SIMPLEX with 4 axis of action:</p>					
<p>Axis 1 – Relationship between the Public Administration and the Citizen Objectives: Simplification and Quality</p> <ul style="list-style-type: none"> - Citizens card - Citizens centred services 					
<p style="text-align: center;">MAKE PEOPLES' LIVES EASIER</p> <table border="0"> <tr> <td style="background-color: #FFC0CB; padding: 5px;">SIMPLIFICATION</td> <td> <ul style="list-style-type: none"> • Reduce the excessive fragmentation of public departments and services, by developing the 'single contact point' principle and specifically targeting it at the main events in people's lives; • Simplify administrative processes; • Improve the quality of public services, by combining different channels – personal visits, voice and web; </td> </tr> <tr> <td style="background-color: #FFC0CB; padding: 5px;">QUALITY</td> <td> <ul style="list-style-type: none"> • Promote people's trust in their Public Administration, by making procedures transparent and making public departments and services accountable; • Assess the quality of services, including by comparing them to people's expectations; • Stimulate a democratic concept of quality, in association with the promotion of active citizenship. </td> </tr> </table>		SIMPLIFICATION	<ul style="list-style-type: none"> • Reduce the excessive fragmentation of public departments and services, by developing the 'single contact point' principle and specifically targeting it at the main events in people's lives; • Simplify administrative processes; • Improve the quality of public services, by combining different channels – personal visits, voice and web; 	QUALITY	<ul style="list-style-type: none"> • Promote people's trust in their Public Administration, by making procedures transparent and making public departments and services accountable; • Assess the quality of services, including by comparing them to people's expectations; • Stimulate a democratic concept of quality, in association with the promotion of active citizenship.
SIMPLIFICATION	<ul style="list-style-type: none"> • Reduce the excessive fragmentation of public departments and services, by developing the 'single contact point' principle and specifically targeting it at the main events in people's lives; • Simplify administrative processes; • Improve the quality of public services, by combining different channels – personal visits, voice and web; 				
QUALITY	<ul style="list-style-type: none"> • Promote people's trust in their Public Administration, by making procedures transparent and making public departments and services accountable; • Assess the quality of services, including by comparing them to people's expectations; • Stimulate a democratic concept of quality, in association with the promotion of active citizenship. 				
<p>Axis 2 - Relationship between the Public Administration and businesses Objectives: Simplification and Responsiveness</p>					
<p>Axis 3 – The Public Administration's organisation and internal management Objectives: Innovation, Dematerialisation, Qualification, Entrepreneurialisation, Transversality</p>					
<p>Axis 4 – Reforming the State Objectives: Active Citizenship, Regulation, Rationalisation</p>					

The organisation of the reduction of administrative burdens for citizens

Citizens:

Cooperation within and between Ministerial Departments and Public Administration bodies is the cornerstone of the Government's programme for modernising and reforming public services. The Government has set up a special cross-departmental body – **the Office of Public Services Reform (UCMA)** – to oversee the implementation of this networking strategy. UCMA belongs to the Presidency of the Council of Ministers and comes under the direct authority of the Minister of State and Internal Affairs. Its role is not only to serve as a platform for cooperation between all the bodies involved in modernising the public administration, but also to be a driving force behind the whole process. UCMA's job is thus to identify, select and promote cross-cutting ways of modernising the Public Administration, monitor them, and then publicise the results as widely as possible. It is also responsible for supervising other sectoral modernisation measures.

Names of responsible persons

Name:	Maria Manuel Leitão Marques
Organisation:	UCMA – Unidade de Coordenação da Modernização Administrativa
Function:	Presidente
Postal address:	Praça do Comércio, Ala oriental - 1º andar
Postal code/place:	1149 – 018 Lisbon Portugal
Phone:	00 351 21 323 22 89
Cell. Phone:	
Fax:	
E-mail:	ucma@ucma.gov.pt

Romenia

Country:	Romania
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens and business:</p> <p>The reform of the public administration has been on the government agenda for quite some time now. As part of the reform a number of initiatives have focused on improving public services while reducing costs. One of these initiatives is the “Desk reform” program that is to provide more efficient and convenient public services to citizens and businesses, while reducing costs for both public and private entities and increasing the public trust in the administration.</p> <p>An important component of the “Desk reform “program is the “e-Government Programme”. Reform of public administration through e-Government is specifically mentioned in the political programme of the current government. e-Government has been aggressively promoted in the last two years, being considered as the best way of organising public management in order to increase efficiency, transparency, accessibility and responsiveness to citizens, while reducing costs, bureaucracy and corruption. The e-Government portal (www.e-guvernare.ro) was launched in September 2003, providing a one-stop shop to public services online, and incorporating a transactional platform enabling users to register for interactive and transactional services.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens and business:</p> <p>The Central Unit for Public Administration Reform (CUPAR) is a structure within the Ministry of Public Administration that co-ordinates the public reform process in Romania.</p> <p>http://modernizare.mai.gov.ro</p>	
Names of responsible persons	
Name:	Liviu Radu
Organisation:	CUPAR/Ministry of Administration and Interior
Function:	Secretary of State for the Public Administration Reform
Postal address:	1A Revolution Square, sector 1
Postal code/place:	Bucharest
Phone:	+4021 315 08 79
Cell. Phone:	
Fax:	+4021 310 35 62
E-mail:	ucrap@mai.gov.ro

Slovakia

Country:	Slovakia
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and Citizens:</p> <p>Administrative burden for citizens is not a coordinated agenda nor is it directly addressed or managed. Indirectly it falls:</p> <ol style="list-style-type: none">1. under economic, employment and business environmental regulatory impact assessment which is obligatory for all of new policies, legislation;2. under public administration decentralization program;3. under other agendas aimed at rationalisation of central and other government (e.g. e-government, evaluations within programme budgeting).	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and Citizens:</p> <p>Regulatory impact assessments fall under coordination responsibilities of respective ministries (of Labour, of Finance, of Economy).</p> <p>Public administration decentralisation comes under plenipotentiary of the Government and under Ministry of Interior.</p> <p>Other agendas are line agendas.</p>	

Names of responsible persons	
Name:	Emília Kršíková cc: Silvia Rybárová
Organisation:	Ministry of Labour, Social Affairs and Family
Function:	State Secretary cc: Head of Social Analysis and Strategies Department
Postal address:	Špitálska 4-6
Postal code/place:	816 43 Bratislava
Phone:	++421 2 5975 1310, 2717
Cell. Phone:	
Fax:	
E-mail:	krsikova@employment.gov.sk silvia.rybarova@employment.gov.sk veronika.janusova@employment.gov.sk
Name:	Marek Lendacký
Organisation:	Ministry of Finance
Function:	Director General of Section of Strategy
Postal address:	Štefanovicova 5, P. O. BOX 82
Postal code/place:	817 82 BRATISLAVA
Phone:	++421 2 5958 1111
Cell. Phone:	
Fax:	
E-mail:	mlendacky@mfsr.sk
Name:	Jozef Liška
Organisation:	Ministry of Interior
Function:	Director General of Public Administration Section
Postal address:	Drienová 22
Postal code/place:	826 86 Bratislava
Phone:	02/4859 2101
Cell. Phone:	
Fax:	02/4333 4395
E-mail:	svs@mvsr.vs.sk

Slovenia

Country:	Slovenia
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and Citizens:</p> <p>Reduction of administrative burdens has been on the agenda of the current Slovenian government for some time. Minister of Public Administration, Mr. Gregor Virant is responsible. The actual agenda programme is called "Effective and less costly Public Administration" and is available on Ministry's web page in English, http://www.mju.gov.si/en/effective_and_less_costly_public_administration/.</p> <p>Typically realization of government plans in Slovenia (privatizations, tax reforms, effective government and any other reduction reforms) has been continuously postponed and rarely implemented. There are many discussions, minimal action. With the new minister in charge new break-through ideas have been discussed (working on Saturdays, etc).</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and Citizens:</p> <p>It is on main agenda of Mr. Gregor Virant, Minister for Public administration.</p>	
Names of responsible persons	
Name:	Gregor Virant
Organisation:	Ministry of Public Administration
Function:	Minister
Postal address:	Tržaška cesta 21
Postal code/place:	SI 1000 Ljubljana
Phone:	+386 1 478 8330
Cell. Phone:	-
Fax:	+386 1 478 8331
E-mail:	gp.mju@gov.si
	Neja.lah@gov.si / natasa.rojsek@gov.si

Spain

Country:	Spain
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and Citizens:</p> <p>Nowadays, the Spanish situation regarding the administrative burden reduction is related to the application of different plans or programs, undertaken by the different civil services (central, regional and local).</p> <p>Almost every government (central, regional and local governments) has a modernization plan that includes the improvement of the public services with a special focus on the citizens. Therefore it is one of the priorities on the political agenda of the mentioned civil services.</p> <p>The main fields of these plans are:</p> <ul style="list-style-type: none">• The reduction of paper in the administrative matters• The substitution of documents by the responsible statement of the citizens• Administrative process reengineering.• The implementation of electronic administration / electronic government.	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and Citizens:</p> <p>As it has been mentioned above, the different Administrations (central, regional and local) have competence within this field. Therefore they have an independent responsibility to develop these plans.</p> <p>Even though, the <i>Ministerio de Administraciones Públicas</i> (Public Administration Department), which is dependent of the central government, has developed a plan in this way: Actions Plan for the improvement of the Administration 2006-2008 (<i>Plan Moderniza</i>)</p> <p>Its aim is to improve and modernize the public services to satisfy the citizens' needs. By means of four work fields:</p> <ol style="list-style-type: none">1. A "24 hours" administration2. Simplification of administrative burdens for the citizens.3. Improving efficiency of the administrative processes.4. Transparency, participation and quality. <p>Some of the actions included on these fields, need of the cooperation of the Regional and Local Governments, for instance:</p> <ul style="list-style-type: none">• <i>Plan de servicios digitales para el desarrollo del e-DNI</i> (Digital Service Plan for the Developing of the electronic ID) its aim is developing 300 services compatibles with the new electronic Identification Card. It is going to be fulfilled with the cooperation of all the Ministries of the Central Government.	

- Red de oficinas integradas de atención al ciudadano. (Offices Network for Citizens Service) To solve the administrative matters of all the different Administrations. With the cooperation of all the Regional and Local Governments.
- Fotocopias del DNI (Identification Card Copies). Its aim it is to eliminate 1 million of copies of the Identification Cards (DNI) in the administrative processes at the Central Government. It is going to be fulfilled with the cooperation of the Ministry of the Interior (*Ministerio del Interior*)
- Volantes de Empadronamiento (Certificate of Registered Address: census). To eliminate 3 millions of these documents, using instead the available databases. With the cooperation of the Local Governments.

Names of responsible persons	
Name:	Juan Miguel Marquez
Organisation:	Ministerio de Administraciones Públicas. Dirección General de Modernización Administrativa (Public Administration Department. Direction of Administrative Modernization)
Function:	General Director
Postal address:	C/ María de Molina, 50
Postal code/place:	28071 Madrid
Phone:	+34 91 273 90 00
Cell. Phone:	
Fax:	
E-mail:	
Name:	Ernesto Abati Garcia-Manso
Organisation:	Ministerio de Administraciones Públicas. Dirección General de Modernización Administrativa. Subdirección Gral. de Simplificación Administrativa y Programas de Atención al Ciudadano (Public Administration Department. Direction of Administrative Modernization. Sub Direction of Administrative Simplification and Citizen Services Programs)
Function:	Sub Director
Postal address:	C/ María de Molina, 50
Postal code/place:	28071 Madrid
Phone:	+34 91 273 90 00 - + 34 91 273 22 69
Cell. Phone:	
Fax:	
E-mail:	

Sweden

Country:	Sweden
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business:</p> <p>The Swedish authority Nutek (www.nutek.se) is responsible for administrative burden for companies. This authority has been measuring AG for some years mainly focusing on companies. For civilians there are still not so much activities.</p> <p>Since Sept 07 Sweden has a new right wing government. We expect that the focus on administrative burden will increase.</p> <p>A newly started committee is going to investigate the prerequisites to reform the government authorities. Increased focus on e-government.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business:</p> <p>The Swedish authority Nutek www.nutek.se is responsible for administrative burden for companies. The responsibility for administrative burden is delegated to several authorities. The Ministry of Finance is in charge of the co-ordination.</p>	
Names of responsible persons	
Name:	Jacqueline Deniz Kviharju
Organisation:	Ministry of Industry
Function:	Head of section
Postal address:	103 33 Stockholm
Postal code/place:	103 33 Stockholm
Phone:	46 8 405 10 00
Name:	Anna Bungler
Organisation:	Nutek
Function:	Project Manager
Postal address:	
Postal code/place:	117 86 Stockholm
Phone:	46 8 681 91 00

Switzerland

Country:	Switzerland
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and Citizens: The Federal Department of Economic Affairs (FDEA) and the State Secretariat for Economic Affairs (SECO) are working on the reduction of administrative burdens. They concentrate mainly on the value added tax (VAT) and the small and middle enterprises (SME). The Swiss Federal Council is trying to implement an amendment of the national law to reduce the administrative tasks for SME (this has not been implemented yet.)</p> <p>Projects with the objective to "reduce the administrative burden" focus in our country businesses. The name of the program is «Vereinfachung des unternehmerischen Alltags». There is a special initiative for small businesses (Klein- und Mittelunternehmen, KMU, as they are called). More you find under this link: http://www.seco.admin.ch/themen/00374/00459/00465/index.html?lang=de.</p> <p>There is some concern/focus on facilitating life to citizens. But it is part of the "Strategy for the Information Society" wherein there exists a sub-programme called "eGovernment Strategy". This programme is managed by the Informatikstrategieorgan des Bundes (Federal Strategy Unit for IT). You may consult the following links to have an idea about the activities and the address: http://www.isb.admin.ch/ http://www.efd.admin.ch/kontakt/00552/index.html?lang=de The responsible person is Mr Didisheim.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and Citizens: Switzerland does not have a centralized body like the Advisory Council (Netherlands) on reduction of Administrative Burden. The SECO and the FDEA are working on the project</p>	
Names of responsible persons	
Name:	Nicolas Wallart
Organisation:	SECO, "Stabsstelle Regulierungsanalyse" (analysis of regulations)
Function:	Leader of the "Stabsstelle Regulierungsanalyse"
Postal address:	Effingerstrasse 1
Postal code/place:	3003 Bern
Phone:	++41 (0)31 322 21 16
E-mail:	Nicolas.wallart@seco.admin.ch

United Kingdom

Country:	United Kingdom
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business: It has been considered but it is not a priority issue at present - the focus in the UK is on reducing the burden on business and other public sector organisations. This is an explicit political choice - it partly reflects in-fighting between the Treasury/HMRC and Cabinet Office. There is no special programme - some departments are doing things which will impact on citizens, but this is coincidental.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens: N/A</p>	
Names of responsible persons	
Name:	n/a – any contact would be in the Better Regulation Executive but no one has a specific responsibility at present for citizen initiatives
Organisation:	
Function:	
Postal address:	
Postal code/place:	
Phone:	

B Overview of non-European factsheets

Australia

Country:	Australia
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>There are varying activities going on at the level of national and sub-national (State) governments as well as intergovernmental activities:</p>	
National	
<ul style="list-style-type: none">• The Commonwealth Government requires all subordinate legislation to be reviewed through a Regulatory Impact Statement (RIS) process before it can be implemented. Primary legislation does not have to face the same scrutiny• The Government commissioned an independent review of regulation last year that reported back with a wide range of recommendations covering ways of reducing the regulatory burden on business and the community. The Government has accepted many of the recommendations of that review and is currently considering the others• The Commonwealth has created a body for driving better regulation and for reviewing and assessing RIS	
State	
<ul style="list-style-type: none">• The 8 different sub-national jurisdictions are at varying stages of development of regulatory review programs. Most require preparation of RIS for subordinate legislation. Only one (Victoria) generally requires a similar process for primary legislation• Two States have made commitments to % reductions in administrative burdens over defined time periods. Some others are considering similar approaches.• Several of the States have established organisations similar to the Better Regulation Executive in the UK• Several States have separate offices responsible for reviewing and ensuring the quality of RIS	
Intergovernment	
<ul style="list-style-type: none">• A formal process of progressing regulatory reform has been established through the Council of Australian Governments (CoAG) – a forum of the national and sub-national governments. A national program of reform is currently being developed through that forum	
Citizens	
<p>In the first instance the primary focus is in relation to impacts on business which, in turn, would have flow on effects in a number of cases for the general population in terms of their dealings with business and Government etc.</p>	

The organisation of the reduction of administrative burdens for citizens	
Business and Citizens:	
National	
<ul style="list-style-type: none"> • Not yet determined 	
State	
<ul style="list-style-type: none"> • Those states that have committed to reduction in regulatory burden have generally set a target and devolved responsibility for achieving it to individual government departments. However have also established Better Regulation Executives to oversee and guide the processes 	
Names of responsible persons	
Name:	Simon Corden
Organisation:	Victorian Competition and Efficiency Commission
Function:	Director
Postal address:	1 Treasury PI Victoria Australia
Postal code/place:	
Phone:	03 9651 5111
Cell. Phone:	
Fax:	
E-mail:	Simon.corden@vcec.vic.gov.au
Name:	Jenny Mellican
Organisation:	Victorian Treasury
Function:	Director
Postal address:	1 treasury PI, Melbourne Victoria, Australia
Postal code/place:	
Phone:	03 9651 5111
Cell. Phone:	
Fax:	
E-mail:	Jenny.mellican@treasury.vic.gov.au

Canada

Country:	Canada
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and Citizens: Administrative Burden was an important issue in Canada in 2004, 2005 and 2006.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Businesses and Citizens:</p> <p>Advisory committee did a report on how to reduce burden. The Government announced commitment to reduce it by 20%, but the baseline still needs to be developed. The Government also restated their commitment to follow-through with surveys by Statistics Canada on – one on perceptions of burdens and one on cost estimates. There is also a commitment to adopt best practices such as Bizpal for improving efficiency in administrative filing.</p>	
Names of responsible persons	
Name:	Randa Saryeddine (secretary Patricia Normandeau (613) 954-5478)
Organisation:	Industry Canada
Function:	Policy Analyst
Postal address:	235 Queen Street Ottawa, Ontario Canada
Postal code/place:	K1A 0H5
Phone:	613 941 8195
Cell. Phone:	
Fax:	(613) 946-1035
E-mail:	Saryeddine.Randa@ic.gc.ca

Canada- British Columbia

Country:	Canada- British Colombia
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business:</p> <p>Two of the many programs under the Service BC programs:</p> <ol style="list-style-type: none"> 1. OneStop Service and the recognition received 2. Another initiative is the Alternative Delivery Secretariat, This group champions the process and implementation of Outsourcing / Insourcing type services, for example ; centralized payroll services, revenue collection management, medical services plan administration, Work station support. All of the can be reviewed on www.bc.gov.ca <p>The OneStop Business Registry is a public sector partnership offering integrated Business Registration and Business Address Change services based on the Business Number (a unique identifier that makes working with the public sector simpler, easier, and more convenient).</p> <p>Among other benefits, these services make it possible to provide basic business information only once when dealing with two or more related public sector agencies. When given express permission by the entrepreneur, the information provided to the first agency is seamlessly transferred to the second agency without re-keying. Also among other benefits, online business services are grouped together logically, according to business needs, even if they are from different areas of the public sector.</p> <p>As of August 1, 2006, the Ministry of Public Safety and Solicitor General's Liquor Control and Licensing Branch adopted the national Business Number as a common identifier. Current liquor licensees are now able to renew their licenses online using the OneStop Business Registration service.</p> <p>The OneStop Business Registry is committed to service improvements and welcomes feedback. Among other initiatives, OneStop is promoting the Business Number as the basis for all public sector interactions with business, is working to integrate new public sector business accounts with the services and is encouraging adoption of an authentication mechanism for the benefit of entrepreneurs.</p>	
<p>OneStop Accomplishments</p> <p>Businesses for years have called for government at all levels to work together to reduce red tape. The OneStop Business Registry is doing just that. Below are a few of OneStop's accomplishments:</p> <p>Business Registration</p> <ul style="list-style-type: none"> • First service in Canada to facilitate business registration with both provincial and federal governments • First service in Canada to facilitate business registration with all three levels of government 	

– provincial, federal and municipal

- First service in Canada to facilitate business registration with all three levels of government – provincial, federal and municipal on the Internet
- First initiative to use the British Columbia government's Internet credit card payment service
- Winner of the 1999 Strategies for Public Service Transformations Information Technology Award for Cross Agencies Jurisdictional Project (September 1999, Victoria)
- Winner of the 2000 British Columbia Public Service Silver Award for Process Improvement, Vancouver Island Region (March 2000, Victoria)
- Finalist for the 2001 Stockholm Challenge in Public Services and Democracy (June 2001, Stockholm, Sweden)
- Winner of the 2002 Strategies for Public Service Transformations Information Technology Award for Excellence in Electronic Service Delivery (October 2002, Victoria)
- Runner up for the 2004 British Columbia Public Sector Information Technology Award for Excellence in Project Management (October 2004, Victoria)
- Winner of the 2004 British Columbia Public Sector Information Technology Award in the Special Category of Multi-jurisdictional Projects (October 2004, Victoria)
- Winner of the 2005 Gold anadian Government CIO Review Award for interjurisdictional Leadership (February 2005, Ottawa)
- Winner of first place with Corporate Online of the 2005 International Association of Commercial Administrators Merit Award for Government to Government technology (April 2005, Fredericton, New Brunswick)

Address Change:

First E-service in Canada to facilitate business address changes with all three levels of government-provincial, federal and municipal

Citizens:

Based on similar models the government has moved to integrated service delivery for employment and income assistance; child welfare and others. Most of these programs can be accessed on www.gov.bc.com

The organisation of the reduction of administrative burdens for citizens

Government wide. Driven by the Premier and senior management of the provincial government

Names of responsible persons

Name:	Dave Nikolejsin
Organisation:	Government of British Columbia
Function:	CIO
Postal address:	PO BOX 9412 STN PROV GOVT Victoria BC CANADA
Postal code/place:	V8W 9V1
Phone:	250 387-8509
Cell. Phone:	

Canada- Province of Quebec

Country:	Canada, Province of Quebec
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <p>There is a great deal of attention paid to the reduction of administrative burdens for citizens in our province. It is part of the "Reform of the Quebec Administration" (modernisation de l'état) on improving both public services and reforming the government. It is well publicised and is the focus of a lot of attention from both elected and opposition MPs. The proper site is www.tresor.gouv.qc.ca (managed by the Quebec Treasury Board- Modernisation de L'Etat)</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens:</p> <p>There is a "government wide" initiative in the province called "Modernisation of the public administration. Part of this reform aims directly towards improving services for citizens. It includes the creation of a new department (ministry) called Government Services with two separate entities being "Service Quebec" and "Quebec shared services centre".</p> <p>Service Quebec is currently creating a single citizen's portal providing a single point of contact for all citizens, a single telephone number for all Gvt related information requests (toll free). There is also a project to group all services to citizens in a single point of service with outlets all over the province. A place where you will be able to renew your driver's licence, pay your income tax, renew your fishing and hunting permits, etc.</p>	

Names of responsible persons	
Name:	Mr. Luc Meunier
Organisation:	Quebec Treasury board (Secrétariat du Conseil du Trésor)
Function:	Secretary General - Quebec Treasury board
Postal address:	Édifice J, 875 Grande Allée Est, 3 ^{ième} étage, Québec, Québec
Postal code/place:	Canada, G1R 5R8
Phone:	
Cell. Phone:	
Fax:	
E-mail:	Luc.meunier@sct.gouv.ca
Name:	Mme Sylvie Grondin
Organisation:	Quebec Treasury board (Secrétariat du Conseil du Trésor)
Function:	Deputy Secretary General of the Quebec Treasury board
Postal address:	Édifice J, 875 Grande Allée Est, 3 ^{ième} étage, Québec, Québec
Postal code/place:	Canada, G1R 5R8
Phone:	(418) 644-2704
Cell. Phone:	
Fax:	
E-mail:	Sylvie.grondin@sct.gouv.ca
Name:	Mme Monique Jérôme-Forget
Organisation:	Quebec Treasury board
Function:	President of the Quebec Treasury board and Minister responsible for the Public Administration
Postal address:	Édifice J, 875 Grande Allée Est, 3 ^{ième} étage, Québec, Québec
Postal code/place:	Canada, G1R 5R8

Canada- Ontario

Country:	Canda - Ontario
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens: Citizen-centred government is the Canadian phrasing or slogan for improved service delivery to business and citizens. The Ontario Government has several initiatives underway to streamline access and improve services in terms of timeliness, choice and cost. Service Ontario is the flagship citizen centred initiative.</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens: Service Ontario is a new organization with the mandate to become the retail expert within the Ontario government for both citizens and business (www.serviceontario.ca). Currently structured as a Division within the Ministry of Government Services it is planned to become a separate organization or government agency. Service Ontario is integrating all transactional services currently delivered by phone, internet, over the counter or in person. The Government is implementing a plan to transfer from line Ministries these services to Service Ontario over the next five years.</p>	
Names of responsible persons	
Name:	Robert Stark
Organisation:	Service Ontario
Function:	Chief Executive Officer
Postal address:	777 College St. 5 th Floor, Toronto, Ontario
Postal code/place:	M7A 2J3
Phone:	416-326-7102
Cell. Phone:	
Fax:	
E-mail:	bob.stark@ontario.ca
Name:	
Organisation:	

India

Country:	India
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Citizens:</p> <ul style="list-style-type: none">• Reduction of administrative burden through efficient and effective service delivery to citizens is a stated priority for the country and is part of the political manifesto of the current ruling coalition.• Reduction in administrative burden is being addressed through institutions i.e. Department of Administrative Reform and Public Grievances (DARPG) and Department of Information Technology (DIT).• While DARPG is more focussed on improving the internal efficiency of Government operations (reforming office procedural manuals, civil services reform) and through empowerment of citizens through implementation of legislations such as Right To Information, DIT is focussed on leveraging ICT (eGovernment) to significantly and measurably improve the service levels of all services provided by Central, provincial and local governments.• DIT is currently implementing a USD 6-7 billion dollar National eGovernance plan focussed on citizen service delivery through which improvement in over 200 key services of the government is proposed. The plan focuses on clearly defined service levels to ensure citizen focus.	
The organisation of the reduction of administrative burdens for citizens	
<p>Citizens:</p> <ul style="list-style-type: none">• As mentioned reduction in administrative burden is being addressed through institutions i.e. Department of Administrative Reform and Public Grievances (DARPG) and Department of Information Technology (DIT).• Additionally, National Institute of Smart Government plays a key role in helping implementing the Governments agenda for reducing administrative burdens for citizens.• Having said that the final responsibility for achieving the targets are with the individual departments / ministries	

Names of responsible persons	
Name:	R Chandrashekhar, IAS
Organisation:	Department of Information Technology
Function:	Additional Secretary (eGovernance)
Postal address:	Electronics Niketan, 6 CGO Complex, Lodhi Road, New Delhi – 110 003, India
Postal code/place:	110 003, India
Phone:	+91 11 240301907
Cell. Phone:	NA
Fax:	
E-mail:	asegov@mit.gov.in
Name:	Rahul Sarin, IAS / Lekha Kumar
Organisation:	Department of Administrative Reform and Public Grievances
Function:	Additional Secretary / Director
Postal address:	SP Bhawan, Parliament Street, New Delhi India
Postal code/place:	110 001, India
Phone:	23742133, 23742546
Cell. Phone:	
Fax:	
E-mail:	as-arpg@nic.in / lekha.kumar@nic.in
Name:	J Satyanarayan, IAS
Organisation:	National Institute of Smart Government
Function:	CEO
Postal address:	Block B IIIT Campus, Gauchibowli, Hyderabad- (Andhra Pradesh) INDIA
Postal code/place:	500032
Phone:	91 040 23006683/84, 23002983/84
Cell. Phone:	
Fax:	91 040 23006685
E-mail:	ceo@nisg.org

USA

Country:	United States
The way attention is paid to the reduction of administrative burdens for citizens in this country	
<p>Business and Citizens:</p> <p>There have been several legislative efforts and initiatives from The White House Office of Management and Budget (OMB) to expand the use of "e-Government" as well as streamline the process for receiving government research grants. Although this is on the political agenda, it is not one of the top priorities for either The White House or Congress.</p> <p>The following link might be helpful: http://www.whitehouse.gov/omb/inforeg/infocoll.html#PRA</p> <p>The RegInfo site has a section called "Information Collection Review" that will provide some additional guidance. http://www.reginfo.gov/public/jsp/Utilities/index.jsp</p>	
The organisation of the reduction of administrative burdens for citizens	
<p>Business and Citizens:</p> <p>There are several different government agencies with their own plans to reduce the administrative burden along with some degree of support coming from the U.S. Congress. The National Science Foundation (a government agency) has developed the Federal Demonstration Project, along with four other government agencies in cooperation with several U.S. universities to streamline the research grant process.</p> <p><u>Federal Demonstration Partnership - www.thefdp.org</u></p> <p>Begun as an experiment in 1986 between five federal agencies (National Science Foundation, National Institutes of Health, Office of Naval Research, Department of Energy, and US Department of Agriculture) and the Florida State University System and the University of Miami to test and evaluate a grant mechanism utilizing a standardized and simplified set of terms and conditions across all participating agencies, the FDP has evolved into an organization of 10 federal agencies and more that 90 research institutions dedicated to finding efficient and effective ways to support research by maximizing resources available for research and minimizing administrative costs.</p>	

E-Government Act of 2002

The E-Government Act of 2002 (H.R. 2458/S. 803) was signed by the President on December 17, 2002, with an effective date for most provisions of April 17, 2003. Key elements are:

- Codification of PMA Expanding E-Government Initiatives
 - Codifies OMB's role: E-Administrator and Office of E-Government
 - Endorses and requires agencies to support initiatives (cross agency initiatives such as E-Rulemaking, Geospatial One-Stop, E-Records Management, E-Authentication (esp. E-signatures) and Disaster Management; FirstGov; enterprise architecture)
 - Authorizes E-fund beyond President's \$100 M target
- New OMB Requirements
 - Annual report to Congress
 - Sponsor ongoing dialogue with state, local, and tribal governments, as well as the general public, the private, and the non-profit sectors to find innovative ways to improve the performance of governments in collaborating on the use of information technology to improve the delivery of Government information and services
 - Standards for categorizing and indexing government information
 - Standards for agency Web sites
 - Create a public directory for agency Web sites
 - Select agencies to engage in pilot projects on data integration
 - Access improvement for people with and without computers

Names of responsible persons

Name:	Linda Koontz
Organisation:	US Government Accountability Office
Function:	
Postal address:	
Postal code/place:	
Phone:	+ 1 202 512 7487
Cell. Phone:	
Fax:	
E-mail:	koontzl@gao.gov
Name:	Tom Davis
Organisation:	US Congress
Function:	Ranking Member, Committee on Oversight and Government Reform
Postal address:	
Postal code/place:	
Phone:	+ 1 202 225 1492
Cell. Phone:	

Fax:	
E-mail:	
Name:	Chris Braddock
Organisation:	United States Chamber of Commerce
Function:	
Postal address:	
Postal code/place:	
Phone:	+ 1 202 659 6000
Cell. Phone:	
Fax:	
E-mail:	cbraddock@uschamber.com
Name:	David Wright
Organisation:	Federal Demonstration Partnership- www.thefdp.org
Function:	Executive Director
Postal address:	
Postal code/place:	
Phone:	
Cell. Phone:	
Fax:	
E-mail:	dwright@nas.edu
Name:	Rob Portman
Organisation:	E Government Act of 2002
Function:	Director, Office of Management and Budget (OMB)
Postal address:	
Postal code/place:	
Phone:	+ 1 202 456 1414

PAPERWORK REDUCTION ACT COLLECTION DISCONTINUATION FORM		
Agency/Subagency	OMB Control Number _ _ _ _ - _ _ _ _	
Title of Collection:		
Current Expiration Date Month/Year	Requested Expiration Date to Discontinue Collection Month/Year	
Reason for Discontinuation:		
Signature of Senior Official or Designee:	Date:	For OIRA Use _____ _____

OMB FORM 89-D, 10/04

**PAPERWORK REDUCTION ACT
EMERGENCY EXTENSION**

Agency/Subagency <div style="border: 1px dashed black; height: 20px; width: 95%; margin-top: 5px;"></div>	OMB control number <div style="border: 1px dashed black; display: inline-block; width: 40px; height: 15px; margin-top: 5px;"></div> - <div style="border: 1px dashed black; display: inline-block; width: 40px; height: 15px; margin-top: 5px;"></div>
--	---

Expiration date	Current record <div style="border: 1px dashed black; display: inline-block; width: 40px; height: 15px; margin-top: 5px;"></div> month / year	New Record ** <div style="border: 1px dashed black; display: inline-block; width: 40px; height: 15px; margin-top: 5px;"></div> month / year
-----------------	--	---

Reason for emergency extension request

Signature of Senior Official or designee: <div style="border: 1px dashed black; height: 20px; width: 95%; margin-top: 5px;"></div>	Date: <div style="border: 1px dashed black; height: 20px; width: 95%; margin-top: 5px;"></div>	For OIRA Use _____ _____
---	---	--------------------------------

** Three month maximum allowed from current expiration date.

PAPERWORK REDUCTION ACT SUBMISSION

Please read the instructions before completing this form. For additional forms or assistance in completing this form, contact your agency's Paperwork Clearance Officer. Send two copies of this form, the collection instrument to be reviewed, the Supporting Statement, and any additional documentation to: Office of Information and Regulatory Affairs, Office of Management and Budget, Docket Library, Room 10102, 725 17th Street NW, Washington, DC 20503.

1. Agency/Subagency originating request _____	2. OMB control number a. _____ - _____ b. <input type="checkbox"/> None
3. Type of information collection (check one) a. <input type="checkbox"/> New collection b. <input type="checkbox"/> Revision of a currently approved collection c. <input type="checkbox"/> Extension, without change, of a currently approved collection d. <input type="checkbox"/> Reinstatement, without change, of a previously approved collection for which approval has expired e. <input type="checkbox"/> Reinstatement, with change, of a previously approved collection for which approval has expired f. <input type="checkbox"/> Existing collection in use without an OMB control number	4. Type of review requested (check one) a. <input type="checkbox"/> Regular b. <input type="checkbox"/> Emergency - Approval requested by: _____ / _____ / _____ c. <input type="checkbox"/> Delegated
3a. Public Comments Has the agency received public comments on this information collection? <input type="checkbox"/> Yes <input type="checkbox"/> No	5. Small entities Will this information collection have a significant economic impact on a substantial number of small entities? <input type="checkbox"/> Yes <input type="checkbox"/> No
6. Requested expiration date a. <input type="checkbox"/> Three years from approval date b. <input type="checkbox"/> Other Specify: _____ / _____	
7. Title _____	
8. Agency form number(s) (if applicable) _____	
9. Keywords _____	
10. Abstract _____	
11. Affected public (Mark primary with "P" and all others that apply with "X") a. <input type="checkbox"/> Individuals or households d. <input type="checkbox"/> Farms b. <input type="checkbox"/> Business or other for-profit e. <input type="checkbox"/> Federal Government c. <input type="checkbox"/> Not-for-profit institutions f. <input type="checkbox"/> State, Local or Tribal Government	12. Obligation to respond (Mark primary with "P" and all others that apply with "X") a. <input type="checkbox"/> Voluntary b. <input type="checkbox"/> Required to obtain or retain benefits c. <input type="checkbox"/> Mandatory
13. Annual reporting and recordkeeping hour burden a. Number of respondents _____ b. Total annual responses _____ 1. Percentage of these responses collected electronically _____ % c. Total annual hours requested _____ d. Current OMB inventory _____ e. Difference _____ f. Explanation of difference 1. Program change _____ 2. Adjustment _____	14. Annual reporting and recordkeeping cost burden (In thousands of dollars) a. Total annualized capital/startup costs _____ b. Total annual costs (O&M) _____ c. Total annualized cost requested _____ d. Current OMB inventory _____ e. Difference _____ f. Explanation of difference 1. Program change _____ 2. Adjustment _____
15. Purpose of information collection (Mark primary with "P" and all others that apply with "X") a. <input type="checkbox"/> Application for benefits e. <input type="checkbox"/> Program planning or management b. <input type="checkbox"/> Program evaluation f. <input type="checkbox"/> Research c. <input type="checkbox"/> General purpose statistics g. <input type="checkbox"/> Regulatory or compliance d. <input type="checkbox"/> Audit	16. Frequency of recordkeeping or reporting (check all that apply) a. <input type="checkbox"/> Recordkeeping b. <input type="checkbox"/> Third party disclosure c. <input type="checkbox"/> Reporting 1. <input type="checkbox"/> On occasion 2. <input type="checkbox"/> Weekly 3. <input type="checkbox"/> Monthly 4. <input type="checkbox"/> Quarterly 5. <input type="checkbox"/> Semi-annually 6. <input type="checkbox"/> Annually 7. <input type="checkbox"/> Biennially 8. <input type="checkbox"/> Other (describe) _____
17. Statistical methods Does this information collection employ statistical methods? <input type="checkbox"/> Yes <input type="checkbox"/> No	18. Agency contact (person who can best answer questions regarding the content of this submission) Name: _____ Phone: _____