

European Public Sector Award 2015

The Public Sector as Partner for a Better Society



Julia Bosse
Michael Burnett
Susanne Møller Nielsen
Claude Rongione
Harrie Scholtens

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Opening Words

By Marianne Thyssen

European Commissioner for Employment, Social Affairs, Skills and Labour Mobility

The today's challenges for the European Union and its Member States need more than ever a coordinated answer based on a solid partnership between all actors.

Among them, the public administrations play an essential and central role. For example, the European Employment and Social policies are supported by the European Social Fund, the management of which is shared between the Commission and the Member States and their regions. The impact of these policies depends on our capacity to deliver effectively the support we provide to projects aiming at developing human capital, modernising labour markets and promoting social inclusion.

Hence, the theme of the European Public Sector Award (EPSA) 2015 "*The Public Sector as Partner for a Better Society*" is highly topical and reflects the current pan-European needs. In total 266 contenders from 36 countries and European institutions responded to this year's call. The submitted projects showed that the public sector working in partnership is a reality for many public administrations across Europe and that administrations found ground-breaking and future-oriented solutions to many commonly experienced challenges.

The fact that 31% of all EPSA 2015 submissions come from EU co-funded projects also shows that with the support of the European Commission, many administrations across Europe engage in ongoing efforts of public sector modernisation striving towards highly performing institutions. The current social and economic challenges require institutions, which are strong and stable, but also flexible enough to adapt to change, open to dialogue with economic and civic stakeholders, notably the social partners, and have the ability to introduce new policies and to deliver adequate and forward-looking services.

The nominated projects, as well as the best practice cases selected, show that the EPSA fully reflects current developments in Europe, since it has identified projects that have found and implemented innovative solutions to address common concerns regarding migration, labour market integration, youth unemployment and youth protection, as well as citizens' involvement. At the same time, the selected nominees also demonstrate that EPSA is very attentive to rewarding leading-edge public sector initiatives exploring new ways of working together, with proven results for improved efficiency and effectiveness in the public sector.

The vision of EPSA is to create an arena in which Europe's public sector institutions can excel and become examples for the rest of the world. The projects in this publication represent a valuable source of inspiration for other public administrations across Europe and beyond.

Consequently, knowledge transfer is a strong "trade mark" of EPSA. For instance, the technical guidance document *Quality of Public Administration - A Toolbox for Practitioners* recently published by the Commission uses many illustrative case examples of working solutions, many of which stem from previous EPSA editions.

I am therefore very much looking forward to seeing this dynamic tool enriched by EPSA 2015 practices and warmly congratulate the EIPA for the continuous effort of bringing together public administrations in a European network of public sector excellence and for being an acknowledged learning arena across Europe.



A handwritten signature in black ink, appearing to read 'M. Thyssen'.

Foreword

By Marga Pröhl

Director-General of the European Institute of Public Administration

As Director-General of the European Institute of Public Administration (EIPA), I am delighted about the rich harvest of the 5th edition of the European Public Sector Award (EPSA), which resulted in 266 submissions from 36 European countries and some European institutions. EIPA, as the leading centre for European learning and development, is ideally placed to organise the EPSA. Since 1981, it is EIPA's mission to support the European Union and its Member States and the countries associated with EIPA by providing relevant and high quality services to develop the capacities of public officials dealing with EU affairs. By organising the EPSA contest scheme, EIPA is in a privileged position to observe public sector innovation and new trends at the various administrative levels.

As in previous EPSA rounds, we could again count on the financial and institutional support of the EPSA Steering Committee. In line with the changing relations between administrations and citizens and the trend towards a greater use of alternative and user-centric service delivery models, the EPSA 2015 Steering Committee comprised of representatives of our official partners, selected together with EIPA the overarching theme *"The Public Sector as Partner for a Better Society"* for this year's edition.



The submitted cases of this year's edition range from leading edge eGovernment solutions over holistic integration and inclusion strategies fostering social cohesion, to innovative leadership approaches, economic development and measures to combat (youth) unemployment and thus illustrate the full wealth of the EPSA scheme. It also shows once more the success of public administrations across all layers and sectors to continuously improve and to focus on the needs of citizens, while empowering them and other societal players to contribute to shaping a better society for all.

In general, the EPSA 2015 followed roughly the structure of the previous edition, but introduced three different awards. Two were given according to the two administrative categories: **European/National/Regional** and **Supra-Local/Local** and the third one was presented to a successful and outstanding case, drawn from both categories, demonstrating a significant **cross-cutting perspective**, e.g. cross-administrative, cross-sectoral and/or cross-border.

The wide European spread of EPSA 2015 submissions and the fact that as many countries as never before took part in this year's edition demonstrate the recognition of the EPSA as leading European network of public sector excellence. The latest proof of this recognition can be seen in the inclusion of many EPSA best practices in the European Commission's *Quality of Public Administration - A Toolbox for Practitioners*¹ as mentioned by the Commissioner for Employment, Social Affairs, Skills and Labour Mobility, Marianne Thyssen, and also in the report "Powering European Public Sector Innovation: Towards a New Architecture" by the European Expert Group on Public Sector Innovation.²

¹ See <http://ec.europa.eu> for the abridged and full version of the *Quality of Public Administration - A Toolbox for Practitioners*.

² European Commission Expert Group on Public Sector Innovation, 2013, *Powering European Public Sector Innovation: Towards A New Architecture*, European Commission, Directorate-General for Research and Innovation. Click to see this document [here](#).

Furthermore, it is widely acknowledged that benchmarking and learning from good practice lead to innovation. Good practice elements serve in turn as a source of inspiration for practitioners, policy-makers, other public innovators and change agents, and contribute to driving public sector quality by smartly adapting them to the respective national, regional or local contexts. As a consequence, good practice awards like the EPSA have a great potential to foster quality in public administrations as they showcase and recognise public achievements and make available key methodologies ready for replication and adaptation.

Therefore, the most interesting proven EPSA solutions and methods coming from a variety of administrative sectors are used in EIPA's administrative capacity building and contract activities for the benefit of all public servants. Our well experienced staff facilitates the adaptation of these results to specific public sector contexts and thus assists public entities in striving towards public sector excellence.

I thus warmly invite all readers to take part in EIPA's interactive trainings and seminars and to learn more about the methods and success factors behind the EPSA best practices.

Finally, I would like to express my heartfelt thanks to the 12 partners of the EPSA 2015 Steering Committee (the European Commission, Austria, Belgium, Denmark, Italy, Luxembourg, the Netherlands, Norway Sweden and Switzerland, as well as the City of Maastricht and the Province of Limburg), who provided the EPSA 2015 Team with valuable advice and support. I would like to extend my special thanks to the European Commission, and in particular to the Directorate-General for Employment, Social Affairs and Inclusion, in the person of the Commissioner Marianne Thyssen, and to the Directorate-General Human Resources and Security, in the person of the Vice-President and Commissioner Kristalina Georgieva. My gratitude goes also to the full EPSA 2015 Team at EIPA for their extraordinary level of dedication and commitment to making this EPSA round yet another successful award edition.

A handwritten signature in black ink, reading "Margareta Prohl". The signature is written in a cursive style with a large, sweeping underline.

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Susanne Møller Nielsen

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“The diversity and complementarity of the EPSA cases are characteristic of the EPSA 2015 edition. These cases constitute an important European knowledge platform of innovative solutions for value creation, better public service delivery and economic growth. They will be used in EIPA’s capacity building activities aiming at sharing inspiring best practices as well as connecting public sector innovators across Europe.”



Claude Rongione

EPSA Information Officer, EIPA

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“Being on the frontline of the EPSA submission process is a privileged position to be the first reader of many innovative and creative incoming ideas and solutions developed and implemented across Europe at different administrative levels. I thought I had seen it all, but this year’s rich harvest was yet another enthralling experience for me.”



Michael Burnett

EPSA Category Leader & Expert, EIPA

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🐦 [EIPAPubMan](#)

“The projects submitted at European, national and regional level show a real commitment to address the multiple challenges of budget constraints, weak growth, high service demand and damaged trust in government.”



Harrie Scholtens

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“Local governments’ action nowadays is based on the real needs of citizens due to their proximity. It was impressive to see which ways are found to establish forms of co-creation, cooperation and co-policy-making. Changes are no longer organisation-centred, but are increasingly demand-driven.”



Julia Bosse

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“Trying to find linkages between the different EPSA cases and grouping them was very exciting. The wide range of partnership and cooperation approaches breaking down departmental silos and engaging with various stakeholders was impressive. EPSA 2015 showed that constant improvement focusing on the needs of citizens is well established across all administrative sectors and layers.”

General Introduction

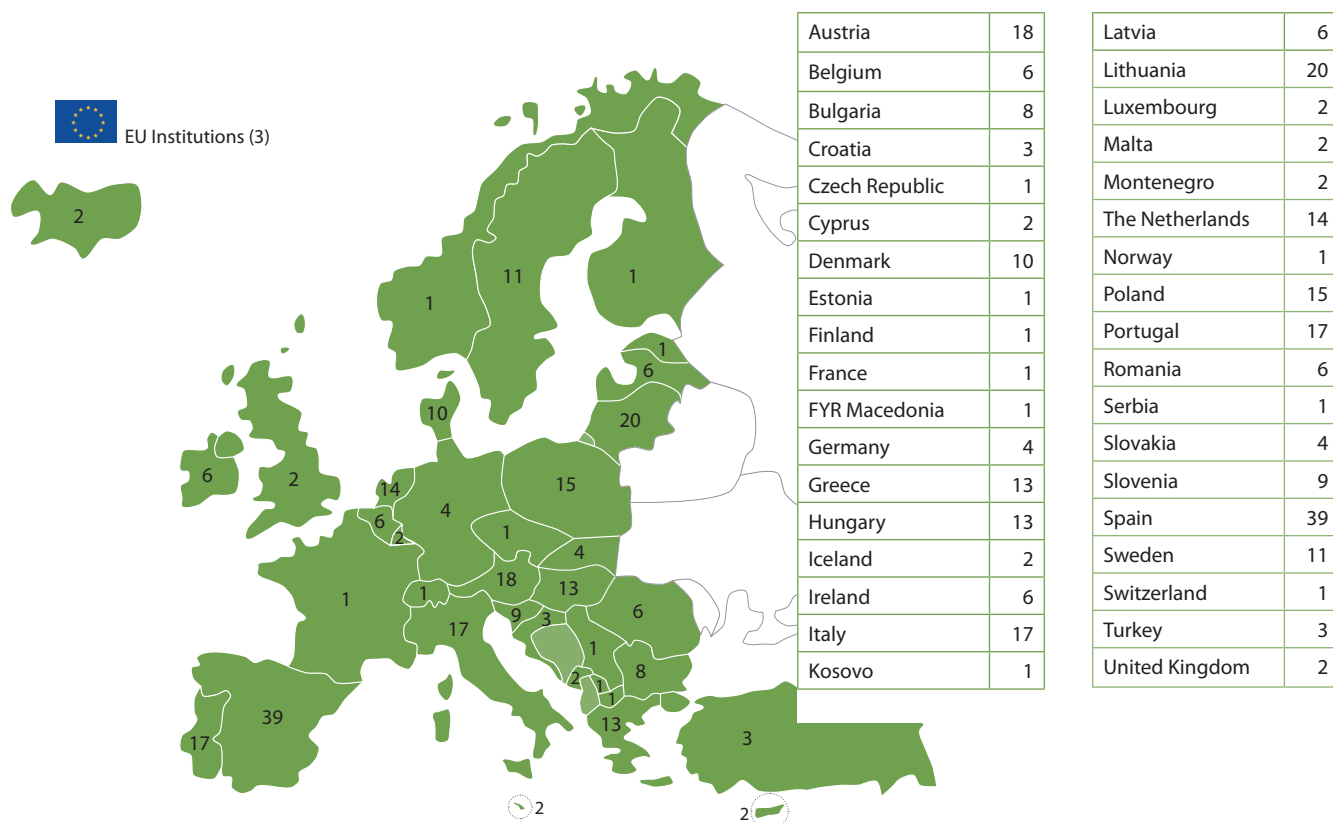
The fifth edition of the European Public Sector Award (EPSA) took place this year under the overarching theme **“The Public Sector as Partner for a Better Society”** which was identified together with the twelve institutional and financial European public partners of the EPSA 2015. This year’s edition sought to showcase and reward those cases from Europe’s public sector that embrace public administrations as partners in integrated and participatory governance approaches to public service delivery, that show increased effectiveness and efficiency in the context of maintaining social cohesion, innovative public management and leadership approaches, as well as sound public finances or intelligent action by public administrations to promote economic growth.

Since 2009, the European Institute of Public Administration (EIPA) has been running this biennial award scheme, which represents a European Network of Public Sector Excellence. It is the only Europe-wide public sector award open to all public administrations from all levels across Europe bringing together the best, most innovative and efficient performers with the aim of showcasing and awarding exceptional public sector practices all over Europe, and making this valuable experience transparent, available and usable.

So far, EPSA has brought together over 1000 cases of public excellence. All rewarded cases contain inspirational and working solutions which are ready to be adapted to and replicated by other public sector institutions in their own administrative cultures and systems. Hence, public administrations that submitted applications for EPSA 2015 became part of this extensive European network of public sector excellence, in which they can benchmark their achievements with their peers, whilst at the same time learning from each other.

Under the theme of the EPSA 2015 edition *“The Public Sector as Partner for a Better Society”*, 266 projects from 36 European countries and European institutions were submitted. Thus, the EPSA 2015 has gathered more European countries than any of the previous editions and shows that working in partnership is a necessity for all levels of public administrations across Europe in order to contribute to and take the lead towards a better society. In addition, the outstanding submission rate clearly shows that the EPSA is a well-established and recognised network for public sector excellence in Europe.

Total of EPSA 2015 applications by country



For this edition, public administrations could submit their projects under two different administrative categories, i.e. European/National/Regional or Supra-Local/Local. 160 entries were received in the category European/National/Regional and 106 in the Supra-Local/Local category.

These 266 projects give a glimpse of excellent public practices across Europe that answered the EPSA 2015 call for applications. Since the participation in the EPSA is voluntary, this publication does not claim to provide an exhaustive overview of public sector reform across Europe and across all administrative levels, which, as stressed by scholars on various occasions, is strongly context-dependent and based on the different administrative cultures and organisational structures. Nevertheless, this report presents real and proven examples of public sector excellence, which are, of course, implemented in concrete settings and backgrounds, but which display valuable approaches and elements that can be adapted to other public sector contexts. In that sense, the EPSA is a clear learning arena and knowledge transfer source in support of public modernisation and reform processes for all public administrations across Europe and even beyond. Needless to say that many of the identified best practice solutions are excellent examples for strengthening administrative capacity as funded, for instance, by the TO 11 of the European Structural and Investment Funds (especially the ERDF and ESF).

Aim and structure of the publication

The foremost aim of this publication clearly is to highlight the trends identified from the EPSA 2015 practice-front and to share best practices and best practice elements with the wider public sector community – as a source of inspiration for their own change projects. As already pointed out above all these best practices present innovative and evidenced solutions of public administrations facing current (European, if not worldwide) challenges related to areas such as migration and integration, health and educational sectors, the labour market, energy, the environment and demographics coupled with pressures on welfare budgets and general budgetary constraints. Changes towards more collaborative ways of working, developing new approaches, from service design to delivery, considering sound public finances and new leadership models, can be found in many administrations and across all administrative levels.

Thus, this publication presents a first analysis and taster of the novel solutions applied by public administrations across Europe. Further and more in-depth analysis of these practices is provided in EIPA's seminars and capacity building activities.

This publication is split into two parts: A **EPSA 2015 Trends & Practices** report analysing the best practices and successful elements identified in the EPSA submissions, which are of interest to other public administrations looking for solutions on how to address current challenges, and the **Best Practices Catalogue** containing the edited executive summaries and contact details of the EPSA 2015 winners, nominees and best practice certificate recipients, as well as all the statistics and figures of the submissions.

The trends and practices report explores the rationale of the overarching theme *“The Public Sector as Partner for a Better Society”*, which is rooted in the current discourse around public sector innovation, co-creation and administrative modernisation and reform, and is thus also embedded in the two key emergent concepts of New Public Governance (NPG)¹ and Digital Era Governance (DEG)².

This introduction is then followed by an in-depth analysis of the nominees, best practices and best practice elements displayed by the EPSA 2015 cases split into the respective administrative categories under which they were submitted (European/National/Regional and Supra-Local/Local). Each administrative chapter starts with some introductory remarks before examining the best practice elements according to the four indicative areas (effective engagement by government with stakeholders, new service delivery approaches, innovative knowledge management and new leadership approaches, and sound public finance) identified within this broader theme. Common elements, enablers and barriers will be pin-pointed during this analysis.

The general findings and common trends across the two administrative categories are sketched out in the joint conclusions at the end of this report.

¹ Osborne, S, ed., *The New Public Governance: Emerging Perspectives on the Theory and Practice of Public Governance*, Routledge/Taylor and Francis, London and New York, 2010.

² Dunleavy et al., “New Public Management Is Dead – Long Live Digital-Era Governance”, *Journal of Public Administration Research and Theory*, July 2006, 16 (3): 467-494; first published online September 8, 2005.

Part 1:
EPSA 2015 Trends & Practices



1. Context of the EPSA 2015: “The Public Sector as Partner for a Better Society”

The public sector accounts for almost 50% of countries' GDP in the EU28 and has thus a crucial role to play in Europe's socio-economic development, progress and competitiveness. However, during the last years, most public administrations across Europe have experienced continued strains on their public finances and staff reductions, with the first signs of tentative recovery appearing only recently, while being persistently confronted with rising welfare costs due to the effects of the financial crisis and demographic change. At the same time, public authorities have seen themselves confronted with increased citizens' demands and expectations for wider and better service delivery urging public administrations to innovate and to “do more with less”.³

The pressure on the public sector to increase efficiency and to deliver more citizen-centric and targeted services and to enhance democratic participation is not new. However, the current challenges of globalisation, technology and the digital revolution, increased mobility of people, goods and services, and of so-called “wicked” (highly complex) problems like the maintenance of social cohesion and climate change are now more likely than ever before to have a more fundamental impact on the role of the public sector in Europe.⁴

Against these challenges, there is a growing demand for innovation and collaborative and citizen-centred production and delivery of public services across all layers in the public sector. ICT, open data and social media play a crucial role in this respect for tailoring services to individual needs through service personalisation and for reducing transaction costs. They also have a huge potential for improving openness, transparency and thus accountability. The latter is, in turn,



strongly affected by increasingly opening up decision-making and service design and implementation to citizens and by cooperating with other external stakeholders like the third sector or businesses. A more active role for these stakeholders means that they get shared ownership of policy formulation and implementation as well as service delivery. Consequently, accountability of the public sector depends more and more on negotiated goals and oversight. Governing thus becomes an increasingly complex processes in a collaborative multi-actor setting. Engaging in co-production, design thinking and co-creation also has clear implications for public sector leadership and management in the way that there is a concentration on joint value creation and shared sense-making. As a result, the managerial focus should not only concentrate on internal working processes, but also on socio-economic impacts.

In this respect, public sector innovation (PSI) and social innovation have started to dominate the discourse on public sector reform and for quality improvements in public services without having to rely on heavy cost-cutting. In fact, innovation has been a buzzword in politics and administration since the 80s around the world even if it lacked an empirical base until recently and has only lately raised academic interest.⁵ PSI can be defined as the process of generating new ideas, and implementing them to create value for society either through new or improved processes or services. Overall there is innovation in the public sector (with focus on improved processes

³ Bosse, J., Heichlinger, A. and N. Thijs, “From Strengthening Administrative Capacity Building (ACB) to Public Sector Innovation (PSI): Building Blocks and Successful ‘Bridges’”, *Eipascope*, Bulletin 2014, EIPA, Maastricht, 2014, p. 32.

⁴ European Commission Expert Group on Public Sector Innovation, 2013, *Powering European Public Sector Innovation: Towards A New Architecture*, European Commission, Directorate-General for Research and Innovation, p. 9.

⁵ Osborne, S. P. and L. Brown, Introduction: Innovation in public services, In: Osborne, S. P. and L. Brown, *Handbook of Innovation in Public services*, Edward Elgar Publishing Ltd, Cheltenham, 2013, p. 1.

or services) and innovation through the public sector where innovation is promoted elsewhere. The best innovation results in the public sector are achieved through combining both an internal perspective on new or improved processes and an external perspective on improving public service delivery.⁶ The innovations are often classified into incremental (different from gradual service development) and **radical** innovation. While radical innovation is a transformative change and affects the entire system (e.g. introduction of the worldwide web as communication channel), incremental innovation is still a disruptive change, but affects either the organisational skills or the product/service needs.⁷

With PSI being a fashionable concept, it is important to shift the current discourse from the level of rhetoric about renewing the public sector to finding and implementing working solutions. PSI has a high potential for positive impacts on public administration and society, but it should be remembered that innovation in the public sector mostly happens randomly, rather than as a result of systematic and strategic efforts. There is thus a need for a new architecture for public sector innovation and to build capacities to innovate and steer change processes at national level, in regional and in local governments.⁸

For engaging in the improvement of services or processes, crucial questions have to be answered such as “How to keep up with the seemingly contradictory challenge of better, but cheaper service delivery?” and “What does this mean for areas such as public sector leadership, governance or resource management?”

These questions will be examined in the following two chapters by analysing best practice cases and other elements of best practices identified in the EPSA 2015 across the two administrative categories (European/National/Regional and Supra-Local/Local) that present proven and evidenced solutions. These best practice elements will be mapped into four indicative areas:

■ 1.1 Effective engagement by government with stakeholders

Under this area, the readers will learn about cases that deal with the question of how to include citizens and other cross-sectoral stakeholders in participatory approaches for policy formulation, strategy development, evaluation and/or improved transparency in the policy cycle. Examples comprise broad coalitions of various societal stakeholders as monitoring actors for local or regional policies, consensus-based policy instruments, social dialogue and participation or integrating citizens into the policy cycle or strategic development through consultation platforms, design thinking approaches and participatory budgeting.

At the same time, cases will be presented that demonstrate effective engagement by government with stakeholders to achieve better policy coherence and new means of effective collaboration between departments and sectors, or between administrative levels (European, national, regional and local).

These new forms of involvement also go hand in hand with new ownership models, including user empowerment, facilitator or mediator roles for government and public-private cooperation, often across different administrative entities, and tapping into the expertise and competence of various actors for modernisation of public services in areas such as education and training, social care, employment and labour market, health, business development, regional development, environment and customs, etc.

■ 1.2 New service delivery approaches

Analysis in this area deals with the challenge of reducing administrative burdens through facilitation of reporting obligations, through providing standardised and unified information and through service integration.

⁶ European Commission Expert Group on Public Sector Innovation, 2013, *Powering European Public Sector Innovation: Towards A New Architecture*, European Commission, Directorate-General for Research and Innovation, pp. 11-13.

⁷ Note that Osborne and Brown (2013) also add architectural innovation as being a total innovation comprising organisational and product change. However, other PSI literature mainly concentrates on the radical and incremental mode of innovation.

⁸ European Commission Expert Group on Public Sector Innovation, 2013, *Powering European Public Sector Innovation: Towards A New Architecture*, European Commission, Directorate-General for Research and Innovation, pp. 9 and 26.

In addition, innovative examples about people-centred services, such as single points of contact, client-centred one-stop-shops even moving to “no-stop-shops”, as fully automated procedures for allocating allowances and providing assistance, self-help measures and user empowerment will be presented. This also includes increasingly personalised and tailor-made solutions, which are often achieved with the support of adapted eGovernment and eParticipation for improved public service delivery, e.g. through eLearning, eHealth, eProcurement, eInvoicing, eJustice, etc. Geographic Information System (GIS)-enabled new services and systems for facilitating administrative control equally present possible solutions under the EPSA 2015 theme, as well as government engaging increasingly with social media to ensure better service delivery and citizen information.

Effective solutions ensuring equal access to public services, bridging the digital divide, respecting social, but also geographical inclusion as in providing equal opportunities in rural areas are also examined as a crucial aspect of service delivery.

■ 1.3 Innovative knowledge management and new leadership approaches

How to link PSI, human resource management and the creation of innovation and learning cultures? This section will look into knowledge management and new leadership approaches enabling innovation inside administrations. This will include methods for overcoming innovation barriers, the management of innovation processes and initiatives as well as new structures for public learning organisations, evaluation methodologies and the establishment of a learning culture in the public sector, where both ideas and failures are embraced and treated as learning situations.

Furthermore, innovative leadership approaches such as co-leadership and network governance or new ways of involving staff and external partners are considered in this field. This also includes leaving room for project and policy experiments enabling frontline employees to bring in their user-experience for innovations and prototyping. Leadership training methodologies to build new critical leadership skills for success at different levels of management, effective measures for career development and skills development methodologies for public sector staff, such as traineeship programmes, young professional schemes, coaching and eLearning networks, will also be analysed in this section.

■ 1.4 Sound public finance

Sustainability and liquidity of public sector finances are beyond any doubt the cornerstone for successfully managing the public sector and providing a wide range of services. Hence, this section will shed light on the innovative approaches to sound public finance. This includes innovative funding mechanisms involving government to a different degree in the risk-taking of innovations, new public procurement practices and effective budgeting and financial management practices. Efficient methods and approaches for implementation of large public investment and development projects also form part of some of the examined cases.

2. Supra-Local/Local administrative level

2.1 Introduction

The government at supra-local and local level is operating in the nearest surroundings of citizens – and almost every decision taken at this level has an impact on the daily life of the citizens. Due to the technological developments especially in ICT features used by increasingly demanding citizens, (supra) local governments have to find new ways to stay in contact with their inhabitants. EPSA 2015 succeeded in collecting a wide range of examples of how (supra) local governments try to respond to these challenges.

This chapter will take the reader through the exciting world of these developments in the field of co-creation, cooperation, co decision-making, service delivery and other ways of how to involve citizens.

Society is changing rapidly, especially nowadays due to technological developments. News is spread very fast throughout a country and even the world. Besides, media comment on everything that happens within government, which influences public opinion. This medial omnipresence is nowadays completed by social media. These platforms make it possible to spread individual opinions around the world. Hence, democracies turn from representative democracies into more media-driven democracies.

The world-wide interconnectivity makes another approach of democracy necessary. Successful change will consist in using modern techniques and not seeing them as a threat. Many EPSA 2015 submissions demonstrate how important the use of modern internet tools has become and that open data give access to an incredibly high amount of information, which can be used for free and which is almost costless for public administration.

In general, all projects submitted to this year's edition mean a change of work patterns, organisational cultures and leadership, which necessitates looking beyond practices in one's own organisation and looking for other best practice examples. This also involves "copying" working practices and adapting them to one's own context, which often includes improving them ("Best Stolen Prize" as it is a common term in the Netherlands). In the following sub-chapters, the EPSA 2015 best practices from the supra-local or local level will be analysed and common elements highlighted according to the four indicative areas presented in the introduction.

■ 2.2 Effective engagement by government with stakeholders

One of the solutions to regain confidence by government is to engage stakeholders who have an interest in specific topics. Many people are often interested in a certain project (for example in the case of infrastructure projects) and/or in the development of policies (for example regarding environmental issues). Engaging them from the outset when preparing political decisions gives them ownership of the process and results and can thus lead to a wider acceptance of the formal outcome of the governmental decision.

Several ways of engaging stakeholders (civil society and businesses) can be found in the EPSA 2015 applications, as for example in strategy development, policy formulation or the budgetary cycle.

In terms of strategy development, excellent cases are [EPSA2015032 Fremfærd \(DK\)](#) and [EPSA2015217 Local Human Rights in Utrecht – Empowering a Local Network with Global Value \(NL\)](#). While Fremfærd is about improving municipal employment strategies and conditions to ensure effective local governance, the latter project is about anchoring a human rights culture in local politics and strategies.

The **Fremfærd** project is an outstanding case of how cooperation between the parties to the collective agreements in the municipal labour market – the employers' association on the one hand and employees' organisations organised in the Fremfærd umbrella organisation on the other hand – can result in a positive development of a region. Both parties concluded the agreement on which Fremfærd is based. The reason for the parties concluding this formal cooperation is that municipalities, municipal workplaces and (personnel) organisations in cooperation with Fremfærd can help with and/or participate in activities that can strengthen the development of municipal work and municipal workplaces. This, in turn, increases the efficiency of the municipal sector, which is essential both for the citizens and companies belonging to the Danish society. To ensure that municipalities continue to work more efficiently, it is crucial that individual citizens and the primary task are in focus when developing municipal workplaces. Employees and managers are central players for ensuring that these objectives are achieved.

Such a cooperation needs the will to make compromises. The parties in this case succeeded in combining the goals of their own organisations for the future of the whole region. Such cooperation and agreements occur more often in times of austerity. The real strength of this kind of cooperation will be proven in times of stronger economic growth. Nevertheless they already succeeded in creating thousands of jobs in the region.

The case **Local Human Rights in Utrecht – Empowering a Local Network with Global Value** is an impressive example of bottom-up engagement of many civil society, academic and business organisations united in a Human Rights Coalition, which is also joined by the Municipality of Utrecht, to anchor the human rights perspective in local politics and thus in strategic development. In this successful governance process, knowledge, methods and strategies are shared and crossovers between different initiatives are discovered. By uniting operational actors (business, civil society organisations, etc.) and government as the legitimising actor, this coalition is well equipped to integrate the human rights perspective successfully in local policy initiatives and also at international stage via projects.

Effective engagement by government with stakeholders often also plays a role for economic development as in the case of **EPSA2015137 HSD Campus and HSD Development Fund (NL)**.

The project concerns the development of the HSD Campus, the Dutch National Innovation Centre of The Hague Security Delta and the HSD Development Fund. This project was undertaken by the City of The Hague in collaboration with the HSD foundation and sponsored by *Kansen voor West*/EFRO Fund, in order to better facilitate the security sector, and specifically foster a triple helix cooperation and stimulate innovation (businesses, governments and knowledge institutions) within the Dutch security cluster.

As the title of this project already indicates, one of the most important pillars is the creation of a HSD Campus. It gives the opportunity for partners to be together at a neutral place, exchange experience almost immediately and it helps to bring the best up in the partners. Besides, this project illustrates successfully the effects of using a European fund (ERDF), if used smartly.

Effective engagement of partners for economic development is also one aspect of the project **EPSA2015056 The Rural Accelerator (SE)**, in which many local stakeholders contribute to creating more entrepreneurship-friendly conditions in the rural area of the Municipality of Sjöbo with 8000 inhabitants to prevent brain drain and economic decline. The partnership brings together individual entrepreneurs and business owners, public administration and local schools to actively connect young people and local companies with the aim of bringing the idea of entrepreneurship and staying in the region closer to pupils.



Involving stakeholders is not only important in regard to policy-making, but also in terms of carrying out concrete projects. In some cases experiences with engagement of stakeholders in policy-making are evaluated by involving them in concrete projects. An example here is the project **EPSA2015107 Your City, You Decide (PL)**, which is an outstanding case of transparent citizen involvement in the local decision-making cycle and participatory budgeting. The impact of the project is high. It is fully accepted in society and many citizens take actively part. The result is that the decisions of the Town-Council are more accepted. In some cases districts have also the possibility to spend money for a certain task. As a result, the decision to finance concrete district projects are also more accepted in this way.

It is remarkable that the process is also used for social inclusion activities. This starts with talks and discussions in decision-making, for instance regarding the participatory budgeting and the question how much money should be spent on social inclusion. Eventually, the processes are also used for implementing concrete social inclusion projects.

Another brilliant example of how to open up government and render it more transparent and collaborative is the case **EPSA2015254 Better Place (CZ)**. In 2010, the City of Kolin participated in the **Better Place (BP)** pilot project. BP is a social responsible online platform which immediately and directly allows users to deliver feedback on how to improve public space. BP is part of the modernisation and development process of the city administration. The project reflects the City of Kolin's strategic focus on advancing eGovernment solutions. It represents a modern and effective tool for communication between citizens and city management by promoting openness and transparency. This project is a great example of using modern tools to improve citizens' involvement, which gets more and more common in Europe (see for instance the initiative "[Better Reykjavik](#)"). It is a very effective way of involving citizens in decision-making.

Looking at cross-sectoral and cross-departmental cooperation, the project **EPSA2015068 Urban Environment and Health (ES)** provides many lessons learnt. This project creates synergies between different areas of political

action and across 13 administrative departments (involving 49 professionals from 15 different disciplines) to promote healthy urban environments fostering the improvement of a population's health. Taking into account that the design of cities and towns (urban planning, gardens, parking, transport network, district's equipment, etc.) has direct impact on people's health, it becomes clear that the strategy, promoted by the UN, "Health in All Policies" (HIAP), requires the collaborative work of different professionals.

This project shows how cross-cutting aspects can be implemented. Sometimes, cooperation between or with public sector entities is only possible based on regulations. Hence, there are governmental entities which choose to stick to regulations and to strictly stay within their field of legitimacy regarding internal or external cooperation. On the contrary, this project demonstrates an active communication between departments and government layers beyond legislative obligations and thus succeeds in reaching the goal of incorporating health aspects into decision making.

Another very successful methodology of involving citizens in strategy development is design thinking, which is illustrated by the case [EPSA2015039 We Design for Life \(DK\)](#). In this project, the Danish Municipality of Kolding involved its whole community across all sectors (welfare users in general, business, the educational sector, civic organisations and citizens) to jointly develop a new vision for the municipality and a way forward. The approach chosen is strongly characterised by its human-centred and user-oriented processes, in which stakeholders co-create together with the administration a new vision and also test/prototype their ideas to see if they are fit to be further developed (according to the principle "fail fast, fail cheap and get on with it").

In all these involvement and co-creation processes, it is very important to identify the right stakeholders. People have to be approached directly by government and public officials have to talk to them, which is crucial and can improve the decision process.

Many of the EPSA cases also demonstrate the involvement of stakeholders for better service delivery and co-creation in joint service delivery. This often includes different ownership models such as a facilitator and enabler role of governments. While many EPSA 2015 projects are based on shared ownership, the cases [EPSA2015040 Action Programme for Large Families – Three Plus Family \(PL\)](#) and [EPSA2015059 Senior Citizen Liaison Team \(UK\)](#) will be portrayed as examples here. While the first project provides support to all families residing in the area of the City of Lublin with three or more children up to the age of 18 or 25 (if they are in full-time education) and was the first initiative of this kind in Poland, the second project deals with a tailored safety education for the growing elder community originally initiated by a small group of police officers volunteering in their off-duty time.

The **Action Programme of Large Families** is an example of how cooperation at the supra-local level can lead to an improvement of quality of life for certain target groups. An administration cannot do this on its own, because of a lack of experience and resources. Thus, in this project the administration cooperates with non-affiliated entities to support the up-bringing of children, the creation of a positive image of multi-children families as well as improved access to cultural, sports and leisure properties through taking advantage of discounts and exemptions offered. In this case the government acts as a facilitator or mediator to bring the partners together. This project shows the various roles a government can have in modern society.



The **Senior Citizen Liaison Team (SCLT)** project even presents a model in which the ownership lies with a civil society organisation, supported by government. This project is a bottom-up initiative with impressive results. In its initial 12-month period (2009/2010), distraction burglaries in Avon and Somerset were reduced by 56%, in tangible terms this means 90 fewer victims of distraction burglary. Consequently, this case demonstrates the effects of people caring about the society. Governments have a responsibility for safety. It is very good to see that a project like this improves this typical governmental product. The next step should be to incorporate it in the (governmental) organisation.

In conclusion, sometimes the engagement is based on regulations, but the EPSA cases also illustrate that very often engagement was based on successful bottom-up initiatives, which later helped to develop cooperation agreements and regulations. Examples can be bottom-up initiatives developed by civil society in which government becomes a partner (for example the **Local Human Rights Coalition in Utrecht**) or cooperation in which government takes the role of a facilitator bringing together different operative actors for concrete projects or for joining and enhancing government initiatives (for example the **Action Programme for Large Families** project from the City of Lublin). A lot of projects show next steps in these developments and in some cases they will be an example for adjusting regulations in the (near) future.

This shows the capacity of governmental organisations to develop into learning organisations.

■ 2.3 New service delivery approaches

Thanks to the developments of increasingly demanding citizens, governments are almost forced to find other ways of service delivery. If they do not develop and improve their services, it is possible that a very negative image will be spread within the (social) media. At the local level, the implementation of benchmark systems becomes more popular. Techniques of the private sector are used to improve the performance of governmental institutions.

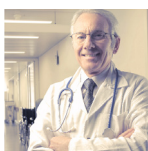
Hence, many administrations initiate change processes to cut red tape and often to become more efficient. An excellent example in this area is the case **EPSA2015024 Merger of North and South Tipperary County Councils into a Unified Tipperary County Council (IE)**. Mergers of governmental organisations are not easy. They depend often on formal regulation, which are the result of political deliberations of parties in favour and against of the merger process and thus often contain many compromises. In the case of the Tipperary County Council, the merger took place in two inter-related phases (a planning phase and an implementation phase), which led to a consensual merger implementation plan. This plan comprehensively detailed the approach to be taken to ensure that the merger would happen on schedule. Thus, the procedure was clear and there was some time to work forward to the implementation phase and organise the acceptance of this merger. Thanks to this detailed planning, this comprehensive merger consisting of 128 mini merger 'projects' ranging from the integration of major systems like pay-roll through to minor processes such as parking fines, was concluded successfully according to schedule.

With all the difficulties faced, this is a good example of how to merge governmental institutions.

Another interesting case about efficiency gains in public administration is the project **EPSA2015051 Project of Improvement of Quality of Public Services** provided by the Alytus City Municipal Administration (LT), which was a long-term project implemented from 2009 to 2015 to achieve quality improvements in public services by creating and implementing a "one-stop-shop" public service system, the Common Assessment Framework (CAF) and performing external evaluation of the activity of the administration. This change project and back office re-engineering took place based on an increase of claims and applications presented by citizens and at the same time unsatisfactory evaluations according to which citizens were puzzled by the complexity of service requests (time, in-transparent processes and no single service system). The City of Alytus reacted timely to this situation with three well-placed measures, with which it was able to accompany the change process for staff and to enhance efficiency through the one-stop-shop as single access point.

This case also shows that eGovernment plays a crucial role in the efficiency of the public sector and the improvement of service delivery. This is partly due to the fact that citizens are already used for a long time to purchase products or services online when it comes to the private sector. They thus hold similar expectations for the public sector. Hence, it was not surprising that governments, pushed by the public, use these techniques. For instance, in many countries it is already possible to fill-in tax declarations completely online. It is already common practice of administrations, as in the case of the Municipality of Alytus, to put forms for entitlements, services, etc. online so that citizens can already come prepared to appointments. Many also offer fully fledged eServices, where the request and often related payments can completely be done online. This development will continue.

Numerous organisations also invest in this field by educating their staff. Next to this, very often a physical change in workplaces is necessary to reach this goal. Examples are the implementation of one-stop-shops as in the case of Alytus and rebuilding offices with flexible working places where no staff members have their own fixed workplace anymore. Of course this also depends of the level of digitisation. All kinds of developments in this direction which lead to new service delivery approaches against lower costs can be found in EPSA cases.



Apart from client-centred one-stop-shops, EPSA best practices from the supra-local or local level also exist in the area of eHealth and GIS-enabled systems for more efficient government control.

In the area of eHealth, the project **EPSA2015038 Digital Pathology (PT)** demonstrates how diagnoses can be reduced from 16 to 7 days thanks to the creation of a global management platform among the project partners (Cova da Beira Hospital, the *Instituto de Patologia e Imunologia Molecular da Universidade do Porto (IPATIMUP)* and the company *ZMWAY - lab solutions*). This innovative method allows the acquisition, management, visualisation and analysis of all the stages of an examination, from the moment it enters the department until the relevant diagnosis is presented. The time in which doctors can make a diagnosis is sometimes a matter of life and death. This special project shows how it is possible to reduce with modern techniques a possible life-saving period. There is almost no better example of improving service delivery.

How Geographic Information Systems (GIS) can be used to increase the productivity of an organisation, to enhance the administrative process in the framework of environmental licensing, inspection and auditing and to provide open data to the people (citizens, surveying companies and potential stakeholders) is shown by project **EPSA2015251 Environmental Geographic Information System (GIS) of the Drama Regional Unit – The Application of a Decision Support System & Public Information Tool in the Greek Administration**. The Region of Drama in Greece decided to combine a GIS system with extensive digitisation of environmental and related data and datasets using server and cloud-based tools and applications, in order to create a powerful decision support system/public information tool.

A picture often gives much more information about a situation than words do. Presenting governmental projects with the help of Geographic Information Systems can help visualising and understanding necessary measures. These kind of projects are mostly very complicated. Therefore it is always very important to see and to experience how these projects are carried out in other municipalities or regions. This is one of those projects that can serve as example and inspiration in this context.

However, eGovernment is not the only change of practices, also the culture of a client-oriented organisation is very important. This includes, among others, (social) services targeted at specific and often underprivileged groups. This perspective is strongly present in the EPSA 2015 submissions at the supra-local or local level, as one fourth of all submissions stems from the public health and social welfare/affairs sector. Thus, there is a strong



orientation of public services towards the social needs of their citizens, many of which still suffer from the effects of the crisis. The projects **EPSA2015120 Solidarity Barn (Celeiro Solidário) (PT)**, **EPSA2015177 SocialXChange – More than a Charity Shop (RO)** and **EPSA2015096 Home Debt Intermediation Service (ES)** are best practices in this field and directly connected to alleviating suffering caused by the effects of the crisis.

Celeiro Solidario is a project for supporting disadvantaged people and communities with economic needs and food shortages. This movement came into existence by a protocol signed between the Municipal Councils of Lisbon and Loures and the *Association Dar i Acordar*, which coordinates the project. The Campolide Parish Council promotes the daily distribution of recovered meals donated by its partners. These meals have never been served, were not exposed, never in contact with the public and are fully adequate for consumption. With this project, food previously considered as waste has a nobler destiny, improving the quality of life of people, meeting their dietary needs and minimising damage to their health by reducing an unbalanced diet, rich in carbohydrates and sugar. This project demonstrates that in difficult economic times, public authorities have to engage in sometimes unusual tasks. These also have to be delivered in a proper way.

SocialXChange is a new concept of social solidarity designed to promote involvement and mutual benefit in support of community relations. The concept of this charity shop is built on the desire to transparently and efficiently collect donations of different people and to redeploy them among people in difficulty, giving them the opportunity to choose products according to their real needs.

Conceived as an exchange network and charity system, the project provides an important resource to the community, namely the exchange of products that people no longer use and which people in need can obtain by engaging in community service activities in return. Like this, it anchors one of the core missions of the public sector, namely social responsibility, in the community of the 6th District of Bucharest.

In this project the use of new techniques is not the central point, but the thought behind it is as simple as it is genius: “Take your role in society and you get help to find your way in life.” That is another approach of service delivery than usual and a move towards a participatory society (“Expect something from your client”) and user empowerment. Exchanging charity goods for community services is a rather creative and new idea for social assistance. This concept could also be seen as a sharing economy approach initiated by the public sector, of which the final beneficiary is the community as this system facilitates the distribution of basic goods, which are needed by some, but would have been thrown away by others.

The **Home Debt Intermediation Service (SIDH)** was founded by the Barcelona Provincial Council to protect the right to housing by preventing the loss of homes due to mortgage loan repayment difficulties, which many families in Spain faced as a dramatic effect of the crisis. SIDH offers free specialised legal advice and intermediation with financial entities to defend resolution proposals. Through a network of 28 service points, SIDH covers 279 municipalities with a potential population of 2,975,000 people. Between 2013 and 2014, the service was provided to 1,533 people and 736 case files were closed. The success rate in 2014 was 76.6%.

Through the service's multi-level governance model, based on the principles of subsidiarity and equality of rights, SIDH assures assistance to the province's whole population regardless of whether citizens live in a small, medium or big municipality. In addition to equity, the model combines proximity, effectiveness, integral support, one-stop service (access to all resources from a single point) and efficiency (avoiding duplicities, optimising resources and utilising economies of scale). SIDH's methodological premises are: 1) prevention: anticipation of payment default; 2) a commitment to out-of-court formulas for the management of conflict resolution (intermediation); 3) centralising the negotiation with the financial entities at regional level since it is more effective to negotiate there than at local level; and 4) the empowerment of citizens, making them active agents in the resolution of their financial problems. In this intermediation role between citizens and financial institutions, the Barcelona Provincial Council is a best case example for social responsibility of public administrations.

The project **EPSA205109 Rijeka's eBenefits (HR)** is yet another successful case of social service provision. This initiative has been developed with the target of improving beneficiaries' access to information, as well as increasing efficiency of the city's social welfare system and improving communication between city administration and citizens in general. It encourages social inclusion of the poor and socially excluded people at two levels: by encouraging digital inclusion as a precondition for social inclusion and by facilitating availability of social assistance. This project is strong by showing how eGovernment can be used to improve the quality of the organisation and can play a role in improving social inclusion of citizens. In addition, it deserves attention for its uniqueness in the context of Croatia and the fact that the Municipality of Rijeka developed this eBenefits programme also in response to a study that showed that many people in risk of poverty did not claim the full social assistance they were entitled to. Since it was assumed that this was due to a lack of information, the existing social service information portal was further developed, communication between administration and citizens was improved and additional measures, such as free IT training courses for citizens, were implemented. This citizen-centred and proactive attitude by public administration is noteworthy.



Regarding social assistance, two local Dutch cases found innovative methods for coping with youth social care, long-term care and job placement and welfare services (**EPSA2015240 Social District Teams**) and specifically with specialised care to families whose children face severe safety threats (**EPSA2015262 Every Child Safe Forever**) by applying innovative case management based on the principle "one client, one plan, one professional".

The Municipality of Zaanstad chose the approach of **Social District Teams** being faced with the "three decentralisations", which made local governments responsible for providing youth social care, long-term care and job placement and welfare services while comprising significant budget cuts of 10%-30%. Municipalities, already responsible for part of the social domain assignments, would take over these responsibilities from central and regional government. The main motivation for the 'three decentralisations' were the rising costs of maintaining the Dutch welfare state. This system is no longer sustainable due to the aging population. One interpretation of the welfare state was that it also deprived citizens of their own initiative and made them too easily dependent on professional caregivers. Thus the decentralisation underlines a societal shift: moving from the welfare state to a participatory society.

However, opportunities arose as well. Municipalities were given a single budget for these assignments, and the freedom to carry out the decentralisation as they see fit. In addition, municipalities are now in control of nearly the entire social domain. This enables them to create an integrated organisation for support that can provide more effective care with less bureaucracy and in a more cost-effective way.

Every Dutch municipality faced these developments and many solutions were found to deal with the challenges due to the change in legislation. The municipality of Zaanstad made the choice for Social District Teams with a broad package of tasks as tailored services and new forms of cooperation (between the service providers and the municipality, and between the service beneficiaries and the providers). Examples are the exchange of experience among contractors, which has been made a tender requirement, or the new principle of "one household, one plan, one director", which empowers people by involving them in taking back direction of their own lives. This demands cooperation with stakeholders in order to deliver good products to clients. Zaanstad succeeded in this way of working.

Efficient case management can also be learned from the Youth Protection Amsterdam Region with their project **Every Child Safe Forever (ECSF) – The Development of Relentless Family Case Management and the End of Parole and Other Court Orders**. This is an excellent example of how governmental organisations can cooperate for the benefit of their vulnerable clients. Enthusiasm of staff is one of the pillars to success. And as can

be observed in many projects, the start of a total change of the organisation was at the moment that the financial situation was very bad. It created the “sense of urgency” not to work anymore “inside-out” but “outside-in”, that is to say adapting the client perspective and offering services in a consumer-oriented way, which includes taking into account the reality each client lives in.

The organisation makes use of Intensive Family Focused Case Management which is an integrated approach offering a professional methodology and organisational context to work on the structural guidance of children. Similar to the Social District Teams, the principle applied is “One Family, One Plan and One Professional”. The work method includes effective elements of the Delta method, family group conferences, multi-problem family approach and Functional Family Parole Services. Both projects thus show a strong tailor-made and user-centred approach.

The Youth Protection Amsterdam Region operates within a chain of public and private social services, youth care and education organisations, the majority of which is dependent on municipal funding. Moreover, the agency participates in network discussions with all regional and (inter)national stakeholders to stimulate the sharing of knowledge, influence on policies and provide professional training-programmes. Thus, it can also be described as a special bureau operating in a network society to reach its goals.

EPSA case **EPSA2015159 From Settlement to Employment (NO)** is an introductory programme which is jointly carried out by the Department for Welfare and Labour Affairs of the Norwegian Municipality of Bamble (NAV) and VIVA (a municipal-owned organisation in the field of integration, adult education and activation) in order to better integrate refugees into the Norwegian society. Consultants in the area of labour affairs and pensions from the municipality of Bamble work together with adult educators and teachers from VIVA for the programmes offered to the refugees.

This programme is built on the belief that social activities contribute to people’s wellbeing as everyone would like to be part of society, family and work. By looking at people’s individual skills, VIVA and NAV help them find a meaningful way of their lives as many of the refugees lost everything. It is VIVA’s and NAV’s philosophy to assist refugees in building up new and good lives in Norway based on their individual skills and resources matched with the Norwegian labour market, education system and cultural life.



It is interesting to notice how in this small community with roughly 14,000 inhabitants stakeholders work together to reach the ultimate goal of integration of refugees. The focus for the integration is on language skills and knowledge of the country habits. The project’s success can be an example for other projects in small communities.

When speaking about social inclusion, geographic inclusion providing equal opportunities to rural areas has also to be taken into account. The project **The Rural Accelerator** mentioned earlier is again an example of how in smaller regions (economic) development can be stimulated through cooperation between stakeholders and of how cooperation is necessary to give an alternative to the “big” city. It is a hard competition in terms of rural development around cities.

■ 2.4 Innovative knowledge management and leadership approaches

In order to realise all kinds of new approaches it is necessary that management in an organisation thinks about how staff can learn about all these new developments. This means change, that is to say change of organisational culture and change of ways of working, including management. Organisations are changing into permanent learning organisations.

It can be observed in many EPSA projects that organisations invest a lot in leadership to support this change. In addition, in many administrations staff members get more responsibilities and have to work more independently. They have to take decisions on their own within the framework of their specific task. This means also a lot for leadership tools – no real hierarchy anymore, but a style of coaching. Management has to see to it that the organisation is developing within the boundaries of its overall vision. They have to coach their staff to be part of these developments with the central question: “How do you think you can be part of this development?”

A consequence of this is that the organisation has to give the tools to staff to do their job in this independent way, which can be problematic in this time of austerity. Financial cuts are often made in the field of education of staff. On the other hand, this situation also can lead to unorthodox and innovative measures. Inventive leadership makes it possible to do more with less.

The EPSA 2015 edition saw many cases of excellent leadership and vision-building processes and local positioning, as for instance in terms of the Municipality of Kolding as a design-driven and innovative town, in terms of a cosmopolitan and open-minded city in the case of Ljubljana or regarding an educational vision in the case of Reykjanesbaer.

In the framework of the project **We Design for Life** already mentioned earlier, a new vision for the Municipality of Kolding was decided by the Town Council in December 2012: "We Design for Life – Together we design options for a good life through entrepreneurship, social innovation and education". This vision does not only indicate where Kolding wants to be in 2022, but also how to get there. It is built on the basis of Design Thinking methods and the intention is to become a full-scale Design Thinking community by 2022. A part of the project has been the development of a completely new leadership charter through a design process involving 250 leaders, a new employee policy, and a design process model including a toolbox for design-driven public innovation. A major strength of the vision and a solid brand base lies in the involvement of the whole community both during the development of the vision and now in the realisation.

This project symbolises how necessary it is to develop new leadership models. If an organisation succeeds in this, one can immediately see a change in the working patterns within this organisation. This entails that it will become normal that an organisation looks outside its own borders and learns from the outside world. That is the way to develop a vision on the future of a municipality.

EPSA2015124 LGBT-Friendly Ljubljana (SI) is a project worth to be known in case of starting discussions on how to improve the living situation of lesbians, gays, bisexuals and transgender (LGBT) people – in many cases not an easy topic, but Ljubljana shows the way how to start and continue.

Still in many countries LGTB people are not always accepted in society. It makes their lives not always easy. Ljubljana started a project to increase the acceptance, based on the principles of equality, inclusivity and accessibility.

It offers diverse support to the development, organisation and implementation of projects and programmes for the LGBT community. The City offers them financial (funding through annual public tenders) and spatial support. Currently, the City is implementing a project entitled 'LGBT-friendly certificate'. This idea originated within the City's Health and Social Care Department, and the entire project has grown in close partnership with NGOs. The purpose of the certificate is to raise public awareness. The certificate will be awarded to all public and private organisations that inform their co-workers on LGBT-related themes. In this way, they ensure within their organisation a better understanding of the basic human rights of all people and an inclusive environment. The City has also been welcomed into the European Rainbow Cities Network.



EPSA2015227 The Future Education Vision of Reykjanesbaer Town (IS) presents a real intervention in school education. It means a break with the traditional educational culture, which seems necessary in order to improve the performance of schools.

In 2011, the Town of Reykjanesbaer set the ambitious goal to bring all the town's pre-, primary and secondary schools to the top of national rankings in education. The agreement is a statement of intent to improve the educational success of children in Reykjanesbaer.

The role of the Future Vision can be described as twofold. On the one hand, it creates support and discipline for the town's schools, while on the other hand it provides a template that directly affects the daily schedules of each school. This entails emphasis on literacy and mathematics, regular screening of students, assessments, good cooperation between schools and parents and finally research and regular consultation with higher education academia.

A strong start in these two disciplines is a key to success as this provides the best foundation for future achievements in the town's education. Screening in literacy/reading and mathematics is of paramount importance in the vision's procedure as the screening is in line with the newest research that has pointed to the correlation between success and early intervention. This project is noteworthy because of the breaking with a long culture and its success.

The case **EPSA2015136 Sprouts of Karşıyaka (TR)** stands out for the active decision of the administration of Karşıyaka to provide support to its university students with insufficient income in the form of housing support and thus to keep future knowledge workers in its regions. The project came into life based on the Constitutional Court

law of 2008, which prevents municipalities from giving direct scholarships to university students, which creates difficult living conditions for students. The Municipality of Karşıyaka developed a creative system to still be able to support students by cooperating directly with tenants of apartment buildings who support beneficiaries with 300 TL for the duration of 10 months. In turn, their public image is significantly improved and their social involvement officially recognised.

Education is very important for the development of a municipality and a region. Much more important is that educated people stay in a region and that a region can have the profits of their knowledge. In this project potential students are brought into the position that they can receive good education even if they come from disadvantaged families. The organisation of this scheme holds interesting lessons learnt for many administrations.

The importance of leadership in change processes is impressively demonstrated by the project **EPSA2015072 Improved Customer-Oriented Policing in an Age of Austerity (IE)**.

In the context of austerity, diminishing resources, reducing salaries, increasing customer expectations and police reform (doing more with less), the senior management team in the Garda Síochána Division of Dublin North Central Police Service, supported by research, funded the Garda organisation set out to explore the market-orientation performance relationship in a policing context. A very interesting project on how policing can be brought closer to citizens started under these circumstances, with a result that both actors understand each other better. This project illustrates how people can be convinced to work in another way and to cooperate with the outside world, which is very important in a case related to safety and the reduction of theft. Police organisations are known as hierarchical organisations, based very often on a culture of “order”. They have to be rebuilt into organisations in which own initiative is normal. This is exactly what is achieved in this project as police officers are encouraged to take decisions on their own within the framework of their task. How to reach this can be learned from this case.



A very good example of a business change process and a full strategic repositioning at the level of a local government agency is the case of **EPSA2015172 New Sustainable Management Model – Street Cleaning Services and Solid Waste Collection (ES)**. This is a convincing example of an organisation which found itself at the point of exhaustion in 2011 with wage freezes, a lack of investment, a considerable increase of waste processing and an unsustainable budget, but which had still the strength and courage to initiate a business restructuring in order to eliminate a previously acquired debt of more than 50 million euros, and to restore the company to positive numbers.

This is thus an impressive project showing how in the case of introducing a new management model, based on Vision, Culture, Presence and Change Management, a public company can make a real change and turn into a successful and financial healthy company.

As mentioned earlier on, the training and empowerment of and co-creation with staff and creation of a transparent and risk-tolerating learning culture is one important step for systemically implementing innovation processes into organisations.

One excellent example in this regard is **EPSA2015133 The Potential Profile (DK)**. The Potential Profile ensures the development of high quality day-care centres via a new and effective form of partnership between public departments. The project is being run in close collaboration between management and employees in day-care centres, project developers from the municipal Pedagogical Psychological Counselling, department heads and managers in the administration, and the political system. Employees in administrations are directly involved through co-design and co-creation in the development of new intervention tools coupled to the day-care centre map. In addition, much attention is paid to employees' skills development by providing them with new and research-based knowledge, and by integrating relevant new pedagogical tools in their everyday life via education, training and supervision carried out by employees from the municipal Pedagogical Psychological Counselling and via collegial coaching by colleagues in the centre. Thus, this project illustrates in an inspiring way how to develop new structures for public learning organisations and how to establish a learning culture in municipal day-care centres.

Creating high quality municipal day-care centres is a challenge involving many players in the public sector. It has been possible to map the quality in day-care centres, but it has not been possible to couple the map with interventions which can ensure an improvement in quality. The Potential Profile succeeds in creating a close correlation between the map of the centre's quality and a tool for intervention. Tailor-made effective actions precisely suiting the individual centre's need for quality improvement are prepared.

The project **EPSA2015068 Urban Environment and Health (ES)** mentioned earlier on also contains good elements of a learning organisation by providing training and knowledge resources to staff of the more than 300 municipalities of the Province of Barcelona. One of the most important parts of this project is that civil servants of municipalities are educated on how to incorporate health aspects in decision-making. Thus, health is integrated into other policies not only by regulation, but mainly by “leading by example” and providing training coupled with a well-stocked online database. This is an excellent example of how education can work to help realising goals. In this respect, it is also worth mentioning again **EPSA2015051 Project of Improvement of Quality of Public Services** submitted by the Alytus City Municipal Administration (**LT**) as this project is an excellent example of how an organisation can be improved by self-assessment. It strengthens the base of change and leads to a constant improvement of knowledge and education of staff.

■ 2.5 Sound public finance

Whatever the developments in society and as a derivative thereof in government and politics are, they must be based on sound public finance. For the sustainability it is essential that financial resources are well managed. But how finances are allocated is part of the political decision making. And politics is influenced by the opinions in society, which makes the whole process very complex. Changes and developments require the allocation of money for education of staff. In times of austerity it needs new ideas and approaches to find the right balance between what is needed and what is possible. Often, budgets for education are the first which are cut in financially difficult times. And also new technological developments need investments.

It is not always easy to find the right balance, but with good leadership some organisations succeed in changing the way of working within their organisation where they improved the quality of their work with less costs. In this respect, the organisational re-engineering carried out in the framework of the project **EPSA2015172 New Sustainable Management Model – Street Cleaning Services and Solid Waste Collection (ES)** is noteworthy. This project has been mentioned earlier on as an excellent leadership and re-positioning example of a public agency, but it is also a case of an excellent re-organisation of financial management practices with amazing results within a short time span of only three years. Apart from the impressive production and organisational improvements, this project managed to turn a desolate financial situation with a negative equity of €9 million at the end of 2010 into a positive equity of €5.1 million. Thanks to policies of controlled spending and increased efficiency, these results of improving Seville’s cleaning services while at the same time reducing operational costs were achieved. Other impressive financial achievements regard cutting the average number of days to pay suppliers by half (from 132 days in 2011 to 60 days in 2014), to cut down bank debt regarding credit lines to zero and to reduce the total of long- and short-term bank debt from €12.5 million in 2011 to roughly €450,000 in 2014. The reduction of debt is particularly noteworthy as heavy investments to renew the street cleaning equipment were carried out at the same time, which might have hindered such a debt reduction. This project can be an inspiration for many other public entities on how to change a previously mismanaged, in terms of services provided and finances, agency by 180 degrees by totally revising its strategy and operations. Waste management is one of the most important local public services both in terms of financial resources used and societal impacts.

In general, the EPSA 2015 saw a new trend of governments searching for projects which can also bring financial benefits, important for sound financial public finance. In total, there were, however, only very few projects concentrating exclusively on sound public finance. Instead, sound public finance was often one of the results achieved during the project implementation. This development goes into the right direction, because it also shows that integral management is becoming more and more common. This means that the emphasis is no longer only on implementing a project, but also on the financial consequences.

3. European/National/Regional administrative level

3.1 Introduction

The projects submitted for the European, National and Regional level in EPSA 2015 highlight the different dimensions of innovation in the public sector, underpinned by ICT applications as a facilitator of innovation, based as far as possible on open data standards, subject to privacy and security considerations. They also highlight the challenges needed to mainstream innovation within an organisation via service process re-engineering, culture change, allocation of resources, and the engagement of external stakeholders and staff. They illustrate the need to ensure that appropriate processes are used to capture innovative thinking and translate it into action and also its need to focus on applications which support the current overarching priorities of promoting economic growth and fiscal consolidation by reducing costs and optimising revenues. It underlines the importance of ensuring that the most skilled staff are deployed on the highest priorities and most difficult tasks facing an entity. The year of 2015 has seen the unfolding of what has been described as the greatest crisis facing Europe since 1945 i.e. the movement of unprecedented numbers of non-European citizens aiming to relocate themselves to Europe, presenting challenges which demand immediate priority and place at a premium the available energy of public administrations to address the other challenges which they face. This is reflected in a range of projects submitted in EPSA 2015 which aim at the better integration of migrants into the European labour market. The cases referred to below are the nominees and other best practice certificate winners. The description of each case includes a brief description of the nature and objective of the project and a summary of the key tools and methodologies applied.

■ 3.2 Effective engagement by government with stakeholders

The opportunity to deliver more and better services for Europeans is a powerful way to re-connect stakeholders with policymaking and government. Co-design between policy makers and stakeholders not only leads to effective outcomes, it also redistributes the power dynamic by handing stakeholders a share of influence and a sense of empowerment, ownership and collective responsibility in governance. Co-creation is taking hold in policy making. The EPSA 2015 best practice cases within this area are future-oriented solutions to commonly experienced challenges in engagement of stakeholders in policy making.

The Danish project **EPSA2015187 FremKom – Future Competencies in Northern Jutland** is a co-operative venture between all the municipalities in Northern Jutland to identify potential future skill shortages and address them through common action in an environment of limited budget resources. The key stakeholders are employers, educational institutions and local authorities within the region. The aim is to create a common basis for addressing future skills needs in the region.



The key methodology is a three-stage process. The first stage is analysis i.e. creating a better understanding of future skills needs within the region, followed by debate amongst stakeholders from the results of the analysis both regionally and locally, acting as an enabling resource to initiatives to give practical effect to the activities and initiatives which emerge from the previous debate and dialogue. It is underpinned by broadly based political support at regional and also national level, a common feature of many successful projects evaluated in EPSA. The analysis and debate are supported by the key pre-requisites of common assumptions and common statistics. A second relevant feature is the way in which the project has evolved since its inception in 2007. In the first phase it created a common methodology for analysis based on selected sectors within the labour market, which was expanded in the second phase to a broader range of sectors and the analysis was enhanced by geographical segmentation and further deepened in the third phase (currently in progress).

The project demonstrates a strong match with the cross-cutting attributes which are increasingly being considered to be an essential dimension of effective engagement with stakeholders by governments. These include the fact that there is horizontal co-operation between municipalities at the same level of administration and cross-sectoral in that it engages with employers and educational institutions. The geographical and sectoral scope includes the partners necessary to make the co-operation effective and over time the number of participating organisations has increased.

The project has delivered concrete outcomes in terms of a direct link to the creation of 6000 jobs within the region. Other output-based results include, for example, those directed to early education leavers, such as information on educational opportunities, competence assessments, educational plans, education and skills training and partnership agreements between schools and companies to foster further education of such employees who had been early education leavers, through educational ambassadors tasked in individual companies to promote these initiatives.

Another project example of strong cross-departmental perspective and policy coherence is the Swedish project **EPSA2015074 Venue and Information** implemented by the Swedish Social Insurance Agency. The project aims to facilitate and thus improve the social and labour market integration of migrants who have obtained residence in Sweden. It was developed as a co-operative venture between a number of Swedish national public sector agencies and the Swedish Association of Local Authorities and Regions. The key element of the methodology of this project is provision of a range of support services to new arrivals by existing co-located inter-disciplinary teams, thus improving services to migrants and reducing costs. The objectives of this project have gained an increased political profile given the higher level of migration to Sweden in 2015.

The **EPSA2015070 Green Deal Approach in the Netherlands** is an example of government responsive to bottom-up initiatives, since the initiative for Green Deals often start with the partners themselves. The project submitted by the Ministry of Economic Affairs in partnership with the Ministry of Infrastructure and the Environment and the Ministry of the Interior and Kingdom Relations, aims to promote environmentally sustainable economic growth through promoting innovation. It aims to remove barriers faced by businesses, civil society organisations and other public sector entities such as sub-national government in implementing actions consistent with such growth. The key methodology used is a multi-party agreement, typically including business, civil society and sub-national government partners, which must fall within the nine themes of the project and defining the innovative characteristics of the aims of the agreement, the roles of the parties and the expected outcomes. It is also an example of government in an enabling role i.e. not generally by providing financial assistance but more by actions such as adjustment of regulations, streamlining licensing procedures or facilitating the creation of networks or the raising of capital, while also monitoring progress of Green Deal initiatives. This underpins the idea that removing legal and regulatory barriers is one key way in which public sector entities can promote innovation-driven economic growth, though this example does not extend to time-limited exemptions from regulation, which is a more radical manifestation of this concept. The Green Deal approach is one of a number of policy instruments used to promote environmentally sustainable economic growth, thus underlining the more widely applicable principle that effective public sector action is often multi-faceted. The project also supports the argument that environmental technologies can contribute to growth while continuing to address the climate change agenda, and thus underpins the key EU policy strand of aiming to create a circular economy.



The following three projects from the Netherlands are three examples on social dialogue and stakeholder participation for shaping policies and decision making in the field of water management and environmental protection.

EPSA2015119 Climate-Proof Water Management – Social Dialogue and Regional Participation is developed as a response to strong public opposition to plans to install water storage facilities in a location within the province of Noord-Holland. The opposition from residents, farmers and businesses became clear from the local Water Control Board's attempt at wide ranging consultation (climate dialogue) on the proposals to which more than 300 stakeholders responded. The outcome prompted the organisation to undertake a review and re-design of internal processes and culture, using internal dialogue with staff to do so, and the launch of a different process of social dialogue with external stakeholders for the development of the water management plan for 2016-2021.

The key methodology used in the project, which is in a high priority policy area in the Netherlands, was stakeholder co-design rather than traditional consultation on pre-determined solutions. This required an often difficult process for the public sector of unlearning past approaches, in this case founded on often highly effective engineering solutions but for which lower priority was given to persuading stakeholders of their advantages. The social dialogue with external stakeholders led to more than 1,000 ideas being generated by them for water management, aiming to anticipate long-term climate change developments over a 50-100 year period. The methodology succeeded in securing broad stakeholder support for the revised plan and improved stakeholder confidence and trust in the local Water Control Board as an entity. The entire process lasted 36 months, thus highlighting the resource intensity of wide-ranging stakeholder engagement.

EPSA2015101 Room for the River, a project from *Rijkswaterstaat*, an executive agency of the Ministry of Infrastructure and the Environment, resulted from an anticipated future need, because of expected climate

change, to address flooding risks by developing alternative means to those of reinforcing dykes. This includes for example relocating dykes, deepening flood plains (overflow areas) next to major rivers and by digging secondary water discharge channels. The project thus relates to a high priority policy area in the Netherlands i.e. flood protection. The success of the project is founded on technical excellence in civil engineering. However the key methodology used in the project, which is in a policy area of significant importance in the Netherlands, is one of intensive and wide-ranging stakeholder engagement, including of other functions of national government, sub-national government, regional water authorities, NGOs and businesses, farmers and citizens. Stakeholder engagement, leading to co-creation of solutions within strategic context of safety objectives, timing and funding set by government, has been embedded in the project, which, given the time and cost needed to be invested by the public sector in this project, also illustrates the need to ensure that a co-creation approach to service delivery is subject to appropriate cost-benefit analysis. The project has also been informed by EU-wide exchange of best practices and experiences via participation in EU INTERREG exchange programmes such as 'Flood Resilient cities' (FRC) and Adaptive Land Use for Flood Alleviation' (ALFA).

The **EPSA2015219 River Bed Vegetation Map**, a project which is also from *Rijkswaterstaat*, complements the "Room for the River" project described above in that it also aims to address flooding risks, which, as noted above, is a high priority policy area in the Netherlands. The aim of the project is to identify the risk of flooding arising from unchecked development of vegetation in river flood plains, initially by preparing river bed vegetation maps. It forms the basis for future vegetation management measures.

The key methodology used in this project is extensive stakeholder engagement (including the use of online and off-line consultation) from the start of the project, including from nature management organisations, who co-designed the specification for the mapping process, and also with the many private landowners and tenants who own and occupy much of the land in the flood plains. The draft river bed vegetation map was submitted to stakeholders for consultation, including confirmation of accuracy relating to their property. This approach both improved the quality of the river bed vegetation map and gained stakeholder support for its purpose. The model has the potential to be transferred to other types of infrastructure project where infrastructure is being renewed.

The **EPSA2015173 Maritime Analysis and Operations Centre - Narcotics (MAOC-N)** is an EU-financed co-operative venture between 7 EU Member States underpinned by an inter-governmental treaty between them to monitor and intercept attempted maritime incursions by narcotics traffickers, principally in the Atlantic and the Western Mediterranean. The Centre uses law enforcement and military personnel from partner countries who are co-located with, and work together with, staff from MAOC-N. Member States thus both make financial contributions and second staff. The key methodology in this project is promotion of networking, exchange of best practices and knowledge transfer across Europe, including with other EU agencies such as Frontex, Europol and the European Maritime Safety Agency. The project is linked to an issue of major policy importance at EU level - addressing cross-border crime - in which EU-co-ordinated action is likely to be significantly more effective and represent better value for money (cost/outcome ratio) than action by individual Member States. It is potentially transferable to other EU policy domains, including, in the context of the 2015 migration crisis, in dealing with people trafficking. It could also potentially be extended to other domains, such as for example defence and security capability, where it might be beneficial for EU Member States to accept the lead role of a small number of Member States in implementing a policy of common interest, particularly where there are special capabilities in that domain.

■ 3.3 New service delivery approaches

The public sector throughout Europe has to innovate, modernise and adapt to social, economic and governance challenges with a view to identify issues and solutions for reforms which can shape and deliver the relevant policy related targets. It is necessary to unleash a new digital public service ecosystem acting as a bridge encouraging open innovation across a range of actors. This requires innovation at institutional, process and service level.

This EPSA edition recognises a high number of innovative eGovernment best practice case in relation to different aspects of eGovernance. The cases described below are clustered around four aspects:

1. One-stop-shops and online single information and access points;
2. Physical one-stop-shops and points of single access to bridge the digital divide;
3. Portals allowing self-assessment, benchmarks and certification; and
4. eHealth and user-empowerment.

3.3.1. One-stop-shops and online single information and access points

The **EPSA2015047 BQ-Portal – The Information Portal for Foreign Professional Qualifications**, submitted by Germany and sponsored by the Federal Ministry for Economic Affairs and Energy, is an online platform to consolidate all relevant information on the equivalence of a wide range of foreign vocational training systems and individual foreign professional qualifications using a single database. The online platform provides detailed and quality assured information regarding foreign vocational training systems, the substance and duration of individual vocational training programmes and the legal basis on which they are offered. The aim is both to reduce the time taken to assessing equivalence of qualifications and improve the quality of the equivalence assessment. The portal benefits (potential) employers who can now gain a better understanding of what a particular set of foreign professional qualifications actually entails and how they compare to German qualifications. It aims to simplify the process for job seekers to understand the status of their foreign qualifications in Germany and gain recognition for them. It gives practical effect to the 2012 Assessment and Recognition of Foreign Professional Qualifications Act, which significantly widened the legal rights of foreign job seekers to have their qualifications assessed for equivalence.

The project is innovative in that there were no other models to adapt from other public administrations in this field at national or European level. It addresses an issue of high level political importance in Germany (addressing skills shortages) and the EU (mutual recognition of qualifications). More generally, it sends a strong political signal that Germany, a key motor of growth in the Eurozone, aims to sustain its economic performance by being open to accommodating and integrating migrant workers.



The key methodology used is the Drupal content management system which creates a common platform for knowledge sharing. The key success factors include the robustness of the ICT systems used to gather data collected and the contribution of implementing organisations (such as employers' associations) to undertake assessments. These organisations have devoted significant resources to ensuring that they make their contribution to the equivalence assessment process and thus optimise benefits from the portal. Within this context, the concept is potentially transferable to other environments.

The portal has to date (September 2015) delivered significant output-related results such as number of country profiles (73) and number of professional profiles (1300+) and high level of user satisfaction (based on a recent evaluation, 90% of those surveyed say that the BQ-portal enables consistent, transparent and rapid assessment of foreign qualifications). Applicants pay a fee for the assessment of the equivalence of their qualifications of between €100 and €600, based on the time taken for assessment, though there is no evidence of this constituting a barrier to assessment and in some cases part of costs (for residents) paid by third parties e.g. the *Bundesagentur für Arbeit*.

EPSA2015167 ALF (Child Benefit without Application) is a co-operative project between the Federal Ministries of Finance and of Families and Youth in Austria to reduce the administrative burden on citizens, reduce the burden on staff and save administrative costs by automating the collection of data to assess the entitlement of new parents to child benefit, the process of assessment itself and the generation of payments. In doing so, it fits within wider Federal policy objectives. A potential entitlement to child benefit is system-generated from the issue of a birth certificate in the central register of births, marriages and deaths, which generates a data flow to the systems of the Finance Ministry and thus depends on the integration of systems from different government ministries.

The key methodology used is a no-stop-shop solution (not common in public administrations). Thus the project was innovative in the sense of not having other models within other public administrations in this field to adapt. It eliminates the necessity for new parents to make an application for getting child benefit after childbirth. The predicted time savings for citizens - estimated to be 39,000 hours per year for 80,000 births (i.e. 30 minutes on average) - seems to be conservatively estimated. The project also promotes social inclusion since automatic generation of entitlement reduces the risk of exclusion as a result of intellectual or linguistic capability. By reducing staff time needed to process applications it enables them to be redeployed to perform other tasks, such as entitlement control functions and to other functions within the tax administration. The estimated savings for the ALF project are 15 FTE staff, but the intention is not that the saving in staff time will lead to redundancies. Thus it has not in itself to date generated significant concerns for labour unions. The concept is capable of being used in other environments irrespective of language or culture for universal benefits (e.g. not subject to income declaration criteria) and uniformly paid i.e. where recipients are not able to choose how they receive services or benefits. This could be applied elsewhere at national level, or, via a shared service platform, for a universal benefit

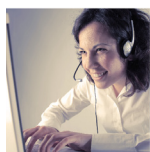
paid by all sub-national entities within a territory.

The project has high level political support from the Finance and Family and Youth Ministers - political support has been an important component of many successful past EPSA projects.

It is an example of new ICT applications within an appropriately robust ICT environment acting as a facilitator for process change, capable of managing automatic data exchange and rules-based calculations without human intervention. In this case they are also underpinned by an appropriate legal basis for data transfers. The project was implemented within seven months using agile software, validating the prototype with users at a time when changes could still be incorporated and with skills transfer to public sector to underpin the sustainability of the project through close co-operation between ICT staff from the Federal Computing Centre and the external experts developing the software. Results from live running since June 2015 to early September 2015 have been impressive with a 3% error rate and average time of application processing of 2 days, with automatic payment in 50% of cases and in 45% of remaining cases requiring no more than bank account details.

An example on how to provide online information and access to best practices via a range of online channels for businesses is the **EPSA2015131 NetRegs**, a co-operative project by the Scottish Government and the Northern Ireland Executive, which are territorial administrations within the United Kingdom with defined devolved functions. The specific focus is particularly SMEs, who need to comply with environmental regulations and thus reduce the burdens on business in complying with those regulations. The approach used is that of a one-stop online portal providing customised sector-specific information, including via eLearning tools, and to provide companies with access to the portal anonymously via an online compliance self-assessment and feedback tool. It is based on voluntary cooperation between separate public administrations for mutual benefit rather than arising from legislative obligation. The project also engages with external stakeholders via a Business Advisory Group comprising key business and trade associations as well as individual businesses and by drawing expertise from several specialisms is able to provide comprehensive information in a single location.

Another case facilitating SME support is **EPSA2015148 Domain-Transcending Standardisation with Standard Business Reporting (SBR)** submitted by the digital government service of the Dutch Ministry of the Interior and Kingdom Relations. The project aims to improve the quality of decision-making by improving the quality of data on which the decisions are based and to reduce administrative burdens on business which could arise from diversity of the form and means of data exchange. In this example the key methodology used is the introduction of data definitions, processes and technologies based on open data standards for the exchange of financial information such as tax returns and financial accounts between government and business. The project highlights the role of ICT applications as facilitators for innovation and has significant potential for transferability to other environments. It is based on cross-government co-operation between several ministries and agencies and also co-operation with companies, trade associations and professional bodies in the field of taxation and accountancy. It also enables the Netherlands to participate in international communities of practice relating to Standard Business Reporting. It is also used by the government to supply aggregated data to trade associations, thus underpinning the idea that information is an asset owned in common and not the sole property of government.



EPSA2015234 Citizen Portal (*Portal do Cidadão*) a project from the Portuguese Agency for Administrative Modernisation and **EPSA2015150 The Citizen's Guide of the Region of Epirus** submitted by the Regional Government of Epirus in Greece are two best practices for improved service delivery to citizens.

The **Citizen Portal (*Portal do Cidadão*)** aims to facilitate access to a wide range of public services for citizens, including on mobile devices. It is a later generation of citizen and business portals developed in the 2000s and serves both stakeholder groups, providing enhanced functionality organised around life episodes with ease of use from key word based searches, thematic clusters of needs similar to those searched and intuitive assistance based on frequency of demand for services (which demonstrates the intelligent learning capability of the system). The key solution is a one-stop-shop for services provided by public authorities both at national and sub-national level, and also by private sector entities, supported by a powerful and flexible ICT platform based on secure key log-in. The system aims to be evolutionary, facilitating improvement via user feedback. It provides an alternative channel for resolution of service failure to that of direct contact with service providers. Open access to end-user feedback is a key component of best practice in management of public contracts, in which the task of ensuring that promised service standards are achieved is as far as possible shared between end-users and a public body's contract management function i.e. co-management of services. The concept is thus capable of being transferred to other environments.

The **Citizen's Guide of the Region of Epirus** aims to map administrative procedures used to provide services to citizens with the aim of providing better information about the availability of services and ultimately to improve the quality of services. The key solution is that of a single portal for citizens to access services, thus improving access to services by those whose access may be limited by disability, lack of transport or geographical remoteness. The portal is supported by a software application aggregating underlying source data (e.g. legal aspects, cost of compliance, accompanying documents, process maps etc.) on open source software and facilitating process re-engineering. For citizens as end users it offers features such as key word and thematic searches, ability to evaluate services, voice reading of the website, live chat and the ability to add procedures. The project was implemented almost exclusively by personnel of the Regional Government of Epirus, thus representing a model of public sector provision, an option for public sector bodies not wishing to delegate all ICT services. The concept has clear potential for transferability to other public sector entities in Greece and in other EU Member States.

In the area of eJustice it is worth mentioning the case **EPSA2015058 Justice 3.0/eJustice** from the Austrian Federal Ministry of Justice aimed to further enhance the automation of justice by facilitating multi-user digital file management. It continues a pattern of use of ICT to improve justice services in Austria initiated in the 1990s, and responded to the need to develop new generations of applications in a context of budgetary constraint. The key elements of this project are a combination of effective project management of the modernisation of ICT platforms and re-engineering work processes and work allocation, including the wider use of remote collaborative working, simultaneous multi-user access and multi-device access. The project is an example of continuing self-improvement by a service which is already widely regarded as an example of good practice in the use of ICT, but which seeks not to be complacent. It is also an example of the benefits of extensive use of employees and external professionals in the co-design of services. It is capable of being transferred to other justice systems, subject to the need to ensure that robust data security protocols are in place in ICT systems reflecting the sensitivity of the data held, appropriate productivity tools and a culture of trust in employees to achieve outputs while working remotely.

The project **EPSA2015260 Public Geo Datasets at your Service (PDOK)** submitted by the Dutch Land Registry and Mapping Agency aims to provide free of charge, reliable and up to date geodata sets via a single portal capable of being converted into maps (including embedding aerial photos) and capable of being enhanced by geodata by users such as national and sub-national public sector entities, municipalities, businesses, schools and private citizens. The key methodology for this project is a one-stop shop for all users based on use of latest generation geodata applications. The key concept is that of open data as a means to simulate innovation and improvement in public services, one example being improved predictions of flood damage in Amsterdam. The initiative, which took initially four years to develop and significant resource allocation, shows a high level of voluntary co-operative working between different government ministries. It is designed to be used by those without specialist mapping skills and to make the services accessible to those with visual impairments. Since it is compatible with national and international standards, including the European INSPIRE standards, it is capable of acting as the basis for use in other environments and for other services. It is also scalable to higher levels of usage. It is available to educational and private users without a user agreement, formal requirement for registration or other contractual arrangements, though these users are expected informally to respect fair access principles and have no right to expect a contractually agreed level of service.

3.3.2. Physical one-stop-shops and points of single access to bridge the digital divide

The best practice case **EPSA2015264 Administrative Reform in Hungary: One-Stop-Shop Government Windows as the Initiation of Equal Access to Public Services** submitted by the Prime Minister's Office forms part of a programme of administrative reform in Hungary to improve the quality of service delivery to citizens and improve citizens' access to services. They provide both information to citizens but also enable online access to services, such as completion of applications for services and permits. The project provides a solution for establishment of a nationwide network of physical one-stop-shops ("Government Windows"), including mobile venues, bringing services close to citizens and, via local agents, to those unable to visit venues for health reasons. One key element in this project is its recognition that the success of this methodology is based not merely on the integration of services but also on the need for sufficient resourcing. This is consistent with the idea that service integration and process re-engineering may have different financial implications in different environments and that service improvement may, in some circumstances, require additional resources.

The **EPSA2015163 Citizen Spot** (*Espaço do Cidadão*) submitted by the Portuguese Agency for Administrative Modernisation, is a single service desk aiming to simplify the interaction between the citizen and the state. It aims to create a country-wide network of 1000 “Citizen Spots”, to optimise the effective wide range of available online services provided by a wide range of partner organisations including national and sub-national government, the third sector, industry associations and other entities providing public services. The project demonstrates an evolution of a digital one-stop-shop concept, building on Portugal’s experience in this field since 1997, but with the additional feature of face-to-face support at the “Citizen Spot” by the use of trained staff. They are able to guide citizens, particularly those who are not comfortable in an online environment, who need help to understand what service is available and how it can be accessed and assisting them while they actually access the service.

3.3.3. Portals allowing self-assessment, benchmarks and certification

The three best practices presented below are examples of portals allowing self-assessment, benchmarks and certification and that all provide advantages of replicability and widespread empowerment and self-responsibility.

EPSA2015111 OiRA – Online interactive Risk Assessment tool is a project launched by the European Agency for Safety and Health at Work (OSHA) to simplify the process of health and safety at work assessment, with the particular aim of facilitating the process for SMEs, thus ultimately leading to a reduction in the number of occupational accidents, sickness and instances of mental health problems. It provides self-assessment tools for different economic sectors and, by making it easier for SMEs to undertake assessments, it can particularly benefit workers at higher risk, both by the nature of their work or age, linguistic or intellectual capacity. The project demonstrates the use of an online platform (free of charge for end-users) for assessment and possible solutions to risks identified, replacing the traditional approach of paper assessment. The platform can also be used as an eLearning tool by enterprises to cascade awareness within organisations. The website is also used as a means of disseminating information about health and safety issues. The project has a wide range of stakeholders from several Member States and organisations representing the social partners engaged in the co-design as well as the application of the tool. It is an example of adaptive innovation, having been developed from a risk assessment



approach developed in the Netherlands.

The project from Portugal’s Agency for Competitiveness and Innovation **EPSA2015249 Online Certification of Small and Medium-Sized Enterprises (SMEs)** aims to provide an electronic service which enables SMEs to obtain free of charge electronic certification that they meet the qualifying criteria as micro, small or medium-sized enterprises. The certification is legally valid and can only be obtained by this process. It is the means by which Portugal aims to comply with EU Recommendation 2003/361/EC on the definition of SME status.

The solution is a digital one-stop-shop to enable SMEs to confirm their compliance status with a single paperless interaction, based on data submitted by the enterprise without validation at the point of submission but subject to audit. The process is also simplified for SMEs because they need only to submit information via an electronic form, to which the ICT application applies a rules-based calculation of status. Thus it simplifies the regulatory burden on SMEs. It can be accessed online by entities who need to know the status of an enterprise to give effect to actions aimed at benefitting SMEs. Being based in EU Recommendation 2003/361/EC on the definition of SME status the methodology has the potential for transferability to other EU Member States. It is an example of digital transformation by closure of other channels, which may have wider application over time to other services, subject to considerations of complexity and the need to avoid digital exclusion.

EPSA2015122 Latvia’s e-index, a project from the Ministry of Environmental Protection and Regional Development, is based on a wide-ranging evaluation of the state of digital development of public sector bodies at national and sub-national level. The aim was to develop indicators for the evaluation of eGovernment implementation and to develop a methodology for assessing progress.

The key methodology used was a survey of 103 state institutions and 119 municipalities, enhanced by desk research and interviews with experts. Participation by municipalities was voluntary and secured by intensive cooperation with associations representing regions, cities and other municipalities. For individual respondents the process enabled them to recognise their state of development and, using best practice examples implemented by other institutions and internationally, to assess their future development plans.

3.3.4. eHealth and user-empowerment

EPSA2015239 Portuguese Health Data Platform (HDP) is a project from the Ministry of Health, submitted by its Shared Services entity, which aims to improve access to information about health services to citizens and their access to those services in addition to facilitating the provision of those services by health care professionals.

The key methodology used is the provision of information via four separate portals for patients, health care professionals and health care institutions and also an international portal for projects where Portugal is co-operating internationally. The ICT platform incorporates electronic patient records capability for health care professionals, and online processing of appointments and requests for medication renewals by patients. The project's implementation was driven by government administrative order but required a high degree of co-operation between a wide range of stakeholders and extensive sharing of information between clinical systems to be realised.



EPSA2015100 Navarra's Integrated Chronic Care Strategy (ICSS) via quadruple helix collaboration from the Department of Health of the Regional Government of Navarra in Spain aims to re-engineer health care processes within the region to improve the quality of clinical services, eliminate duplicated processes and thus reduce costs in the treatment of chronic diseases. It is based on multi-dimensional evaluation of patients (clinical, social, functional and psychological) and categorisation of intensity of need (low, medium and high severity) and priority of needs. The project applies a patient-centred approach to health care delivery by the development of individual care plans. It is supported by an electronic patient record system accessible to staff responsible for the patient. The key element of the methodology of this project was the effective engagement with its own professional staff, often neglected as key stakeholders in public entities, in reshaping services and thus represents an innovative approach. This project is also consistent with the promotion of sound public finance with the potential to reduce costs in a sector recognised to be facing significant demand pressures, in particular in the treatment of chronic diseases.

The following two projects are inspiring practices of personalised services based on new ICT.

EPSA2015152 Paradigm Change in the Communication Strategy – Increasing Customer Value and Potential Savings with Customer-focused Information and eGovernment Solutions Instead of Mass Communication is a project from the Family Affairs Department of the *Land* government of Upper Austria aiming to facilitate access to welfare entitlements and other services which it provides, replacing current methods such as plastic cards offering discounts and paper education vouchers. The project means that, for example, education vouchers are managed through a digital educational account, information about services are sent to users via a mobile phone app, users will be able to have an electronic card via their mobile phone and entitlements arising at different times in a child's life will be notified to citizens.

This project is thus based on up-to-date technologies, requiring enabling ICT changes within the public administration to facilitate a more citizen-focused culture of service based on service personalisation leading to savings in production costs and processing time for the *Land* administration.

The Spanish project **EPSA2015194 Tourism Logistic Platform** is led by the Balearic Islands Tourism Agency, the public agency responsible for promoting tourism in the Balearic Islands. It aims to improve the tourist experience and thus to sustain the region's status as a leading European tourist venue. It is supported by the three relevant levels of public administration in the region i.e. municipal, island and regional. The key methodology is a one-stop-shop driven by new ICT platforms as a facilitator to improved service delivery and incorporating service demand modelling. This is used, for example, to provide real time information about facilities and services available, to customise service offers to visitors based on factors such as their origin and date of visit and to provide virtual assistance to them to access the services. The approach is innovative in the sense that it aims to include the entire scope of the tourist experience from planning to ex-post feedback and to differentiate between the needs of tourists, residents, local businesses and investors.

The EPSA 2015 edition can also show examples of how innovative (ICT) solutions can enable personalised services targeted to specific groups. The following four projects – one from Sweden and three from Austria – are best practices on how services can be tailored to the needs of specific vulnerable groups.

EPSA2015241 Available Cinema is a project of the Swedish Post and Telecom Authority and the Swedish Film Institute to improve accessibility of films to citizens who are dyslexic, visually impaired or functionally illiterate

and thus to promote social inclusion. It is technology-driven using a system of audio description, by which events and settings in a film are verbally described and read alongside the dialogue and other sounds in the film. This is enabled via one of a number of apps downloaded to the user's smartphone. The application of this concept is based on open technical platforms and is transferable to other languages and cultures.

EPSA2015036 Right from the Start, a project from the Upper Austria Health Insurance Fund, aims to provide expectant and new parents with comprehensive information from a wide range of specialisms on a broad range of issues relating to the physical and mental health and social care of children at a time of a significant life change for them. The information is provided free of charge irrespective of insurance status. The key methodology used is that of free workshops in a range of topics for expectant and new parents. Information is also provided via a guidebook and newsletters and DVDs available in several languages. The provision of information is supplemented by outreach support for families with additional needs, and is thus an example of how entities can address both provision of information and supportive action. The application of this concept of comprehensive support for expectant and new parents requires a high degree of co-operative working between health and social care professionals, co-operative decision making and support from entities such as the Federal Ministry of Health, hospitals within Upper Austria and the Federal Agency for Health and Nutrition, including the quality assurance of the information provided. It underpins the concept, capable of transfer to other areas of public policy such as education and prevention of crime and anti-social behaviour, that early intervention can improve later outcomes and is thus justifiable in cost terms.

EPSA2015127 Sensitisation for Climate Protection Measures in Daily Life – Workshop for Female Migrants is a project from the Austrian Federal Ministry for Agriculture, Forestry, Environment and Water Management aiming to improve the social integration of female migrants to Austria and was developed in partnership with a long-established third party which provides support for migrants. The key methodology used is the provision of information workshops, using a range of learning approaches, on how to integrate environmental sensitivity into daily life such as when cooking and shopping. The workshops focus on social and linguistic skills and aim to be inclusive both by being available in several migrant languages and to a broad age range. The objectives of this project have gained an increased political profile given the higher level of expected migration to Austria in 2015 and future years.



EPSA2015094 Chatroom of the Austrian Student Psychological Counselling Services is a project submitted by the Austrian Student Psychological Counselling Services in order to improve counselling services to students and provide information for potential students.

It provides psychological counselling services online as an alternative to face-to-face services. Given that the provision of psychological counselling addresses a key challenge often faced by students, it is capable of being transferred to other European contexts, and more widely particularly where there are no cultural barriers to the concept of counselling. The key methodology used is that of an online chatroom. It aims to promote inclusiveness by reaching those who might otherwise be limited in their access to counselling for reasons such as impaired mobility, social adeptness, family circumstances, geographical location or linguistic capability, in the latter case by also providing sessions in English, and by the possibility of reference to other services in other languages. Its success derives from taking account of privacy of sensitive data and data security and embraces new technology in that the service follow-up is also available via smartphones. It also provides greater flexibility in that services can be provided for a wider range of hours than can be provided by face-to-face counselling. It has potential for transferability to other services, including other social care and health services.

■ 3.4 Innovative knowledge management and new leadership approaches

The challenge for European public administrations is to develop the ability to master innovation processes. They need to accelerate the strategic use of innovation processes and to build the necessary organisational environments which can authorise innovation in practice. Innovation often involves new approaches to cooperation with external institutions as well as new approach for including staff in development of new solutions. Leaders who want to drive their organisations to successfully implement and coordinate innovation approaches to new service delivery need to strategically embed strong links between Human Resource Management and innovation policies. Furthermore, innovation requires new skills of staff, e.g. entrepreneurship, new ways of cooperation with other institutions and clients. It is necessary for the HRM system to develop a culture which fosters staff innovation and to develop the new required skills that are needed to master innovation processes and at the same time to establish new organisational structures that enable new solutions, new processes and better results in the public service delivery.

EPSA2015153 A Wealth of Ideas (*IdéRiget*) is a project from the university hospital in Copenhagen (*Rigshospitalet*) aiming at changing the clinical practice at a Denmark's largest university hospital by creating a culture which fosters innovative thinking. One outcome has been the development of patient-centred cancer services with, for example, more opportunities for home-based treatment through devices which provide mobile clinical services through wireless connection with hospital-based equipment and more interactive engagement with patients. The key element of the methodology was the effective engagement with its own professional staff, often neglected as key stakeholders in public entities, in reshaping clinical services and thus represents an innovative approach in health care. The project uses a challenge-based approach, with proposed ideas bidding for approval and resourcing for further elaboration, with the two most promising ideas being supported both financially and with management time for implementation. The success of the project required both significant training for clinical staff and a recognition that fostering a culture of innovation requires mainstreaming i.e. that innovation is not most effectively fostered as a niche activity but requires an entity to be willing to invest staff time within working hours in innovation and to enable staff to develop and prototype innovative ideas both by empowerment and financial resources. It also demonstrates that the link between innovative thinking and implementation is not automatic and requires a structured process of capturing innovative thinking. The project fits well within the widely recognised context of the need to optimise the use of in-patient capacity, reduce costs, reduce the risk that patients will contract hospital-based diseases and improving health outcomes insofar as patients may be less psychologically displaced in their home environment.



The project from the Education Development Centre in Lithuania, **EPSA2015255 Development of Lifelong Learning Opportunities in Rural Areas** aims to improve the quality of public services and strengthen social cohesion in rural areas of Lithuania. This is to be achieved by enhancing the capability of multi-service centres which have been and continue to be created by municipalities in rural areas for the provision of public services to citizens. One specific aim is the better co-ordination of the provision of educational, cultural and social services, within the context of the need to expand life-long learning opportunities for citizens and promote their labour market participation and thus to contribute to local economic growth.

The key methodology used is the creation of network of local multi-functional centres, capacity building through community needs analysis, staff training and activity planning. One key feature was that, while there was a need to develop a shared understanding of the role of multi-functional centres, there would not be a “one size fits all” operational model to be adopted uniformly by all multi-functional centres. The project required a high degree of cooperation between entities at national level and extensive dialogue with municipalities. The project fits with a policy objective common to many countries of reducing the urban-rural divide within the country and discouraging rural depopulation.

The project from the Austrian Federal Ministry of the Interior **EPSA2015168 Police Competence Training** aims to embed awareness and practical implementation of human rights considerations into police practice in Austria, including legal and social considerations arising in interventions in family environments. The key methodology used is that of a range of training techniques, including incident-based simulations and the idea of further self-learning, to prepare police officers for a wide range of potential situations. It is also likely to have the effect of mainstreaming awareness of key considerations in interventions in family environments, rather than it being treated as a specialist service. External stakeholders in civil society and educational research were used to inform the design and provision of the training. The concept is clearly capable of adaptation to different environments, both within the practice of policing and also as a model for both co-design of training with stakeholders and mainstreaming of specialist services.

■ 3.5 Sound public finance

The importance of public expenditure in the EU economy has risen since the crisis and public spending now accounts for almost half of GDP each year. Public spending patterns differ greatly across the EU reflecting national preferences and political decisions. Ensuring that public money is spent wisely and effectively relies on clear public policy priorities and is one of the major lessons of the crisis. Productive public investment and current expenditure which promote growth should be prioritised. The European Structural and Investment Funds (ESI Funds) 2014-2020 supporting the delivery of EUROPE 2020 targets have a stronger result-orientation which is a key for the ability of the Managing Authorities to ensure efficient funds management.

EPSA2015105 Challenge-Driven Innovation – Societal Challenges as Growth Opportunities is a project implemented by Sweden's innovation agency, VINNOVA. It aims to address key social challenges such as improved health care, sustainable and attractive cities, better direct access of citizens to services and improved competitiveness of commercial sectors. The policy instrument, Challenge-Driven Innovation, invites applications for projects which address these challenges innovatively, thus promoting economic growth, better service delivery and sustainable development. The Challenge-Driven Innovation programme uses a phased approach, in which public finance is targeted towards the early stages of the project, thus assuming a higher element of initial risk, but, as the project progresses from studies to applied research to implementation, applicants, such as enterprises and universities, bear an increasing share of the costs. It is based on the well-established public sector principle of challenge funding i.e. competitive bidding for funds and progression from one stage to the next is not automatic. All projects must be based on demonstrated end-user demand consistent with service objectives i.e. end-users must be actively engaged in the funded projects from an early stage. More generally, it also has the potential to provide a model for reshaping the distribution of EU funds in domains such as European Structural and Investment Funds (ESIF) and the European Fund for Strategic Investments (ESFI) where there is a need to align distribution priorities with an ex ante assessment that projects will achieve their policy and operational objectives.



EPSA2015009 Global Find is promoted by Global Parques, whose main shareholder is the Portuguese Business Development Agency, a publicly owned entity. It aims to promote foreign direct investment by providing free of charge access to online information via a single portal about potentially suitable sites available for acquisition and development by foreign investors wishing to establish enterprises in Portugal. It aims to simplify the preliminary choice of location by potential investors by making it easy for them to obtain base information about locations such as area available, whether or not the site is brownfield or greenfield, transport infrastructure, research facilities, educational institutions, levels of educational attainment and services provided by other companies in or near to the location. It plans to expand its reach to other information which may be of relevance to potential investors, such as availability of health care services. The key methodology used is a multi-lingual, up-to-date GIS platform and search engine to enable investors free of charge via search queries to find a site in a business park in Portugal which meets their project requirements and, should they require it, follow-up support by email and consultancy services to develop site acquisition solutions. It was based on wide-ranging co-operative working between public and private sector entities to provide the content. It fits closely with Portugal's need to address the significant pressures on public finances and the need to re-stabilise them not merely through fiscal measures but also by promoting economic growth so the project is consistent with the reality that in the medium term the recovery of the EU economy from the current crisis can only be sustained by a return to growth. In particular, it promotes Portugal as an investment destination, including through promotion of clusters. It has clear potential for transferability both for promotion of opportunities to potential investors in other contexts in Portugal, such as for the tourism sector, or in other territories.

The project from the Institute for Construction and Real Estate (*Instituto da Construção e Imobiliário*) **EPSA2015208 Public Contracts Portal (BASE)** aims to build on Portugal's significant experience in the field of eProcurement as a tool for promoting competition and generating savings to enable Portugal to render its public finances sustainable. It is an online portal providing information for potential bidders and citizens generally about procurement opportunities and concluded contracts. It also provides statistical information on contracts awarded, by type of procedure, by contractual value (for higher value contracts), and by date (for the most recent ones awarded) including contract amendments above 15% of the contract value. This grouped information can be aggregated by time and location and data can be customized via user queries. The key methodology used by the portal is transparency in the award of public contracts, by which it aims to enhance trust in government. The system's analytical capability also enables public bodies to track expenditure, and thus better control it. It may also assist public sector auditors to better prioritise their time towards higher value and higher risk contracts, two indications of which are the use of contracts directly awarded and with a high frequency of contract amendments. The portal is also an instrument by which what is widely regarded (for example by the European Commission, the Court of Justice of the European Union and many procurement practitioners) as one key abuse in public procurement can be addressed i.e. inappropriate use of legal justifications for the failure to advertise public contracts which should have been advertised (i.e. direct awards). Payments for public contracts directly awarded without advertisement cannot be made until the details of the contracts have been given on the portal. Similarly, the requirement to publish contract amendments above 15% of the contract value is stricter in scope than the provisions on contract modification in the most recently enacted EU Public Procurement Directives (e.g. Directive 2014/24/EU) and thus addresses a frequent abuse in the execution of public contracts.

Another Swedish project, **EPSA2015103 SABOs Kombohus – Forcing Prices Down to Raise Public Housing Construction** is a collaborative procurement initiative by Swedish Association of Public Housing Companies (SABO) to reduce the cost of construction of municipal housing and thus to address housing shortages. Pre-designed and partly pre-fabricated housing units are supplied at a fixed price to municipalities. Construction costs have been reduced by 25%. The key procurement methodology used is the application of centralised purchasing to bring about savings through potentially higher order volumes for construction companies and reduced bid costs for them through the use of a limited number of framework agreements. The reduction in costs, and also improvement in quality assurance, has been achieved by greater standardisation of design. This was based on close dialogue between the public sector and construction companies, thus providing an example of active market management through public sector intervention, an approach which, suitably adapted, may have potentially wider lessons for both complex procurements (such as for infrastructure) and for the regulation of liberalised services.

EPSA2015224 Green Jobs Programme (*Programa Empleaverde*) is a project from the Biodiversity Foundation of the Spanish Ministry of Agriculture, Food and Environment. It provides grants to projects to enable businesses to be launched, investment attracted, revenues earned, employment created, self-employment facilitated, environmental sustainability promoted and the availability of skills in the sustainable use of the biodiversity and the environment enhanced. By promoting economic growth the project is consistent with the reality that in the medium term the recovery of the EU economy from the current crisis can only be sustained by a return to growth. By promoting green growth it also underlines the contribution that environmental technologies can make to growth and the potential compatibility of the promotion of growth with continuing to address the climate change agenda. Two key elements of this project are its inclusive and collaborative nature. The range of organisations supported by the project includes public sector bodies, labour unions, business and education sector entities and NGOs and also a Green Business Network with 7000 members (entrepreneurs and eco-investors).

EPSA2015196 Programme for the Internationalisation of the Third Social Sector and Social and Cooperative Economy of Catalonia from Spain was launched by the Catalan Business Competitiveness Support Agency (ACCIÓ) in partnership with the Platform of the Third Social Sector of Catalonia (*La Taula del Tercer Sector*). The third sector's role in Catalonia is consistent with that often played by the third sector i.e. providing services to citizens who are disadvantaged, such as children and young people with social needs, older people, people with disabilities or those disadvantaged on grounds of gender, ethnicity, sexual orientation or economic deprivation etc. Third sector services are generally provided on a territorial basis. This project is innovative in that it aims to use the networks of ACCIO, created to assist the private sector, and particularly SMEs, to enable the third social sector in Catalonia to export its services outside Catalonia by transferring its knowledge and successful social intervention models to other regions and countries. It also aims, by earning income externally, to underpin the sustainability of its territorial services at a time of budgetary constraints.

4. Conclusions

Since 2009, EIPA has aimed at making use of the EPSA scheme to highlight the key trends in public administration across Europe and the way in which public administrations are addressing concrete challenges at a given point in time.

The inspirational and working solutions of the 2015 edition of the EPSA show that many challenges, which were already present in the 2013 edition, maintain. These include historically low levels of growth in this century, increasing competitive pressures from outside Europe, constraints on public finances, pressures on demand for services (for example, in demand of affordable social housing and the consequences of high unemployment – partly driven by the economic circumstances) and lack of confidence in both the ability and the legitimacy of public entities at all levels to address the challenges. A clear new challenge moved into the centre of public attention in 2015, which is the refugees' crisis that has turned into a humanitarian crisis and calls for both urgent actions and more long-term strategies by public administrations. This is reflected in a range of projects submitted to the EPSA 2015 under both categories which aim at a better (labour market) integration of migrants.

With the overarching topic *“The Public Sector as Partner for a Better Society”* and the current public sector reform trends and discourse, it does not come as a surprise that more than half of the submissions were placed under the public administration, modernisation, institutional affairs and reform. However, what is different from previous editions is the fact that one fourth of all submissions comes from the public health and social welfare sectors, followed by education and ICT-, audiovisual- and media-related sectors. These numbers are relatively equal across the two administrative categories, which shows that the challenges faced are pressing issues across administrative layers. In general, EPSA 2015 illustrates a high focus on solutions for improved efficiency and effectiveness in the social policy field, a sector that is crucial for society, but also very cost-intensive, and the continuation of ICT as a strong enabler in public sector reform and innovation.

Under the EPSA 2015 theme, the cooperation and partnership elements of projects were highlighted and visible in the majority of applications. The wide span of cooperation models ranging from fund-management to policy-making, breaking down institutional silos and linking small islands of initiatives in vertical, horizontal and cross-sectoral cooperation was impressive. They enabled comprehensive back-office re-engineering processes for better service delivery, coherent strategy and policy formulation and the combination of policy fields leading to holistic actions and projects. Triple or quadruple helix models and thus true cross-sectoral partnerships can equally be considered a norm. It was also visible that creative cooperation took place where governments were involved in communication and cooperation beyond legislative obligations. This out-of-the-box thinking is the way to go forward and harvest the fruits of innovation.

It can also be observed that roughly 75% of the submitted applications in both administrative categories come from organisations with equal to or more than 100 full time employed (FTE) staff, suggesting that – similar to previous EPSA editions – bigger institutions may have more resources to undergo reform (even though pressures are equally faced by smaller entities) and/or that bigger entities may be more likely to invest resources in order to showcase their achievements. However, innovative and working practices span all levels and all sizes of public entities. In the case of small municipalities or agencies, joint solutions are often developed in horizontal cooperation to reach economies of scale (e.g. joint public procurement).



The following key messages emerge with a special focus on the analysis of the 2015 best practice examples:

1. Increasing facilitator and enabler role of governments

As a general trend, the 2015 best practices clearly showed the increasing role of government as facilitator or in an enabling role bringing together different parties to enhance service delivery or its role as a partner in bottom-up projects initiated by civil society. This enabling role is not connected to generally providing financial assistance, but rather to actions such as adjustment of regulations, streamlining licensing procedures or facilitating the creation of networks, the raising of capital or monitoring processes. Adjusting legal and regulatory frameworks is one key way in which public sector entities can promote innovation-driven societal development.

2. Move towards a participatory society and citizen empowerment

Governments act increasingly in multi-actor settings and depend on negotiated goals, which has been confirmed by many EPSA 2015 cases in which public administrations engage with stakeholders for jointly developing strategies, visions and shared projects. Engagement between policy makers and stakeholders not only leads to effective outcomes, it also redistributes the power dynamics by handing over to stakeholders a share of influence and ownership, and by introducing collective responsibility to governance. This different mode of cooperation equally leads to a move from a representative society towards a participatory society. This is in particular visible in the social and welfare area where new solutions are required in order to ensure quality in the service provision while facing at the same time heavy budget cuts. In this new set-up, the public sector looks for alternative and community-supported forms of social assistance and self-help, which empower citizens and allow them to take direction of their own lives and thus decrease dependency on social assistance.

3. Co-creation with staff and external stakeholders for public sector innovation

The move towards a participatory society and citizens empowerment goes hand in hand with more personalised services and holistic concepts of service design, often clustered around life-events and with a strong focus on the user experience. In terms of partnerships and cooperation, the EPSA 2015 demonstrated that collaborative governance is well established in many public administrations across Europe for policy formulation, strategy or economic development and joint service delivery. Stakeholder co-design (often including a mix of on- and offline channels) is practiced in many public entities rather than traditional consultation processes on pre-determined solutions. There is a visible trend towards developing joint and innovative solutions together with employees and often external stakeholders across all policy areas. Co-creation is a promising form of tapping into the innovation potential of all relevant actors and of jointly creating better service quality and products at a lower cost.

4. ICT as well-established tool to deliver efficient services and connect with stakeholders

Regarding ICT, the project submissions clearly show that digital service delivery and electronically supported back office re-engineering processes are well established across all administrative layers and sectors. eGovernment solutions allow a better reach beyond geographical limitations, more personalised and better targeted services, reduced transaction costs and also enable citizen empowerment by providing detailed information to them, as for example in the area of health, where several projects enable citizens to proactively manage their chronic illnesses or to manage health services online. In terms of one-stop-shops or information portals, the EPSA saw the following different forms: Firstly, single access points combining a multitude of functions from different administrative levels and combining different sectors often clustered around life events; secondly sectoral one-stop-shops and thirdly open data initiatives (which are sometimes sectoral as in the case of GIS databases) and fourth the ground-breaking concept of no-stop-shop. These open data initiatives support the concept of information as an asset owned in common and not the sole property of government.

5. Bridging the digital divide and digital inclusion

The increased use of ICT, especially social media channels, can lead to more transparent and accountable public administrations, depending on how public administrations choose to use these tools and in general use open data. However, the digital divide is still present and solutions for vulnerable groups are crucial for ensuring a social inclusive public administration. This year's EPSA edition showed that several administrations develop mediation solutions as they are fully aware of the digital divide which exists in society. Via dedicated physical access points they bring eServices closer to citizens and act as face-to-face mediators for online services. Many also re-design their web-portals and one-stop-shops in a more user-friendly way or provide ICT training to citizens.

6. Standardisation and aggregation of data to produce “one version of the truth”

Furthermore, collaboration across departments, different government entities and sectors was present in many excellent EPSA contributions and back office re-engineering processes to increase standardised and verified information and generate aggregated data and thus obtain “one version of the truth”, which is used as source and as common ground by several departments or other stakeholders for decision-making, planning or verification. Compiling joint information sources and common interpretation of data for (regional) economic development has also been visible in initiatives, which united a wide range of relevant stakeholders.

7. Adaptive innovation (best copied project) and completely new solutions

This EPSA edition received several ground-breaking approaches and initiatives aimed at exploring new ways of working together with proven results for improved efficiency and effectiveness in public entities, as well as numerous cases in which identified working solutions were applied to other specific public sector contexts and even improved or enhanced in their scope (adaptive innovation). EPSA recognises both ways of innovation as public sector excellence ultimately strives for effective and efficient institutions, which are capable of delivering the utmost benefit to society.

8. Broadly based political support as common feature of many successful projects

Apart from excellent project processes and outcomes, public sector leadership and well-founded political support have been identified as basis for successful and sustainable solutions in various EPSA editions and can also be confirmed examining the cases submitted to EPSA 2015. Political support across parties and elections is one crucial element to sustainably anchor an initiative in an organisation and to withstand possible political change. Many initiatives that have been running successfully for many years have exactly achieved this.

The 266 projects from across Europe have shown that many European public entities have already found and implemented innovative solutions and thus prove that the discourse about renewing and innovating the public sector is more than rhetoric. Regarding the initial questions asked in the introduction, the EPSA 2015 best practices made clear that better, but cheaper services is not a contradiction, but that it can be achieved through innovative management and bold decisions. These best practices hold many inspiring results and new key methodologies which are ready for replication and adaptation by other administrations to their own contexts. A wealth of working solutions ranging from consensus-based instruments, over social dialogue coupled with institutional renewal, powerful (online) single access points, user-oriented approaches, competence-based training methodologies to ground-breaking concepts like no-stop-shops and efficient case management tools, has been made available to public sector innovators eager to introduce change to their own organisation.

With this well of innovative cases at hand, EIPA, as the leading centre of European learning and development for the public sector, is the ideal place to extract these key methodologies and wrap them up into capacity building activities open to all public sector entities. Based on its interactive capacity building approach, EPSA best practices serve as evidenced examples in EIPA's seminars, where acknowledged experts facilitate the adaptation of these results to specific public sector contexts. All readers are warmly invited to join EIPA at its seminars and capacity building activities to further learn about these methods and lead their institutions towards excellence.



EIPA's capacity
building activities

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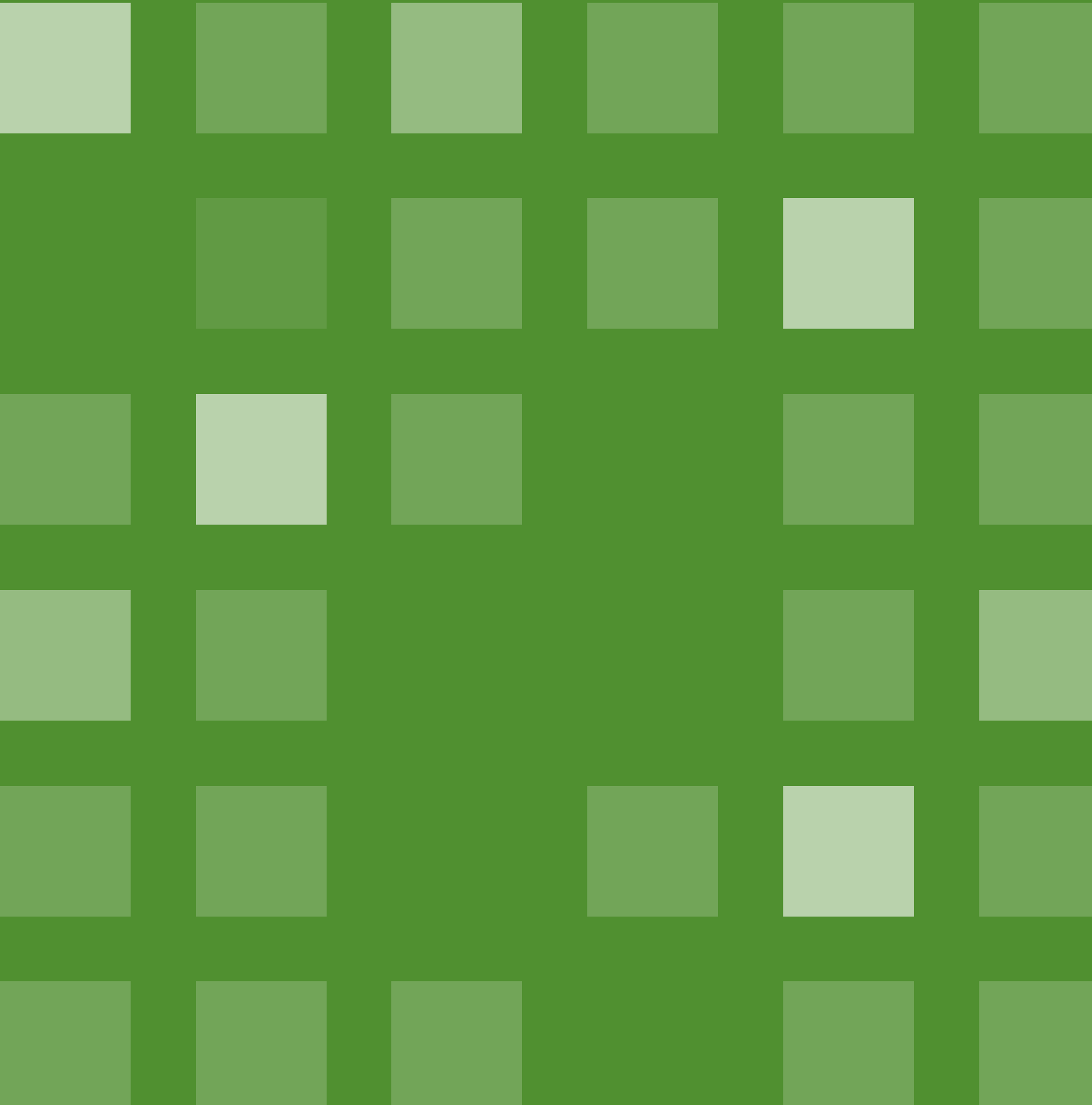
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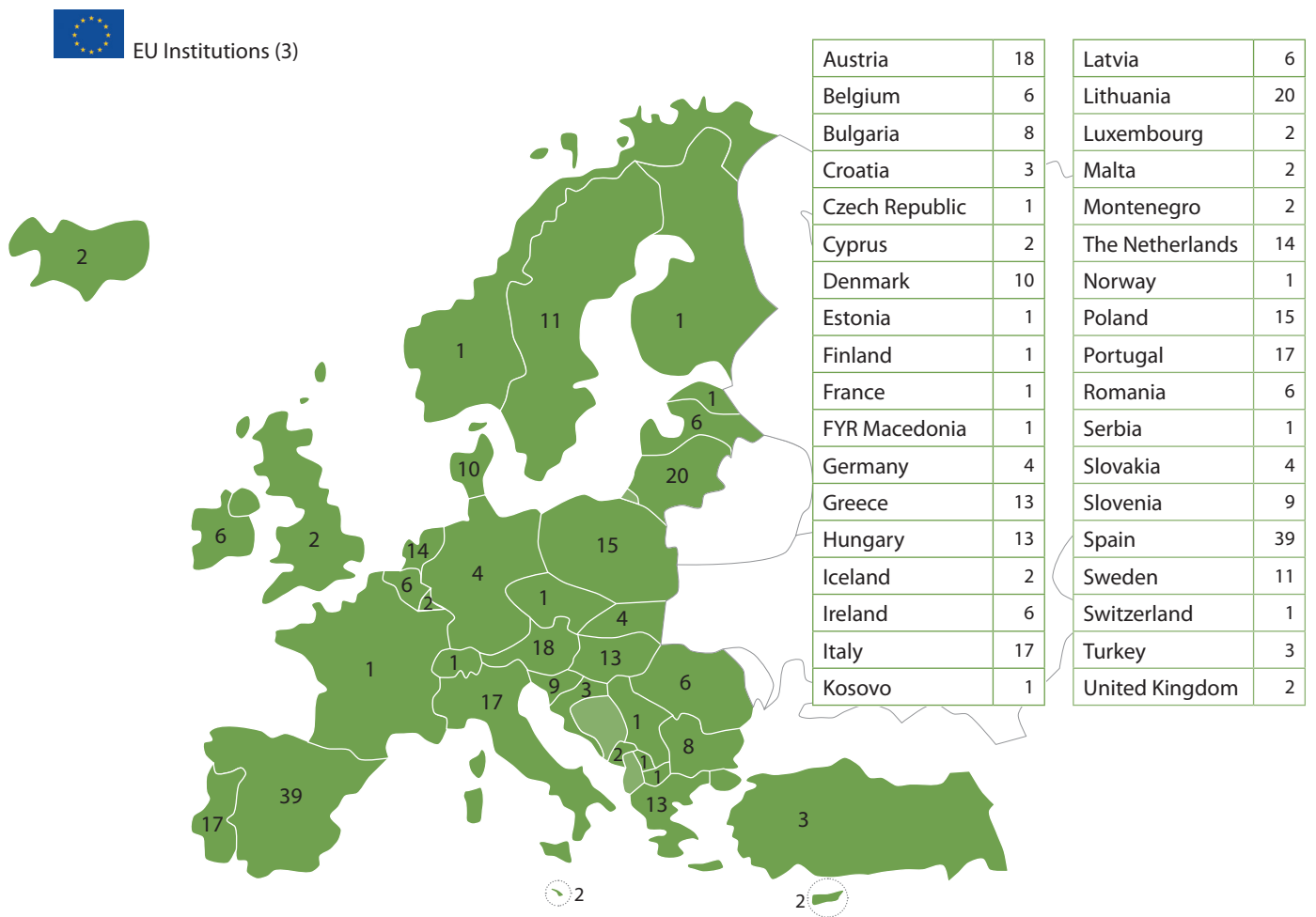
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Part 2: Best Practices Catalogue

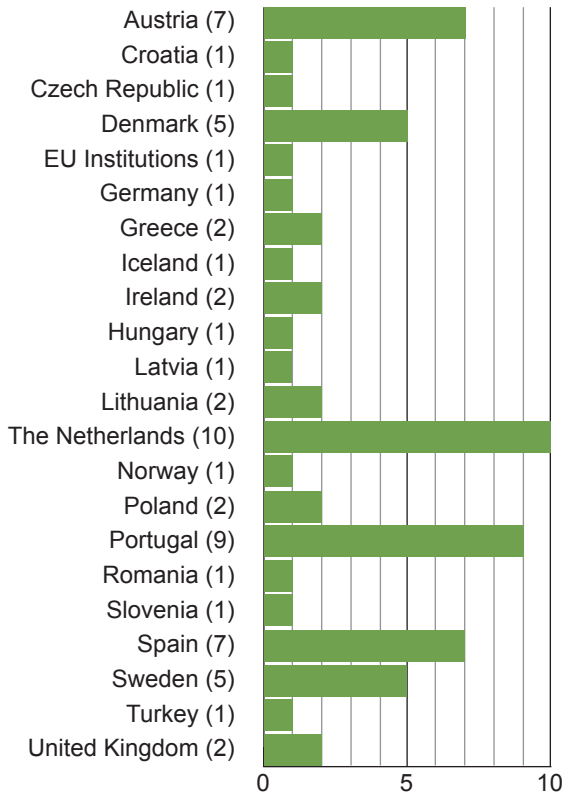


EPSA 2015 Statistics

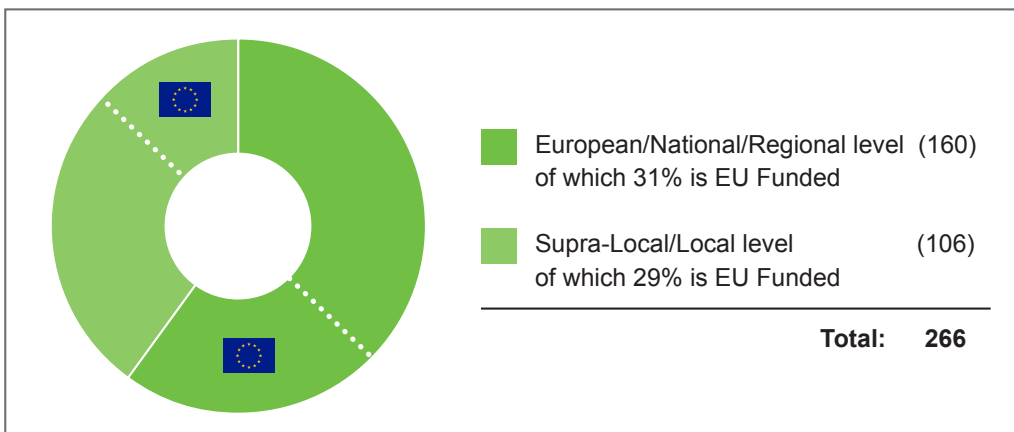
Applications by Country (266)



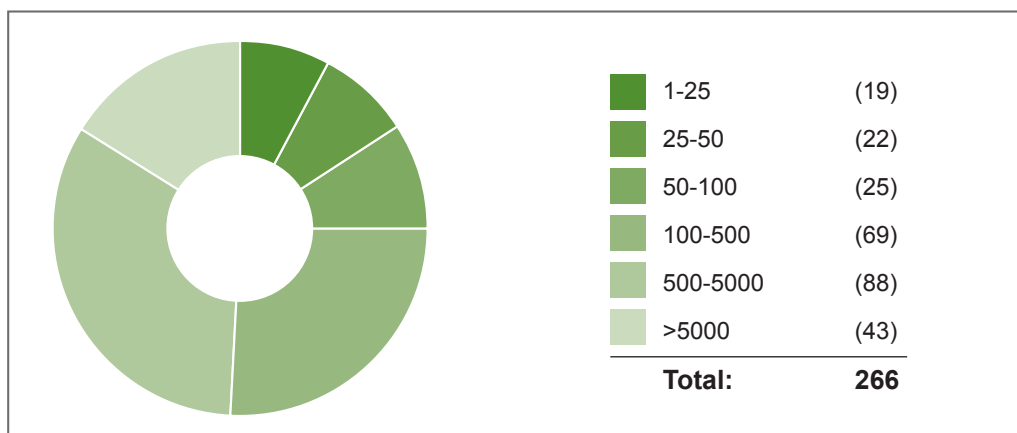
Best Practice Certificates (BPC) by Country (64)



Applications by Administrative Category



Applications by Size of Organisation



Sectors covered by all applications*

1	Public administration, modernisation, institutional affairs, reform	53%
2	Public health and social welfare/affairs	26%
3	Education (higher and lower), training and learning	24%
4	Information society, technology, media and audio-visual	22%
5	Environment, climate change, agriculture (incl. food safety) and fishery	15%
6	Economic affairs, competition, SME	15%
7	Employment, labour related affairs and gender equality	15%
8	Regional policy and development, decentralisation	13%
9	Science, research, innovation	13%
10	Justice, police, human rights and security	11%
11	Sports, youth, culture and art	11%
12	Transport and infrastructure	8%
13	Taxation, customs, finances	5%
14	External relations and aid, development and enlargement	3%
15	Other...	14%

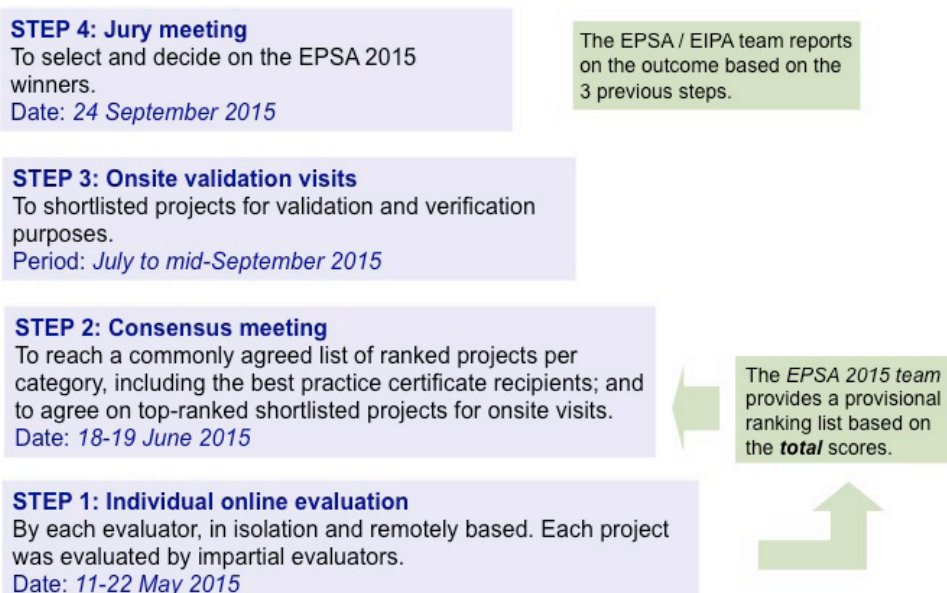
* This table shows the share of applications having been submitted under each of the given sectors. Please note that one application may fall under various sectors.

Evaluation and Selection Methodology and Process

The evaluation and selection methodology developed and used in the EPSA 2015 edition to select the best practices and the final winners follows a multiple-step impartial and independent process:

1. an online evaluation;
2. a consensus meeting;
3. onsite visits to and validation of a small number of short-listed projects per category; and
4. the final decision on the award winners by a high-level jury.

Graphical illustration of the EPSA 2015 Evaluation and Selection Methodology and Process



During the **first step** of the evaluation which was done exclusively online each submitted application per administrative category was evaluated by external experts, in a completely independent and autonomous way. Each evaluator was automatically allocated a fixed amount of projects within a concrete category, according to his or her academic and professional background, nationality, gender and language skills (active and passive). Evaluators did not find out the results from each other, nor did they know with whom they were assessing the same project(s).

At the consensus meeting – **the second step** – all evaluators joined together to review and discuss the first provisional ranking per category based on their individual scorings and possible discrepancies. This evaluation step was coordinated and chaired by the EIPA Category Leaders. However, they themselves did not evaluate projects, they were only mandated to guide the meeting. At the end of this step, a commonly agreed and consensual final list of ranked projects per category was made available. As part of this output of this second step, a short-listed number of top-ranked projects per category were defined and the best practice certificate recipients (in total 64, including the aforesaid short-listed projects) were chosen.

In June 2015 – **the third step of the evaluation process** – EIPA representatives visited or video-conferenced with the short-listed projects for validation and verification purposes, supported by the previous data and information from the discussions.

Finally, a group of carefully selected Jury members (European stakeholders and/or political personalities different from the expert evaluators) decided on the award winners per category – **the fourth and final step** of the EPSA 2015 assessment process. In this context, an important note is that a final nominee or winner must have been drawn from the group of short-listed and validated projects, because of the importance of checking the “theory” of an application against its “reality”.

In view of the assessment methodology, each submitted application was first checked against the eligibility criteria. If the criteria set out in the ToR of the “call for applications” had been met, a registration number was allocated and the project was then subject to evaluation against 8 evaluation criteria. In the assessment, each EPSA evaluator relied on the information provided in the standard application form.

The evaluation criteria

I. Innovation	The novelty of the solution, the degree to which the case shows a leap of creativity in the practice of public administration (which may include intelligent adaptation, update and extension of past practices or actions), and demonstrates something different that goes beyond what currently exists.
II. Stakeholder involvement	The case shows evidence of stakeholder involvement, e.g. evidence of public and civil society cooperation and/or response to consultation, evidence of political support; in particular, evidence of intelligent engagement with stakeholders which can influence the design and production of services, smart partnership and governance models.
III. Relevance of actions taken	The particular needs and constraints of the context, the target groups and final beneficiaries, and how the actions address their real needs.
IV. Impact/results	The realisation of planned objectives and activities; the illustration of proven evidence of benefits, visible impact and tangible results, (which may be based on objectively high levels of achievement).
V. Sustainability	The case shows or describes elements which allow it to be sustained beyond an initial period of the realisation of its objectives and of its activities.
VI. Transferability and learning capacity	The case has potential value and lessons to be learnt for other entities because it provides the potential for successful replication in other contexts (different Member States and levels of government); it stimulates a learning, innovation and self-improvement culture within the entity.
VII. Social Inclusion	The case provides evidence of consideration and application of diversity issues, including, but not restricted to, consideration of gender, age, disability and geographical location.
VIII. Effect on financial sustainability and economic growth	The case is based on an assessment of the effect of decisions made on public finances (e.g. deficit/debt) and future economic recovery (employment, output, skills, etc.).

The EPSA motto is to **“bring together the best, most innovative and efficient performers”** from the European public sector. If a project aimed/claimed to be “innovative, efficient etc”, it needed to have accumulative positive and important evidence/results/merits regarding these 8 general criteria.

In this context, the objective was to identify in the project description the key “enablers” which make the project a success (story) – innovative, efficient, excellence etc. – and to carry out a critical assessment of value based upon the obtained information, i.e. a qualitative measurement. The evaluation was not based on the amount of detail, nor on the quality of the writing or presentation of the case; the judgement was based rather on the quality of what the case has achieved and the lessons learnt. Sufficient detail must have been provided to convince the evaluator(s) of this. Thus, the aim was not – for instance – to necessarily know the precise or right number regarding evaluation dimensions (e.g. results, lessons learnt), but to identify – when assessing – whether there is a large or small impact on the basis of the available information retrieved from the project application form. A field

for explanation after each criterion in the system allowed the EPSA team to collect and store from all evaluators the comments on their scoring and their reasoning behind it. This information is now offered to applicants in the form of the “*Evaluation Summary Notes*” or feedback letters to highlight to them the strengths or weaknesses of the respective project and to guide them towards possible paths for improvement.

In conclusion, the best projects selected as winners, nominees and/or rewarded as best practice certificate recipients in the catalogue part have offered a sound and clear overview of the project performance against the set of criteria throughout the whole EPSA process.

In addition to meeting the eight general criteria, applications submitted to the EPSA 2015 had to demonstrate changes leading to successful outcomes, such as:

- **Effective engagement by government with stakeholders**
- **New service delivery approaches**
- **Innovative knowledge management and new leadership approaches**
- **Sound public finance**

The EPSA 2015 Award Categories

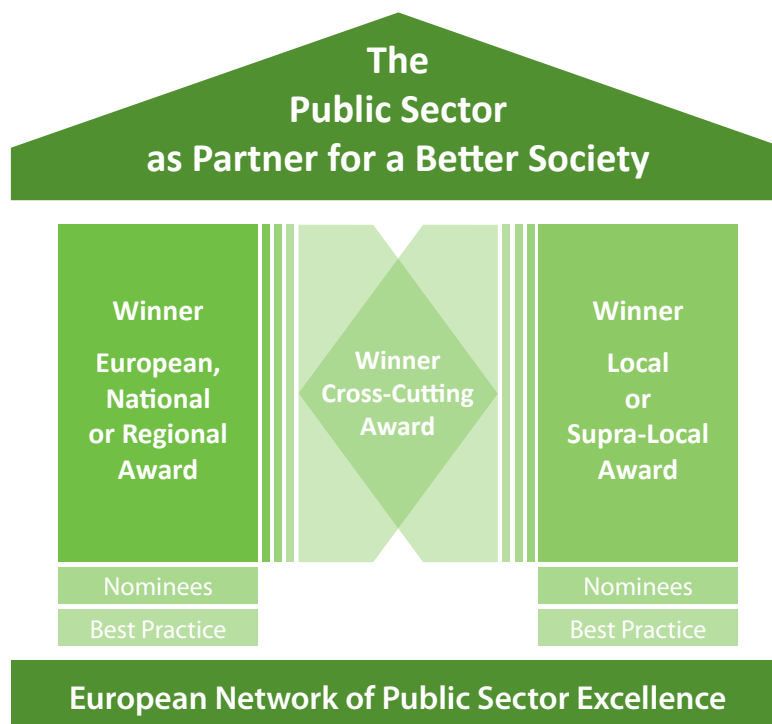
All levels of public administration were rewarded since the theme aimed to be inclusive. Therefore, EPSA 2015 presented awards in two different categories based on the level of administration:

Category 1: Projects/cases submitted by organisations from the European/National/Regional level.

Category 2: Projects/cases submitted by organisations from the Supra-Local/Local level.

In addition, a **third award** was presented to a successful and outstanding project or case – drawn from both categories – with a significant, **cross-cutting perspective**, e.g. cross-border, cross-administrative, cross-sector, etc.

Besides the three above-mentioned awards, **Best Practice Certificates (BPC)** were presented to a number of top-ranked projects in each category. This means that good practice at all levels was recognised, underlining the importance of coherent actions, coordination and monitoring of the actions, creative mechanisms of accountability, and/or models of decentralisation and partnership at the various levels of public administration.

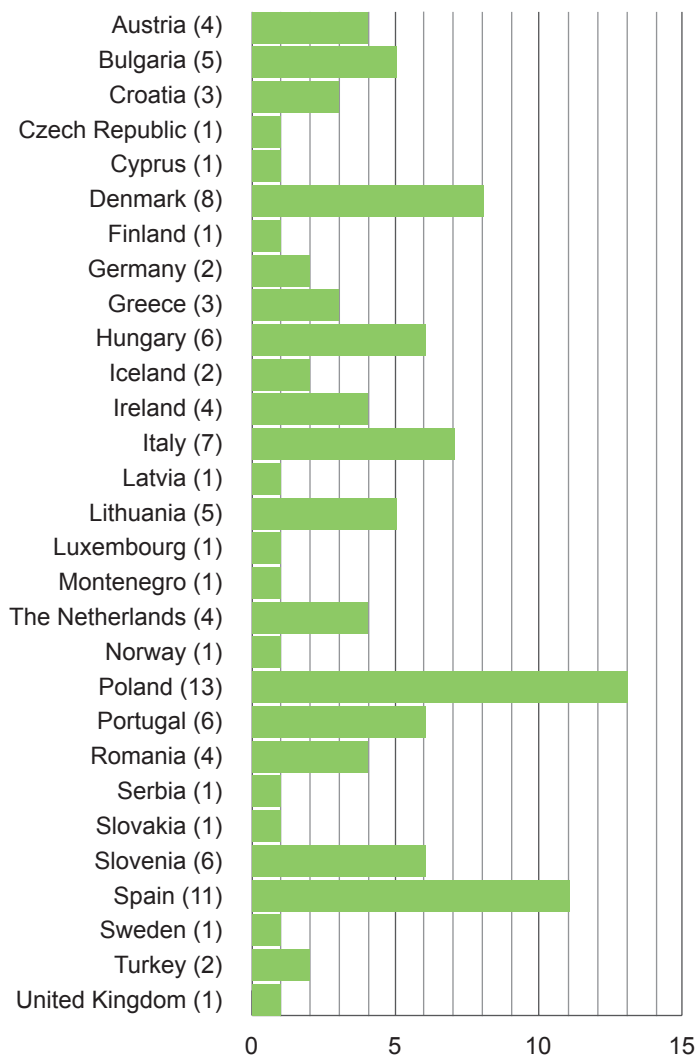


Supra-Local/Local administrative level

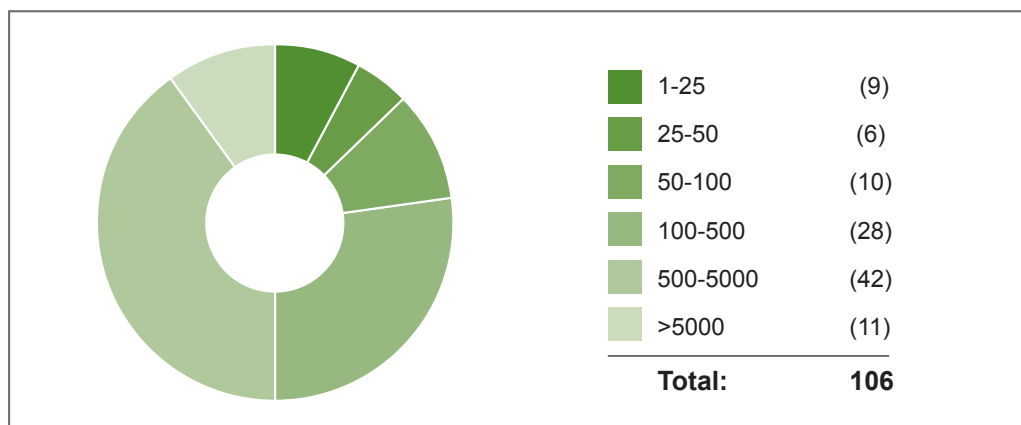
Statistics

Out of a total of 266 projects received, **106 projects** came from the **Supra-Local/Local administrative level**. In the statistics below you can see the number of applications by country, the size of the submitting organisations and the sectors covered.

Applications by Country



Applications by Size of Organisation



Sectors covered*

1	Public administration, modernisation, institutional affairs, reform	50%
2	Public health and social welfare/affairs	25%
3	Education (higher and lower), training and learning	23%
4	Information society, technology, media and audio-visual	19%
5	Employment, labour related affairs and gender equality	18%
6	Economic affairs, competition, SME	14%
7	Sports, youth, culture and art	13%
8	Environment, climate change, agriculture (incl. food safety) and fishery	10%
9	Regional policy and development, decentralisation	10%
10	Science, research, innovation	9%
11	Justice, police, human rights and security	8%
12	Transport and infrastructure	4%
13	Taxation, customs, finances	3%
14	External relations and aid, development and enlargement	1%
15	Other...	19%

* This table shows the share of applications having been submitted under each of the given sectors. Please note that one application may fall under various sectors.

Supra-Local/Local administrative level

Project executive summaries

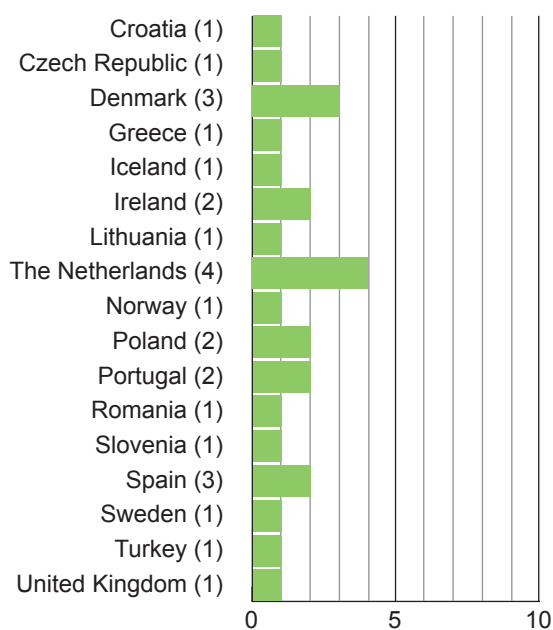
The following **27 BPC project executive summaries** under this administrative category are presented according to the four indicative areas:

- Effective engagement by government with stakeholders
- New service delivery approaches
- Innovative knowledge management and new leadership approaches
- Sound public finance

Among these BPC projects, we indicated the 3 Nominees for the Supra-Local/Local administrative level and 2 more Nominees for the **Cross-Cutting Award**. In addition this icon 🌐 shows that a project was fully or partially financed by EU supportive actions.

The graph below indicates the number of Best Practice Certificates by country within this level.

Best Practice Certificates (BPC) by Country



Fremfærd

Submitted by Fremfærd

EPSA2015032



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Size of organisation

100-500;
people involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform

Key words of the project

Danish model, municipal primary tasks,
efficiency gains and effectiveness, strategic
competence, promoting trust, psychosocial
working environment, innovation,
measurement tools, cultures of assessment

An efficient municipal sector is essential both for the citizens and companies belonging to Danish society. The recession has put the public sector under pressure and general improvements in the municipal economy have a longer-term perspective. Demographic developments – e.g. the increasing proportion of senior citizens – are also putting pressure on the municipalities. In addition, the quality of the municipal service must be further enhanced. To ensure that municipalities work more efficiently, it is essential that individual citizens and the primary tasks are in focus when developing municipal workplaces. Employees and managers are central players for guaranteeing that these objectives are achieved.

The parties to the collective agreements in the municipal labour market – the employers' association "KL" on the one hand and the employee organisations organised in the umbrella organisation "*Forhandlingsfællesskabet*" on the other hand have therefore concluded the agreement on which *Fremfærd* is based. The reason for the parties entering into this formal cooperation is that municipalities, municipal workplaces and (personnel) organisations in cooperation with *Fremfærd* can help with and/or participate in activities that can strengthen the development of municipal work and municipal workplaces.

The parties agree on the importance of interdisciplinary participatory collaboration for developing the primary tasks and efficient task performance. Working together to perform tasks should be characterised by a high degree of "social capital", high professionalism, trust, quality and a well-functioning psychosocial working environment.

Fremfærd focuses on collective efforts to develop municipal primary tasks and improve efficiency through e.g. working on: enhancing quality and professionalism, including strategic competence development; promoting trust, wellbeing and a good psychosocial working environment when

working on the primary task; developing innovation momentum; creating measurement tools and cultures of assessment; promoting good leadership; focusing on citizens; developing employees' influence on their own work.

The *Fremfærd* agreement was also linked to the collective agreement in 2013 and is now continued and reinforced during the 2015 collective agreement – which runs until April 2018.

Since its beginning in 2013, the partnership has become even closer, e.g. the Board has adopted a wide-ranging vision for *Fremfærd* and no fewer than 15 specific experimental and development projects have been adopted and initiated that individually and collectively concretise *Fremfærd's* ambition and objectives.

As illustrated by the grounds for launching *Fremfærd*, this project fully reflects the theme for EPSA 2015: The public sector as a partner for a better society. *Fremfærd* is the epitome of a partnership with the municipalities and society in general, both directly and through their interest groups and employer organisation, and by joining forces with trade unions and working to develop the municipal sector. Thus, *Fremfærd*

1. efficiently involves the public sector and other stakeholders in relation to improving how municipal tasks are performed;
2. applies new ways of providing service;
3. found an innovative approach to working with different organisations knowledge and management;
4. is based on promoting a healthy public economy.

Local Human Rights in Utrecht – Empowering a Local Network with Global Value

Submitted by the Municipality of Utrecht

EPSA2015217



Municipality of Utrecht

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Size of organisation

500-5000;
people involved: >15

Type of sector

Justice, police, human rights and security;
social inclusion

Key words of the project

Human rights culture, local coalition,
joined-up governance, public value creation

“Where, after all, do universal human rights begin? In small places, close to home – so close and so small that they cannot be seen on any map of the world. Yet they are the world of the individual: the neighbourhood he lives in; the school or college he attends; the factory, farm or office where he works. Such are the places where every man, woman, and child seeks equal justice, equal opportunity, equal dignity without discrimination. Unless these rights have meaning there, they have little meaning anywhere. Without concerted citizen action to uphold them close to home, we shall look in vain for progress in the larger world.”

Eleanor Roosevelt, Remarks at the United Nations, March 27, 1958

During the past few years, there has been growing support for a human-rights based approach at a local level: it is at this level where human rights are violated. It is up to local authorities to guarantee the rights of their citizens and to act upon this responsibility. Therefore, the City of Utrecht has been actively working on promoting a human rights culture in the city since 2010. The city is aware of the importance of its role in defending people's human rights and fitting the identity of an open, social city in which many social and civil organisations undertake their activities.

After consolidating and rethinking the concept of local human rights in the city, a Local Human Rights Coalition was born in 2013. This coalition consists of local civil society organisations, businesses, policy officers and scientists and is meant to create ownership of local human rights in order to establish a local human rights culture. This main objective is achieved :

1. by bringing together many organisations to discover crossovers between different initiatives;
2. by improving local policies in the sense that these policies should comply with human rights standards, and finally;
3. by developing an (inter)national joined-up governance process in which knowledge, methods and strategies are shared.

The innovative feature and the strength of the coalition is the structure of the network: since actors from both the legitimising and operational capacity environment are represented in the coalition, all resources are present to create the public value aimed for. The fact that indeed this network is effective, can be seen by looking at the results of the Local Human Rights Coalition: new crossovers between initiatives and organisations are discovered, policy officers increasingly use human rights as a frame for local policy and Utrecht is playing an advisory role towards other (inter)national cities and is often invited to give presentations at (inter)national universities and congresses.

This effect is not just temporary: for example the coalition has withstood the change of mayors and alderman. This sustainability is ensured by the governance model aimed at developing a sustainable network. This governance model of the coalition is transferable to other cities, both national and international. Therefore the Local Human Rights Coalition does not only improve the quality of life of Utrecht's citizens, but also creates global value.

HSD Campus and HSD Development Fund

Submitted by the Municipality of The Hague



EPSA2015137



Municipality of The Hague

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Size of organisation

>5000;
people involved: >15

Type of sector

Economic affairs, competition, SME;
Employment, labour related affairs and
gender equality; Information society,
technology, media and audio-visual;
Science, research, innovation

Key words of the project

Campus, innovation, triple helix model,
public-private cooperation, business
development, economic infrastructure

The project concerns both the development of the HSD Campus and the HSD Development Fund. This project was undertaken by the Municipality of The Hague in collaboration with the HSD Foundation and sponsored by the European Regional Development Fund. Its aim is to better facilitate the security cluster in general and stimulate innovation by triple-helix cooperation (businesses, governments and knowledge institutions) in specific.

The Hague Security Delta

The Hague Security Delta (HSD) is the Dutch national security cluster in which businesses, governments and knowledge institutions work together on safety & security innovation and knowledge. HSD consists of more than 180 partners with a shared ambition to create economic and societal revenue (more business, jobs, and a safer world). HSD is becoming increasingly important for the national and regional economy. Even in a declining economy, this sector has grown consistently over the past few years. In The Hague region alone 400 security businesses realise more than 25% of the national turnover in security and employ 13,400 people. Nationwide there is a turnover of €6 billion and 61,500 people are employed in the security domain. The expectations for further growth are promising. HSD has become the largest security cluster in Europe and forms international partnerships with the main security clusters in the USA, Canada, Singapore and South Africa. Besides. In order to successfully facilitate the vast amount of initiatives in this cluster, the HSD Foundation was founded in 2013.

The HSD Campus

This specific project embraced the opportunity to develop the HSD Campus, which offers HSD partners a neutral meeting place for security innovation and brings together state-of-the-art facilities and networks. At the campus, they have access to (flexible) office space, training and

educational facilities, a boardroom, meeting rooms, restaurant, coffee corner, and living labs for serious gaming, real-time intelligence and (cyber) incident experiences. It is an inspiring place to meet entrepreneurs, students and professionals. Since the opening in 2014 more than 25 organisations have set up offices at the HSD Campus. Furthermore, it houses three educational programmes: The Cyber Security Academy, Security Talent Community and European Network for Cyber Security. SME security entrepreneurs are also offered business advice in the form of a SME Desk.

The HSD Development Fund

The HSD Fund has been developed to stimulate cooperation and growth in the security sector. In 2013 and 2014 triple-helix consortia (with at least one launching customer) could submit proposals for 50% co-financing. Selection was made on the degree of innovation and impact. By doing so, five initiatives with real market potential and positive impact on the economy and society were granted co-finance of about €200,000 for innovations ranging from serious gaming to autonomous robotic security solutions. The success of 2013 led to a second call in 2014. Due to the HSD Fund the Dutch triple-helix now increasingly works together on successful security innovations in a pre-competitive stage.

The Rural Accelerator

Submitted by the Municipality of Sjöbo

EPSA2015056



Municipality of Sjöbo

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Size of organisation

500-5000;
people involved: 1-5

Type of sector

Public administration, modernisation,
institutional affairs, reform; Regional policy
and development, decentralisation;
Science, research, innovation

Key words of the project

Innovation, rural development, business
development

Sjöbo is a small town and the seat of Sjöbo Municipality in Skåne County, Sweden, with about 8,000 inhabitants.

One joint issue the businesses in Sjöbo share is the difficulties they have in developing their ideas into finished products or services while staying in the countryside. At the same time, innovation enterprises grow in the surrounding urban areas.

The conclusion is soon reached that it is harder to develop and launch innovation businesses in rural areas than it is in larger cities. The flux of ideas and innovations (as well as associated skills and jobs) from rural to urban areas cause a brain drain and contribute to depopulation. It further depletes the finances of public administration and the overall public services available to rural communities.

The main objectives of the Rural Accelerator are to develop ideas and businesses in the countryside based on the special features rural areas offer.

The Rural Accelerator makes an inventory of the business community and actively engages with individual entrepreneurs and business owners with the purpose of creating awareness of what innovation is and how it is developed from an idea to a finished product or service.

The Rural Accelerator provides the support companies need to thrive and develop in the countryside without having the need to relocate to more urban or big city areas.

The Rural Accelerator has the ambition to create jobs for people in rural areas, thus creating a relationship between young people and local companies to familiarise them with the idea of working as entrepreneurs and remaining in the region rather than moving away.

The most important innovative features of the Rural Accelerator are:

- it comes from the public administration of Sjöbo
- it is rural;
- it is mobile;
- it engages young entrepreneurs;
- it involves immigrants;
- it has a cross-sector approach; and
- it aims to be self-financed.

Your City, You Decide

Submitted by the Municipality of Lublin

★ ★ ★ *Nominee*



EPSA2015107

Municipality of Lublin

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Size of organisation

500-5000;
people involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform; civic participation

Key words of the project

Participation, diversity management,
civic budget, public consultation

'Your City, You Decide' is a social participation umbrella programme of the City of Lublin involving social partners such as NGOs, District Councils and residents. The first step was the implementation of the Self-Government Activity Programme (PAS) in partnership with six other local governments to develop and implement a system of public services monitoring. 80 meetings with residents were organised where they decided on the disbursement of district funds. As a result, five districts continue to execute public consultations and participatory allocation of the funds.

The next stage was the "Lublin Public Consultation Platform" – an application for mobile devices integrated into the municipal website. The application was used in the procedure of the Civic Budget 2015 as a tool to collect information on the procedure itself, on submitted projects and to vote on selected projects. The first edition of the Civic Budget was launched in 2014. The procedure was specified in the course of public consultations. The initiative enjoyed great success: 337 applications were submitted and 30 selected for implementation. The inhabitants had 10 million PLN at their disposal. The financial envelope for implementation of the inhabitants' ideas was doubled in the following year up to PLN 20 m.

In 2012, the Municipality of Lublin joined the partnership project with the canton of Neuchâtel "Lublin 4 All. Participatory model of cultural diversity management" (<http://dlawszystkich.lublin.eu>). A management system and a social campaign promoting diversity in Lublin were created and cooperation with other Polish local governments was established. Lublin has been a pioneer of integration efforts for years: in September 2014, the City of Lublin received four prizes in the national competition "Open Cities". Thanks to cooperation with NGOs and institutions involved in integration of foreigners in Lublin, it was possible, among others, to invite refugees in Lublin to the first edition of the civic budget.

As a continuation, the project "Communication for Integration: social networks for diversity" (C4i, www.stopplotkom.lublin.eu) has been launched in June 2014, aiming at combating prejudice, rumours and stereotypes concerning immigrants. It is co-financed by the European Union and the Council of Europe. The Barcelona anti-rumour methodology has been implemented and communication tools have been built. If the rumours spread like a virus, then "anti-rumours" can do the same, with the participation of citizens – Anti-Rumour Agents. The project includes activities in the public space: Rumours Exchange Shop, CaféDialog and football matches. Residents were involved in creative writing workshops, media workshops, stencil workshops promoting diversity and other activities.

In addition to the activities supporting individual citizens' involvement, the Municipality of Lublin cooperates financially and non-financially with NGOs. Since 2012, it has been assisting in the implementation of the projects funded by external funds by organising a competition for own contributions. Thanks to this initiative, NGOs have the opportunity to acquire the missing funds necessary to achieve their objectives as their projects rely on external funding. The Municipality of Lublin also funds the briefing portal www.lublin.ngo.pl for local non-governmental organisations. Its operation is entrusted to NGOs in the form of an open bid.

Better Place

Submitted by the City of Kolin

EPSA2015254



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Size of organisation

100-500;
people involved: >15

Type of sector

Information society, technology, media and audio-visual; Public administration, modernisation, institutional affairs, reform

Key words of the project

Socially responsible mobile application

The general public has become so disillusioned with the local government, administration and public services that taking any formal or direct action is seen as futile. Local governments are alienated from the public and lack the information they need to identify the things they need to change. Local companies are weary of getting involved in improving local areas and find it difficult to recognise the benefits. Throughout central Europe service providers have a reputation of being slow to respond and having inefficient working practices. They need more access to real-time information to enable them to respond faster and manage work distribution more efficiently.

All these issues led to an active approach in order to get citizens and businesses involved in the initiative. In 2010 the City of Kolin participated in the Better Place (BP) pilot project. BP is a social responsible online platform which immediately and directly allows users to deliver feedback on how to improve public spaces. BP is part of Kolin's modernisation and development of the city administration. The project reflects the strategic focus of the city on advancing eGovernment solutions. It represents a modern and effective tool for communication between citizens and city management. It also promotes openness and transparency of the office. BP is developed in collaboration with Lepsi misto, a NGO that has the know-how and is in charge of running the Better Place application.

The Better Place application can be used by anyone who owns a smartphone or camera and a computer connected to the internet. Anyone can insert the tip for improvement directly from the street. It can be reporting a broken bench, a hole in the fence on the playground or a dangerous traffic section.

The user will simply take a picture, add the description and send it to the

website. This recommendation is gathered on the platform, where authorised administrators consider it. If it is found relevant, it is passed on to the local official responsible for public space condition and the case is immediately solved. The feedback is published again via the website.

An important functionality represents a proposed solution for each tip. Better Place motivates users to not only pointing to the problems, but also thinking about the ideal way to solve them. At the same time it may also function effectively in a situation when the municipality is considering multiple solutions to the problem – they can insert more solution proposals and monitor which one will gain greater support from the citizens.

Better Place is a fulfilment of true democracy for citizens and civil society, where the public affairs are being co-decided by citizens. This increases the responsibility for the place where they live. It enables local government to visualise the overall state of the local urban area, increases transparency by mapping activity and gives them some oversight on the activities of the service contractors. It offers real-time data and visualisation tools that improve their efficiency and enable them to pro-actively plan future projects.

Better Place is also the ideal CSR tool for companies. Companies can get the inspiration from tips posted by the citizens in their region and then help to solve selected tips - whether using money, material or perhaps time of their employees.

Since joining the project in 2010 to date, the citizens of Kolin reported a total of 900 tips and suggestions for improvement.

Urban Environment and Health

Submitted by the Barcelona Provincial Council

★ ★ ★ *Nominee Cross-Cutting Award*

EPSA2015068



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Size of organisation

500-5000;
people involved: >15

Type of sector

Urban planning; housing and urban improvement; diversity and citizenship; facilities and public space

Key words of the project

Health, urban environment, housing, public space

There is plenty of scientific evidence about the close relationship between health and the environment in which people live and work. This relationship, well known for many years and recognised internationally, is complex and has direct and obvious impacts and some others which are less obvious but important ones.

Following this evidence, it is important to create synergies between different areas of political action to promote healthy urban environments fostering the improvement of population's health. Taking into account that the design of our cities and towns (urban planning, gardens, parking, transport network, district's equipment, etc.) has direct impact on our health, it becomes clear that the strategy, promoted by the UN, "Health In All Policies" (HIAP) requires the collaborative work of different professionals.

This idea of a common perspective guides the actions of the Public Health Service (PHS) of the Barcelona Provincial Council (BPC), which provides support to municipalities in designing and implementing local policies aimed at improving the health of people living in the province and adapting the services to the necessities and size of all cities and towns, promoting equal access of all of them to the offered services.

To include the health perspective in all local policies, the Barcelona Provincial Council initiated the project called "Urban Environment and Health", which was launched under the framework of the Table for Urban Improvement (TxMU, on its Catalan acronym). The TxMU is an instrument of coordination and transversal work to support municipalities promoted by the Department of Planning and Sustainability of the Barcelona Provincial Council. It facilitates the formulation of comprehensive intervention projects in neighbourhoods and urban areas with special needs.

The "Urban Environment and Health" project has developed, until now, two action lines:

- Training courses on "healthy urban environments". The training courses are addressed to local technicians from different disciplines and areas of work dealing with the design, management and maintenance of a healthy urban environment for everyone.
- The "Urban Environment and Health Guide". The guide is an online product that aims to create urban environments encouraging people to live healthily. It also envisages the environmental minimisation of the factors that can pose a risk for the health of people.

The guide is structured into five areas of action (information and participation, urban planning, public space, amenities and housing) and by means of 75 different files it explains how to design, maintain and use those public areas to promote health and to prevent them from becoming a risk for health.

Every single file contains seven sections ranging from the scientific evidence and the detected needs, proposals and recommendations in order to achieve the desired goal of health, the local applicability and their regulatory framework; and finally, referential experiences and technical documentation supporting it. The guide offers a search engine based on the intervention phase (e.g. design, use...) and the area of action (e.g. amenities, housing...), facilitating a fast response to the interests of professionals using it.

This project is an opportunity to integrate the expertise and perspectives of various disciplines, facilitating the holistic (comprehensive) intervention projects in order to reduce health inequalities and improve people's health.

The "Urban Environment and Health" project is a valuable tool for building capacity for action to promote healthy cities and towns.

We Design for Life

Submitted by the Municipality of Kolding

EPSA2015039



Municipality of Kolding

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Size of organisation

>5000;
people involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform; municipality

Key words of the project

Social innovation, education,
entrepreneurship, design community

In December 2012 a new vision for the Municipality of Kolding was decided by the Town Council: "We Design for Life - Together we design options for a good life through entrepreneurship, social innovation and education".

This vision not only indicates where Kolding wants to be in 2022, but also how to get there. It is built on the basis of Design Thinking methods and the intention is to become a full-scale Design Thinking community by 2022.

The themes based on the authentic strengths of the municipality are:

- Entrepreneurship
- Social Innovation
- Education
- Design and Branding

Strategy for implementation

The basis for implementation is the establishment of a vision committee, headed by the director of the municipality and the establishment of a Design Secretary as the strategic and operational unit. The secretariat has the responsibility for the portfolio management and the strategic initiatives. 10 concrete initiatives with measurable goals and steering committees for each initiative, will deliver the propulsive power to the implementation. A part of the project has been the development of a completely new leadership charter through a design process involving 250 leaders, a new employee policy, and a design process model including a toolbox for design-driven public innovation. A major strength of the vision and a solid brand base lies in the involvement of the whole community both during the development of the vision and now in the realisation.

Cultural change – Currently the municipality is undergoing a paradigm shift from being very system-oriented to becoming more design and user-centred. It strives for a welfare system that makes sense to the users and in which users take responsibility for their own lives with support from the Municipality. Triple helix thinking has shown to play an important role in involving the whole community.

Capacity and competences – A corps of 33 internal employees has been trained as design- and innovation consultants and all leaders in the municipality will participate in design leadership courses, starting with 75 participants in autumn 2015.

Results – As a result, the Municipality has proved to be much more efficient, and has succeeded in reducing costs by €6,600,000 per year, the equivalent of approximately €75 per citizen per year in the years 2013-2015. Every year, more than 300 people in Kolding start their own businesses. The survival rate and job creation exceeds the Danish national average and, after 5 years, the surviving entrepreneurs have created 450 jobs.

Examples of successful projects

Denmark's first Public-Private Partnership in a care home: For the first time in Denmark a care home has been developed through a cooperation between private companies and a public organisation; **Your Neighbourhood Decides:** Kolding has announced the project Your Neighbourhood Decides for the third time. An area of the local society is given the opportunity to create its own projects supported from the Municipality; **A united and unique college town:** For the first time a united Campus Council has been settled and they have invested in joint activities to develop an attractive and international college town; **Public-Private Innovation through Living Design Lab:** Kolding offers a professional setup to the private sector to develop products for the public sector; **Design Week Kolding:** An international event with four tracks: a tourist and visitor track; a citizen track; a business track and a design-professional track.

Action Programme for Large Families – Three Plus Family

Submitted by the Municipality of Lublin, Department of Health and Social Affairs

EPSA2015040

Municipality of Lublin Department of Health and Social Affairs

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Size of organisation

500-5000;
people involved: 1-5

Type of sector

Public health and social welfare affairs

Key words of the project

Family, multi-children family, large family,
family-friendly policies

The Action Programme for large families: Three Plus Family (*Rodzina Trzy Plus*) was introduced by the legal Act No. 429/XIX/2012 of 29 March 2012 of Lublin City Council. At that time, this was the first initiative with such a wide scope in the area of the City of Lublin and in the entire territory of the Lubelskie Voivodeship, as well as one of the first programmes of its kind in Poland. The programme is addressed to all families residing in the area of the City of Lublin with three or more children up to the age of 18 or 25 (if they are in full-time education). The programme aims at supporting the up-bringing of children, the creation of a positive image of multi-children families as well as improved access to cultural, sports and leisure properties through taking advantage of discounts and exemptions offered by city government units and private entrepreneurs. In addition, it fosters cooperation with other institutions providing services to Lublin families in order to create improved living conditions for them as a result of integrated actions.

Assistance to families through the programme has been treated as a long-term investment rather than an ad hoc charity. Therefore, the programme does not build on the classical form of material support for multi-children families, but involves other elements of assistance for the up-bringing of children and for building a positive image of large families. This initiative does not "stigmatise" social assistance, although the programme does not deprive multi-children families in need of the possibility to benefit from social assistance offered by the Municipal Family Support Centre in Lublin. Large families participating in the programme receive the "*Rodzina Trzy Plus*" card, which is awarded based on the verification of a request submitted by an adult family member. The personal card is issued free of charge for each family member for distinct periods (for parents indefinitely, for children up to the age of 18 with the possibility of extension if they are in full-time education – up to 25 years of age).

In essence, this card presents a municipal initiative to facilitate the everyday life of multi-children families by accumulating a comprehensive offer of many services at discount and promotional prices not available to other inhabitants.

The programme is based on the cooperation with partners. Entities cooperating with the city complement the scope of support by offering services which cannot be provided by local municipal entities. Thanks to the involvement of the business sector, the ideas of helpfulness and social co-responsibility are being initiated among the inhabitants of the City. Acquisition of new programme partners is implemented through the promotion of the programme in the media, but also individual conversations and direct contacts with entities.

The programme has attracted a great deal of interest. It allows families to improve their quality of live, not only from an economic perspective, but also from a social one, enhancing both development and life opportunities for the children brought up in large families. Thus, the programme changes the image of multi-children families. It presents a net benefit not only to multi-children families, but also to the whole local community as it increases demand for local services and goods which improves the situation of local businesses involved in the programme.

Senior Citizen Liaison Team (SCLT)

Submitted by the Senior Citizen Liaison Team (SCLT), North Somerset

EPSA2015059



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Size of organisation

1-25;
people involved: >15

Type of sector

Public health and social welfare/affairs;
Justice, police, human rights and security;
Information society, technology, media and
audio-visual

Key words or the project

Senior citizens, crime prevention, law
enforcement, protective services, diversity
and equality, civic society

The World has an aging population. By 2031, in the United Kingdom (UK) it is estimated that 1-in-4 citizens will be aged over 60-years. Older adults are prey to unscrupulous criminals who use deception and artifice to trick and steal money from their senior victims.

The Senior Citizen Liaison Team (SCLT) was established in 2010 by a small group of police officers that volunteered their off-duty time to set up a local charity, which sought to provide a tailored, safety education service for the growing elder community. From a nucleus of 4 original volunteers, the SCLT has grown to become a registered charity of 25+ volunteers, from all walks of life, who work alongside a number of statutory bodies to provide a safety education service to the vulnerable.

The ethos of the SCLT is simple, 'If you have contact with the Senior Citizen Liaison Team, you are far less likely to become a victim of crime'. The Charity focuses its work on helping the vulnerable avoid becoming victims of deception-type crimes, such as scams that use the telephone, computer or mail to target victims.

As many older people suffer from an increased likelihood of victimisation, the SCLT focus on these areas and strengthen the older adult population through education and awareness, at a time when traditional law enforcement and community safety services have seen unprecedented reductions in budgets and subsequent reductions in service delivery.

The SCLT achieve their goals by working in partnership with law enforcement and local municipality organisations by using their network of volunteers to deliver crime-beating presentations to thousands of seniors throughout the South West of England and Wales. The senior safety message is also spread through the charity's award-winning magazine, The Senior Siren, which is published bi-monthly and is made freely available to 250,000 readers.

In recognition of the challenges facing the aging community, from the plethora of community groups who make the wonderful diversity of the UK population, the SCLT created its 'Senior Minorities Outreach Team' in 2012, to engage with community groups that may otherwise have difficulty in engaging with mainstream agencies, like the police, local authority, or other charities, who do not recognise the needs of specific groups – such as those groups who do not speak English as a first language. (The Senior Minorities Outreach Team was announced as winner of the 2014 UK Government Civil Service Diversity & Equality Award for Community Engagement).

What are the success of the SCLT? In its initial 12-month period (2009/2010), distraction burglaries in Avon and Somerset have been reduced by 56%, in tangible terms this means 90 fewer victims of distraction burglary. Since this time, the SCLT has significantly broadened its spectrum of activities and entered into a number of partnerships with statutory and voluntary organisations to provide its complementary protective services to the older adult community.

The SCLT holds something of a unique symbiotic status within the civil society, as an independent charity that works in unison with local law enforcement and community safety bodies to achieve a safer and more secure future for the senior population. In 2013, British Prime Minister David Cameron honoured the SCLT with one of his prestigious 'Big Society' Awards for its efforts in strengthening the fabric of the community.

Merger of North and South Tipperary County Councils into a Unified Tipperary County Council

Submitted by the Tipperary County Council

EPSA2015024



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Size of organisation

500-5000;
people involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform

Key words or the project

Public service organisational amalgamation,
customer service modernisation,
harmonisation of structures, cost/resource
rationalisation

County Tipperary, Ireland's largest inland county, has a population of 158,754 and covers an area of 4,282 km². Tipperary had been administered as two separate local government units since 1838.

In July 2011, the national government announced the establishment of a unified county council in Tipperary to replace the existing North and South Tipperary County Councils, to be effective from 2014.

The project's general objective was to achieve the merger effectively and on time, maintain delivery of services and maximise resource deployment and savings. The management process put in place utilised the resources of the existing councils and allocated them to best advantage in terms of their input to task completion. The merger was managed by a joint management team (JMT) comprising the management teams of the two councils. A project support team, including a full-time project coordinator at director level, supported implementation and coordinated the actions agreed by the JMT. Management sub-groups were also established on a functional basis (e.g. IT, finance).

The national government announced further local government reforms in October 2012. As a result, the merger project became far bigger and more complex and now also involved dissolution of the county's seven urban councils and incorporation of their staff and functions into the new county council.

The project took place over two inter-related phases – a planning phase and an implementation phase. The planning phase ran from July 2011 through to acceptance in July 2012 of the merger implementation plan, which comprehensively detailed the approach to be taken to ensure that the merger would happen on schedule.

The implementation phase then ran to the official merger date of 3 June 2014. It encompassed a focus on the merger of systems and procedures. Overall, there were 128 mini merger 'projects' ranging from the integration of major systems like pay-roll through to minor processes such as parking fines. Innovative features of the merger project include a new service model for delivery of services; introduction of customer service desks; development of a new public-facing website; energy-saving/carbon-reduction improvements in building facilities; and risk management planning.

Given the scale of the project, number of stakeholders involved, and the wider challenges arising from reform of the overall public service, the merger was managed very effectively. The administrative, legal, financial and political merger was achieved on time and within budget. Communication with stakeholders – staff, elected representatives, trade-unions and other local organisations – represented an important aspect of the merger. Social inclusion was a significant priority that guided the merger. Marginalised communities, and the marginalised within communities, now have the opportunity to participate in local decision making and influence and shape local decisions through new structures.

The consolidation phase encompasses the period from legal merger (June 2014). This is focused on moving past the technical merger. Removing divisions and developing a new culture around a shared understanding of the aims of the new organisation is fundamental to any merger. The first step has been development of a new corporate plan for the period 2015-2019, which sets out a clear vision for the whole county. The merger of two large local authorities had not occurred in Ireland prior to 2014. Learning from the experience has been identified that will provide guidance to other public service organisations engaged in similar reorganisations in Ireland and across the wider EU.

Project of Improvement of Quality of Public Services

Submitted by the Alytus City Municipal Administration



EPSA2015051



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Size of organisation

100-500;
people involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform

Key words of the project

Public administration, One-Stop-Shop,
Common Assessment Framework (CAF)

The project Improvement of Quality of Public Services provided by the Alytus City Municipal Administration was a long-term project implemented from 2009 to 2015. Its aim was to achieve quality improvements in public services provided by the Alytus City Municipal Administration by creating and implementing a “One-Stop-Shop” public service system and Common Assessment Framework (CAF) and performing external evaluation of the activity of the administration.

The self-assessment implemented using the CAF approach (assessment of the work of municipality administrations) served as diagnostic tool and provided additional motivation for staff during the reform process. The assessment was based on the current situation and facts of 2009 (the starting point of the change process), highlighted prior and current achievements of the local administration and outlined future aims with the help of external and internal evaluation. Thus, it shed light on strengths of the activities carried out by the Alytus City Municipal Administration and on areas for further improvement. Following this assessment, the project working group proposed 25 simple improvement means (quick wins) and 25 large-scale improvement projects.

As a result of the external effectiveness evaluation of the activities of the Alytus City Municipal Administration, external experts prepared the evaluation report which contained recommendations and suggestions for future development. This report was based on an analysis of the legal basis and of the activities of structural sections of the administration as well as on discussions with employees.

Before starting to implement the “One-Stop-Shop” service system, the project work group visited three twin-town municipalities to gather more information in this area. The municipalities of Naestved (Denmark), Mandal (Norway) and Velizy-Villacoublay (France) were visited. The city delegation observed how One-Stop-Shops work in reality and how this approach gets local administration closer to its citizens. Once the “One-Stop-Shop” public service system had been implemented in Alytus, public services became more effective: all necessary information, applications and claims can now be obtained and managed in one working place, arranged in a comfortable way for public attendance. The IT system “Avilys” (“Hive”) of the one-stop-shop gives the municipality the possibility to shift high amounts of “paper work” into the virtual space and thus enables the administration to save time, cut stationery expenses and to “go green”. All correspondence (incoming and outgoing documents), agreements and legal documents can be handled (accepted, initiated, prepared, conformed, confirmed, signed), stored and viewed in a single space.

When Lithuania joined the Euro Zone on 1st January 2015, the Municipality of Alytus implemented the necessary adjustments for the one-stop-shop system to shift from Litas to Euro.

During the implementation of the project all employees of the Alytus City Municipal Administration received necessary trainings allowing them to use “Avilys”: 170 officers participated in trainings and currently use their knowledge in their daily work.

Digital Pathology

Submitted by the Cova da Beira Hospital

EPSA2015038



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Size of organisation

500-5000;
people involved: 6-10

Type of sector

Public health and social welfare/affairs;
Public administration, modernisation,
institutional affairs, reform

Key words of the project

Digital pathology

In Portugal, the providers of health care units have constraints associated with geographic isolation, coupled with their limited size. The many logistical constraints and some mobilization inability of differentiated human resources have hindered the provision of efficient care coverage physicians to the resident population. Currently the technological development allows to overcome the geographical constraints, as well as those relating to human resources, to enable monitoring at a distance some medical activities.

Due to this, the *Centro Hospitalar Cova da Beira, EPE (CHCB)* implemented the "Digital Pathological Anatomy" project. This is a partnership between *CHCB*, the *Instituto de Patologia e Imunologia Molecular da Universidade do Porto (IPATIMUP)* and the company *ZMWAY - lab solutions*.

The "Digital Pathological Anatomy" is an innovative project in Portugal, based on the interaction between different hardware and software combinations aimed at creating a global management platform for all data and images generated in a pathological anatomy laboratory. This method allows the acquisition, management, visualisation and analysis of all the stages of an examination, from the moment it enters the department until the relevant diagnosis is presented.

The entire management is focused on a single computer application, the *SISPAT*, and all the data is available for pathologists, diagnostic and therapeutic technicians and technical assistants. Through an individual login and password, each professional only has access to the data he/she needs to properly perform his/her duties, always being subject to professional secrecy.

The *CHCB* is responsible for the preparation of the slides and for scanning them for digital analysis. The macroscopic analyses are carried out by qualified and specialised *CHCB* technical staff under direct online guidance and on-site regular assessment by a pathologists who is part of the project and affiliated with the *IPATIMUP*. At the end of the analyses, the digital image of the slide is sent to the *IPATIMUP*.

All data is documented in images using appropriate equipment, from the request and sample container to the identification of collection areas and cassettes with the respective fragments to be processed in the histological routine. These images are linked with the examination and analysis already registered with the computer application *SISPAT*.

The software also allows for the registration of various parameters related to the internal quality control of the analyses, as they are carried out in full compliance with the principles for accreditation by the College of American Pathologists (CAP), which belongs to the *IPATIMUP*.

The *IPATIMUP* is responsible for supervising the online macroscopic examination, for conducting pathological anatomy diagnoses based on slides prepared at the *CHCB*, for the direct observation of slides and microscopic observation by digital means, and for the monthly quality control.

The company *ZMWAY - lab solutions* is a specialised company that supports the informatics and equipment necessary to connect the two centres separated by 250 km. It provides the reagents and the *SISPAT* management software platform for pathological anatomy upon request through the web.

Environmental Geographic Information System (GIS) of the Drama Regional Unit – The Application of a Decision Support System & Public Information Tool in the Greek Administration

Submitted by the Environmental and Spatial Planning Administration of East Macedonia and Thrace Region, Greece

EPSA2015251



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Type of sector

Environment, climate change, agriculture (incl. food safety) and fishery; Information society, technology, media and audio-visual; Public administration, modernisation, institutional affairs, reform; Science, research, innovation

Key words of the project

Environment, innovation, GIS, web, sustainable development, public sector, environmental impact, eGovernment, water management

Having in mind, the wide use of IT technologies and the widespread employment of servers, cloud data and app-services, the following decision was made: to combine the Geographic Information Systems, with extensive digitisation of environmental and related data and datasets using server and cloud-based tools and applications, in order to create a powerful decision support system/public information tool, that will augment the productivity of the organisation, enhance the administrative process in the framework of environmental licensing, inspection and auditing and provide open data to the people (citizens, surveying companies and potential stake-holders). Thus, the project "Environmental Geographic Information System (GIS) of the Drama Regional Unit (East Macedonia – Thrace Region/Greece). The application of a Decision Support System (DSS) & Public Information tool in the Greek Administration" was born.

The project was programmed, structured, planned and completed exclusively by the Department of Environment and Hydroeconomy of the Drama Regional Unit, Environmental and Spatial Planning Administration of East Macedonia and Thrace Region-Greece, in cooperation with the IT Department of Drama Regional Unit.

The executive phases

The **1st phase** was the digitisation of environmental licenses issued since 1995 by the Environmental Department of the Drama Regional Unit. The files of 3500 environmental licenses were scanned in .pdf format. Furthermore, 2000 files of water well licenses were digitised. This huge digitisation procedure was accomplished through a public service program of the Greek Employment Organisation in association with the East Macedonia and Thrace Region.

The **2nd phase** was the planning and completion of the environmental geodatabase of the Drama Regional Unit using a GIS platform (for this project the ArcGIS platform/software was utilised). The licensing datasets were fed into the GIS System using topographic data provided by the Topographic Administration of East Macedonia and Thrace Region, data of the National Cadastre & Mapping Agency and the spatial data of the individual projects.

The **3rd phase** was the input of attributes of the individual projects, using ArcGIS and the creation of hyperlinks to the licensing documents of every project/unit.

During the **4th phase**, the inventory of water wells was made. 1800 private and 200 public water wells were fed into the GIS and hyperlinking was established with every well's vertical cross-section. Furthermore, the GIS inventory of water monitoring sites was prepared (63 water wells and 10 monitoring points). Likewise, the geodatabase was updated with data from the National Water Monitoring Network, the irrigation water monitoring points and master plans of water basins. A sub-phase was the underground water pressure estimation of the K.Nevrokopi basin with a three-dimensional GIS software (ArcGIS 3D analyst).

The **5th phase** was the integration, planning and realisation of a web-based GIS application using Arcgisonline and ArcGIS Pro software, where the main layers of a geodatabase are represented providing information, open data and GIS procedures to the public, stakeholders and public administration. The web-GIS application is accessible via computer, laptop, tablet or smartphone.

The **6th phase** was the planning and creation of a web-based GIS customised editing application for the updating of the geodatabase in an online or offline basis, in terms of indoor editing or outdoor editing using the ArcGIS Data Collector application, and ArcGIS Pro, by users in different administrative and access permission levels.

Solidarity Barn Project – *Celeiro Solidário*

Submitted by the Campolide Parish Council

EPSA2015120



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Size of organisation

50-100;
people involved: 6-10

Type of sector

Public health and social welfare/affairs

Key words of the project

Help, elderly, disadvantaged people,
food waste, hunger, food shortage, food bank

In 2012, the Campolide Parish Council joined the movement “Zero Desperdício-Portugal não se pode dar Ao Lixo” being the country’s first parish council, and so far the only one, to practice this model of supporting disadvantaged people and communities with economic needs and food shortages. This movement came into existence by a protocol signed between the Municipal Councils of Lisbon and Loures and the Association *Dar i Acordar*, which coordinates the project.

The Solidarity Barn Project (*Celeiro Solidário*) began as a citizens’ movement that aimed to create awareness for the importance of solidarity and the reduction of food waste.

This is especially relevant in the current times, in which 18.7% of the Portuguese population is at risk of extreme poverty, 26% of households experience daily food needs and 14% have weekly food shortages.

The Campolide Parish Council promotes the daily distribution of recovered meals donated by its partners. These meals have never been served, were not exposed, never in contact with the public and are fully adequate for consumption.

The donated food complies with the standards of the *Autoridade de Segurança Alimentar e Económica (ASAE)*, and with the food security standards following the procedures of Donations Good Hygienic Practices in relation to: transportation; prepared dishes and desserts are transported in

containers tightly closed; the food temperature is maintained without variation; the transport of food is made in receptacles with all the hygienic and conservation conditions; the transport vehicle only carries food; the food is never in contact with the ground; the facilities and personnel that handle the food fully meet the hygienic requirements; the temperature is controlled; beneficiaries are informed that the food should be heated only once and that it should be consumed as soon as possible.

With this project, food previously considered as waste has a nobler destiny, improving the quality of life of people, meeting their dietary needs and minimising damage to their health reducing an unbalanced diet, rich in carbohydrates and sugar.

Celeiro Solidário works closely with the Project “Social Proximity”, which works with isolated pensioners who receive food weekly, with the Food Bank of the Parish of *Santo António de Campolide* and the Parish of *São Vicente de Paulo*, which screen households and forward them to the Parish Council. The project also includes families with children who experience food shortage, which is another priority of the project. According to the national institute of statistics, about 120,000 Portuguese children suffer from food shortage and 375,000 Portuguese are, currently, being assisted by the Portuguese Food Bank.

Local institutions, including municipalities that develop outreach work among the population, have a very important role in meeting these needs at a local level, hence the importance of *Celeiro Solidário* in creating a platform for the distribution of diverse, fresh and balanced pre-cooked meals for people in need.

The screening of the needs of users is personalised, taking into account age, dietary restrictions for health reasons or even religious reasons, such as the consumption of certain types of meat.

Celeiro Solidário aims at raising awareness of a new social reality, with a more active and participatory citizenship.

SocialXChange – More than a Charity Shop

Submitted by the General Direction of Social Care and Child Protection,
6th District, Bucharest

EPSA2015177



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Size of organisation

500-5000;
people involved: 1-5

Type of sector

Employment, labour related affairs and gender equality; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform

Key words of the project

Sustenance, saving, dignity, involvement, equity, transparency, integration, cohesion, ecological

SocialXchange is a new concept of social solidarity designed to promote involvement and mutual benefit in support of community relations. It is based on a shop, which effectively manages community resources available in order to equitably redistribute them among people who want to participate in charity, but also among those with low income who do not want to depend on begging.

Conceived as an exchange network and charity system, the project provides an important resource to the community, namely the exchange of products that people no longer use and which people in need can obtain by engaging in community service activities in return.

The concept of this charity shop is built on the desire to transparently and efficiently collect donations of different people and to redeploy them among people in difficulty, giving them the opportunity to choose products according to their real needs.

The shop uses a system of giving points for goods and services which determines how much each of the contributors can get based on his/her involvement in community services. This methodology and attribution of points is the responsibility of a committee that evaluates each case and applies a fixed grid. Activities performed receive a number of points depending on their difficulty and complexity.

Non-perishable food donations are accepted in the shop, with a reasonable shelf space to store them a reasonable time, as well as hygiene products, clothing, toys, baby supplies, books, sports equipment, etc.

Beneficiaries of donated products are persons receiving social assistance in Bucharest's District 6, who have access to the shop to help them overcome the crisis and find a stable job in the real economy. Only adults of working age or younger people who meet the legal requirements to work are allowed to contribute to the solidarity shop.

Mrs. Laura, a young mother and a beneficiary of the services offered through SocialXchange, stated that this idea has helped her a lot. While going through a period full of loopholes, she could still supply her household with all the products they need.

"It's a wonderful project, designed to help people who pass temporarily through a difficult situation in financial terms. I come here and in exchange of my work, I'm going home to my children with my bag primarily full of food and cleaning products, but can also benefit from supplies or toys, because my kids' smile is very important. Those who have thought about this concept realised that there are people who have dignity and who want to work, not to receive alms, and that everyone's needs are different from one another. And if today I need laundry detergent, tomorrow I might want to take a storybook or food. Here you can do that!"

Under the slogan "Dare! Distinguish Step by Step" the shop awaits all of Bucharest's citizens to donate and contribute to its success.

Home Debt Intermediation Service

Submitted by the Barcelona Provincial Council

EPSA2015096



Barcelona Provincial Council

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Size of organisation

500-5000;
people involved: >15

Type of sector

Justice, police, human rights and security;
Public health and social welfare/affairs;
Public administration, modernisation,
institutional affairs, reform; Taxation,
customs, finances

Key words of the project

Right to housing, mortgage foreclosures,
multilevel governance, social inclusion,
social welfare, co-management,
intermediation, conflict resolution

Mortgage defaults are one of the most dramatic effects of the crisis having led to the loss of many families' homes. Between 2007 and 2014, 73,230 mortgages were foreclosed in the Barcelona province and 604,484 in Spain.

Home Debt Intermediation Service "*Servei d'Intermediació en Deutes d'Habitatge*" (*SIDH*), protects the right to housing by preventing the loss of homes due to mortgage loan repayment difficulties. *SIDH* offers free specialised legal advice and intermediation with financial entities to defend resolution proposals. Through a network of 28 service points, *SIDH* covers 279 municipalities with a potential population of 2,975,000 people. Between 2013 and 2014, the service was provided to 1,533 people and 736 case files were closed. The success rate in 2014 was 76.6%.

SIDH is based on a partnership between various public administrations and private agents. Promoted by Barcelona Provincial Council (provincial government), *SIDH* is offered in conjunction with the Autonomous Government of Catalonia (regional government), 28 town councils and county councils (local governments), and 8 bar associations of the Barcelona province.

The Barcelona Provincial Council, as an intermediate local authority, promotes and coordinates *SIDH* through the Department of Human Services, which has the purpose of assuring welfare, quality of life and social cohesion through services encompassing people's entire life cycle; and through the Department of Territory and Sustainability, which provides support to municipalities in housing policies.

The *Generalitat de Catalunya*, as the government of the Autonomous Region of Catalonia, has competences in housing policy and in social welfare. The *Generalitat* takes part in *SIDH* through the *Ofideute* service of the Housing Agency of Catalonia, which is a regional service offering over-indebted citizens a channel of direct intermediation with financial entities. *Ofideute* is exclusively in charge of intermediation with financial entities, providing access to these entities, based on its expertise, legitimacy and strength as it represents the autonomous regional government. The bar

associations offer services directly to citizens, such as Legal Guidance Service "*Servei d'Orientació Jurídica*" (*SOJ*). They assure high-level professional legal assistance in the counselling of people who receive *SIDH*'s help, and in the drafting of intermediation proposals.

SIDH is offered through the 28 local entities of the Barcelona province, which assure its proximity to citizens. Thus, in the circuit followed by the *SIDH* process, citizens begin by addressing the specialised municipal services, which inform, screen and arrange an interview with the *SIDH* specialist local lawyer. The lawyer is in charge of counselling citizens and of drafting an intermediation proposal, which is sent telematically to *Ofideute* for its presentation to the financial entities. Through this governance model, based on subsidiarity and on equality of rights' principles, *SIDH* assures assistance to the province's whole population regardless of whether citizens live in a small, medium or big municipality. In addition to equity, the model combines proximity, effectiveness, integral support, one-stop service (access to all resources from a single point) and efficiency (avoiding duplicities, optimising resources and utilising economies of scale).

SIDH's methodological premises are: prevention: anticipation of payment default; a commitment to out-of-court formulas for the management of conflict resolution (intermediation); centralising the negotiation with the financial entities at regional level since it is more effective to negotiate than at local level; and the empowerment of citizens, making them active agents in the resolution of their financial problems.

Rijeka's eBenefits

Submitted by the Municipality of Rijeka, Department of Health and Social Welfare

EPSA2015109



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people involved: >15

Type of sector

Education (higher and lower), training and learning; Justice, police, human rights and security; Information society, technology, media and audio-visual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Science, research, innovation

Key words or the project

Social programme, eBenefits, user-friendly eService, social inclusion, digital inclusion

Since 1993, the City of Rijeka has been providing assistance to its citizens facing extremely unfavourable living conditions due to which they are unable to independently meet some of their basic human needs. These are the poorest citizens without any possibility to live on their own income, citizens that earn a very low income and are at risk of poverty, certain categories of disabled people, seriously ill people and victims of the Homeland War, all under threat of social exclusion.

Recent research into the efficiency of social measures aimed at protection from the beneficiaries' point of view, has shown that certain groups of these beneficiaries do not receive the assistance they are entitled to. One of the reasons for this may lie in insufficient communication with administration.

The project Rijeka's eBenefits has been developed with the target of improving beneficiaries' access to information, as well as increasing efficiency of the city's social welfare system and improving communication between city administration and citizens in general. A multidisciplinary team composed of professionals from various departments within the Rijeka City Administration (a psychologist, an IT programmer, an eGovernment specialist), representatives of intermediary organisations and associations is responsible for developing the service. (Hereto, the involvement of associations representing the people with hearing and visual impairments is to be emphasised.)

Rijeka's eBenefits is an innovative eService because it is unique in the Republic of Croatia, and very user-friendly; it is simple for administration and complies with W3C standards. Moreover, the complete service is a holistic solution for improving the provision of the social welfare service in the City and is innovative, as it uses a multi-channel model.

This project encourages social inclusion of the poor and socially excluded people at two levels: by encouraging digital inclusion as a precondition for social inclusion and by facilitating availability of social assistance.

Various stakeholders such as social welfare experts, education centres, intermediary organisations (social institutions, health institutions, NGOs) and local and national media were included in the process of developing and implementing the Rijeka's eBenefits service.

Project sustainability is guaranteed by technological progress in the community, and also by provision of free IT courses for marginalised groups, by cooperation with the civil and public sectors in developing strategic priorities of the City of Rijeka and by the City's participation in international projects.

In technical terms, a software platform developed for the Rijeka's eBenefits can be adjusted and applied to any other service of the City of Rijeka or to any other social welfare service provided by the state or any public body.

The most significant results of the project are 1,500 users that have received necessary information through the Rijeka's eBenefits, reduced pressure on City employees, and finally increased City of Rijeka transparency resulting in the title of the most transparent city in the Republic of Croatia in 2014.

Social District Teams

Submitted by the Municipality of Zaanstad

EPSA2015240



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Type of sector

Regional policy and development,
decentralisation

Key words of the project

Social district teams, decentralisation,
co-creation, learning by doing, participatory
society

In 2012, the Dutch central government announced that in 2015 municipal governments would become responsible for youth social care, long-term care for the sick and elderly (*Wmo* and *Awbz*) and job placement and welfare services (*Participatiewet*). Municipalities, already responsible for part of the social domain assignments, would take over these responsibilities from central and regional government.

The main motivation for the 'three decentralisations' were the rising costs of maintaining the Dutch 'welfare state'. This system is no longer sustainable with the aging population. One interpretation of the welfare state was that it also deprived citizens of their own initiative and made them too easily dependent on professional caregivers. Thus the decentralisation underlines a societal shift: moving from the welfare state to participatory society.

The decentralisation provided a great challenge for the municipalities. They are not just faced with new responsibilities, but the changes are paired with substantial budget cuts of 10%-30%. However, opportunities arise as well. Municipalities were given a single budget for these assignments, and the freedom to carry out the decentralisation as they see fit. In addition, municipalities are now in control of nearly the entire social domain. This enables them to create an integrated organisation for support that can provide more effective care with less bureaucracy and in a more cost effective way.

In 2012 and 2013, Zaanstad initiated the change in cooperation with the service providers active in social support, youth care and social security, with whom the municipality had a standing subsidiary relationship. A 'new-for-old' regulation reduces the subsidiary in three years' time, making funds available for existing contractors and the municipality to build up a new approach.

In 2013, pilot studies were initiated on working with 'Social District Teams'. Unlike most Dutch municipalities, Zaanstad chose to put the Social district teams to tender outside the municipal organisation and with multiple contractors. This approach provided room for the knowledge and skills of professionals to develop their own (innovative) approach per district. Exchange of experience among contractors and the municipality has been made a tender requirement. Based on experience the lead contractors and the municipality develop effective working methods in co-creation.

Zaanstad developed this approach by springing into action quickly and learning by doing. Gathering practical experience was coupled concurrently with research. For example, quantitative research ("Factlab") showed that the development of an integrated approach was indeed needed, because many households deal with multifaceted problems and a combination of social services. Action research ("Heavenly Mud") showed that households felt the desire to direct their problem-solving process themselves.

Consequently, households are assigned one contact person from the Social district team. Together they develop an integrated approach focused on re-attaining directive control. They hereby assume household members' own capabilities and where needed (temporarily) supported by social services. The teams are provided with space for consideration for tailoring solutions, sometimes found through simple, albeit nonstandard methods, and invest in preventive support.

In 2014 the Social district teams officially got under way in Zaanstad, one year before the municipality became actually responsible for the new social care assignments. Results show that the approach leads to greater initiative taken by households over their own lives, more effective interventions, increased customer satisfaction and a reduction in appeals to more serious or complex care and thus a reduction in government spending.

Every Child Safe Forever (ECSF project) – The Development of Relentless Family Case Management and the End of Parole and Other Court Orders

Submitted by the Youth Protection Amsterdam Region

★ ★ ★ *Nominee*

EPSA2015262



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Size of organisation

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people involved: >15

Type of sector

Public health and social welfare/affairs

Key words or the project

Youth care and welfare, social return on investment, Functional Family Parole (FFP), cost effectiveness, large scale social impact, intensive family case management, radical innovators

Youth Protection Amsterdam Region is a certified institution responsible for providing specialised care to families whose children face severe safety threats. The organisation aims to guarantee children's permanent security, and a safe upbringing. This requires services that stabilise their living environment and provide them with perspectives to reach adulthood as full participants of society. Thus, the organisation's objectives are firmly anchored in its mission statement: 'Every child safe forever'.

Youth Protection Amsterdam Region is called upon when children (0-18, or even up to 23 years) are under threat of becoming victims of mental, sexual and physical abuse or neglect. This concerns children in families that have problems in the areas of work, income, debt, housing, education, socio-physiological issues, addiction, (domestic) violence or criminality, but also children who are affected by problematic divorce. Finally, youths who have committed a felony may end up with the agency by order of the juvenile court. Within all these cases, top priority is given to breaking the transgenerational cycle.

Youth Protection Amsterdam Region operates within a chain of public and private social services, youth care and education, of which the majority is dependent on municipal funding. So-called 'neighbourhood teams' that are enacted by the municipality may request for its services when their basic forms of family-assistance cannot guarantee the children's safety. Moreover, the agency participates in network discussions with all regional and (inter)national stakeholders to stimulate the sharing of knowledge, influence on policies and provide professional training programmes.

The approach includes the effective elements of the Delta method, family group conferences, the multi-problem family approach and Functional Family Parole Services (FFPS), of which the latter is the most crucial.

Practices and training programmes are combined with and modified through research programmes that the social workers develop, test and implement themselves. The professionals combine the frameworks of youth protection and youth rehabilitation following the principle: 'one family, one plan, one worker'. At its core, they co-develop a tailor-made family improvement plan with the families, and all required service providers. This plan forms the basis for a multi-staged programme of approximately 6-9 months that the family has to complete entirely. In the final weeks of the guidance the family and the worker will make agreements for the future together. In the final stage the family practices all that has been learned in the former steps, as part of a relapse prevention plan they construct with the worker. Six months after case closure, the social worker pays a visit to the families to see how they are doing and to repeat the risk assessment.

Youth Protection Amsterdam Region constantly tries to stay away from court measures. Although legal enforcement like custody measures, visitation regulations, or juvenile rehabilitation measures are still an unavoidable part of daily work, they have managed to reduce both the number of families under custody and forced out of home placements by respectively 50-60% since 2011. These results indicate that some crucial organisational and professional reforms have shown real potential to dramatically improve the quality of the agency's services for both, the children and their families. And since keeping every child permanently safe is the organisation's mission, it constantly seeks for ways to achieve this.

From Settlement to Employment

Submitted by VIVA, Bamble Kommune

★ ★ ★ *Nominee Cross-Cutting Award*

EPSA2015159



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Size of organisation

1-25;
people involved: 6-10

Type of sector

Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Public health and social welfare/affairs

Key words of the project

Language learning, learning culture, labour market integration, integration, refugees

“From settlement to employment” is an introductory programme which is jointly carried out by the Department for Welfare and Labour Affairs of the Norwegian municipality of Bamble (NAV) and VIVA (a municipal-owned organisation in the field of integration, adult education and activation) in order to better integrate refugees into Norwegian society. Consultants in the area of labour affairs and pensions from the municipality of Bamble work together with adult educators and teachers from VIVA for the programmes offered to the refugees.

When refugees arrive in Norway and the municipality of Bamble they are met by a team consisting of an adviser for the introductory programme, teachers and consultants from welfare and labour affairs. In co-operation with the refugees; they then take track of the refugees' background, education, work experience, language and other skills, their interests and aims they want to achieve in Norway. With the help of this information, individual integration plans are compiled for each refugee.

Thus, from the very beginning, they participate in a work-related activity at least one day a week, according to their skills and aims. Foreigners who are able to communicate in Norwegian are matched with different jobs that can give them relevant experience for their future. This initiative is very beneficial for them as they can learn from the day-to-day business activities, improve their language skills and get to know many people, thus building up their own network within the enterprise. To be better equipped for the job search afterwards, refugees can get a certificate for this work period. In addition, by working once a week, people automatically learn about the Norwegian culture and way of life, which facilitates their integration and contribution to social and working life tremendously. Moreover, this supports the integration work of VIVA and NAV.

During this introductory programme, teachers visit the refugees once a week in order to assist them in their language learning process. Depending on the tailor-made plans for each person, the adequate learning pathway is decided together with them (e.g. further education such as vocational education and training for people without academic background).

Those refugees who are not able to work receive assistance (guidance and financial support) from NAV during the introductory programme. For example, there are social activities like cooking, knitting or sewing, etc., which help them to integrate and get to know new people.

This programme is built on the belief that social activities contribute to people's wellbeing as everyone would like to be part of society, family and work. By looking at people's individual skills, VIVA and NAV help them find a meaningful way of their lives as many of the refugees lost everything. It is VIVA's and NAV's philosophy to assist refugees in building up new and good lives in Norway based on their individual skills and resources matched with the Norwegian labour market, education system and cultural life.

LGBT-Friendly Ljubljana

Submitted by the Municipality of Ljubljana

EPSA2015124



Municipality of Ljubljana

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people involved: 1-5

Type of sector

Education (higher and lower), training and learning; Justice, police, human rights and security; Public health and social welfare/ affairs

Key words of the project

LGBT, accessibility, inclusivity, equal opportunities, awareness raising, NGO support, education of organisation leaders, Rainbow Cities Network

The City of Ljubljana actively follows the principles of equality, inclusivity and accessibility which are reflected in all its policies. Special attention is dedicated to all those who are particularly vulnerable due to their particular individual circumstances. This includes all those who continue to suffer misunderstanding, prejudice or unfair treatment because of their sexual orientation or gender expression.

With the goals of significantly reducing homophobia and empowering lesbians, gays, bisexuals and transgender people (LGBT), the City of Ljubljana addresses special care and attention to the LGBT community. It offers diverse support to the development, organisation and implementation of projects and programmes for the LGBT community. The City offers them financial (funding through annual public tenders) and spatial support.

In 2014 a new gay-friendly cafe opened under the Mayor's patronage on City premises near the main entrance to the City Hall. It also supports and organises various awareness-raising actions. In cooperation with NGOs and experts, the City of Ljubljana has published a brochure entitled Rainbow Ljubljana, which showcases an active and productive LGBT community in Ljubljana and introduces various activities by Ljubljana's LGBT community. Currently, the City is implementing a project entitled 'LGBT-friendly certificate'. This idea originated within the City's Health and Social Care Department, and the entire project has grown in close partnership with NGOs. The purpose of the certificate is primarily to raise public awareness.

The Certificate will be awarded to all public and private organisations that inform their co-workers on LGBT-related themes. In this way they ensure within their organisation: a better understanding of the basic human rights of all people (including LGBT people); an inclusive environment for LGBT-colleagues; raised awareness among staff regarding the provision of

products and services for LGBT users; increased sensitivity to detecting violations of the rights of LGBT people in the workers' and consumers' environment.

The City of Ljubljana is proud of the established partnerships with various LGBT organisations through years of joint actions. Thus, the Mayor is the Patron of the annual Gay Pride parade. Besides, last year, the City of Ljubljana was co-organiser of a European Gay & Lesbian Sport Federation (EGLSF) conference. The City is aware of the need to support activities that promote wider social relationships towards the LGBT community. City support also manifests itself through the rainbow flag, which flies from the facade of City Hall for special events.

It is the City of Ljubljana's hope that other Slovenian cities follow its good practices and that perhaps its certificate will be extended to other towns and cities and even become a national project. Its best practices have high visibility beyond national borders – presentations of the City's activities abroad are always well received, and the City has also been welcomed into the European Rainbow Cities Network.

Via multiple smaller steps the City of Ljubljana will be able to achieve major shifts in people's minds and certainly contribute significantly to reducing homophobia, and perhaps even contribute to a national systemic solution.

The Future Education Vision of Reykjanesbaer Town

Submitted by the Reykjanesbaer Municipal Education Office

EPSA2015227



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Size of organisation

500-5000;
people involved: >15

Type of sector

Education (higher and lower), training and learning

Key words of the project

Screening, literacy, maths, educational vision

Since the year 2002, the Future Educational Vision of Reykjanesbaer Town has been formulated for a period of four years at a time. In 2011, the ambitious goal was set to bring all the town's pre-, primary and secondary schools to the top of national rankings in education. The agreement is a statement of intent to improve the educational success of children in Reykjanesbaer and to integrate both literacy and mathematics into all classes at pre-school levels.

Reykjanesbaer Town has traditionally been a community with low levels of formal education, low household income and substantial unemployment. National rankings of educational success have the town's schools placing well below average. The public perception in Iceland towards Reykjanesbaer Town reflected this ranking. On top of that, Reykjanesbaer was hit hard by the 2008 financial crisis. The general aim was also to educate the community out of the crisis.

The role of the Future Vision can be described as twofold. On the one hand, it creates support and discipline for the town's schools, while on the other hand it provides a template that directly affects the daily schedules of each school. This entails emphasis on literacy and mathematics, regular screening of students, assessments, good cooperation between schools and parents, and finally research and regular consultation with higher education academia.

A strong start in these two disciplines is a key to success as this provides the best foundation for future achievements in the town's education. Screening in literacy/reading and mathematics is of utmost importance in the vision's procedure as the screening is in line with the newest research that has pointed to the correlation between success and early intervention.

A key to the success of the Future Vision is a good cooperation between the school and parents. The school encourages and guides parents by providing them the tools to create a supportive environment at home in literacy and maths. Immediately after the Future Vision was introduced, a robust effort was made to energise all those involved and to initiate a positive open dialogue. The Future Vision very quickly made its mark on daily routine of schools who found in it encouragement, a focus and a framework, while at the same time having the flexibility to develop their own methods within the vision's aim.

The national exams are taken by all 4th and 7th graders in Icelandic schools and provide a basis for evaluating children's progresses in literacy and maths. Since the Future Vision was launched grades have gone up considerably in literacy and maths and are now at national average and beyond. The next steps, besides continuing on this path, will be looking at other aspects of the school environment, such as the children's well-being, equality and democracy. The main challenge is, as it has always been, to motivate students, to create inquisitive minds that have the necessary tools to take on the challenges that await them. Work on convergence between pre-, primary and secondary schools will also continue to be developed.

What will follow is a positive image of Reykjanesbaer Town schools which will only add to the efforts of bringing them to the very top of the Icelandic school system.

Sprouts of Karşıyaka

Submitted by the Karşıyaka Municipality

EPSA2015136



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Size of organisation

500-5000;
people involved: 6-10

Type of sector

Education (higher and lower), training and learning; Public health and social welfare/ affairs; Public administration, modernisation, institutional affairs, reform; Sports, youth, culture and art

Key words of the project

Youth, scholarship, university, buildings, solidarity, education, students

The actual goal of this project is to support successful university students throughout their education who have no or insufficient income and live in the İzmir Karşıyaka province border. At the same time, it is aimed to include the local administration of Karşıyaka in maintaining equal opportunities for students.

The project came into life based on the Constitutional Court law of 2008, which prevents municipalities from giving direct scholarships to university students, which creates difficult living conditions for students. In order to still enable students to benefit from scholarships, the Municipality of Karşıyaka created the project Sprouts of Karşıyaka by bringing together 153 apartment building managers for the first pilot and announcing the project throughout Turkey with the help of a major press conference. Students who are selected for this type of scholarship receive an amount of 300 TL directly paid into their accounts by apartment building managements or volunteers for a duration of ten months. Thus, there is no cash inflow to or cash outflow from the municipality. The Karşıyaka Municipality directs students benefitting from the scholarship to the collaborating apartment buildings and thus ensures the coordination between two sides.

A municipal commission of six people including leading experts such as psychologists and sociologists identifies the students eligible for this scholarship scheme. The most important eligibility criteria are the income level of the family and the academic achievements of the student. Apart from that, being a Turkish citizen, a university student and living in the Karşıyaka province border are required. It is the students' responsibility to gather all relevant documents and apply to the project unit at the municipality for the scholarship. Students qualifying for the scholarship are informed by a jury. Subsequently, students are directly connected with the cooperating building managers.

Apartment buildings for cooperation in this scholarship scheme were identified by a field force of ten people. The first step was a communication campaign advertising the scheme with posters and brochures in the apartment buildings. In a second step, the project coordinator and the team met the apartment building managements one by one and informed them of the project's operation. Those apartment buildings willing to contribute to this scheme then delivered their applications to the municipality. The cooperation is based on a "sincerity protocol" with the respective building management outlining the conditions of the scheme and obligation to accept the assigned students. Building managers benefit from positive visibility thanks to honouring plates at the entrance of their buildings informing about their involvement in the project. Apart from cooperation with building managers, the Municipality of Karşıyaka also collaborates with associations, clubs and other communities eager to contribute to the project and supports them in return in reaching as many students as possible.

Karşıyaka Municipality strives to include its citizens in the local administration process and to manage the city together with them. This project is one initiative to make this goal a reality as different citizens from Karşıyaka across social classes are brought together. The scholarship is considered a success counting already 200 students benefitting from it.

This project has set an example for other district municipalities. Thanks to these efforts, students can follow their education independently, without the constraints of any institution or any organisation and benefit from equal opportunities.

Improved Customer-Oriented Policing in an Age of Austerity

Submitted by the Garda Síochána Division of Dublin North Central Police Service

★ ★ ★ *Nominee*

EPSA2015072



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North Central Police Service**

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Size of organisation

500-5000;
people involved: >15

Type of sector

Justice, police, human rights and security

Key words or the project

Policing and the market orientation
performance relationship

In the context of austerity, diminishing resources, reducing salaries, increasing customer expectations and police reform (doing more with less), the senior management team in the Garda Síochána Division of Dublin North Central Police Service, supported by research, set out to explore the market-orientation performance relationship in a policing context. They sought to achieve this through a focus on the antecedents and consequences associated with the deliberate engendering of a market-orientation in the eighteen square kilometre area of Dublin's North Inner city. The purpose of the change in approach was to explore the effectiveness of employing a market orientation construct as a framework for transitioning from a traditional reactive model of policing to a more effective, proactive customer-oriented policing approach. It was anticipated that the knowledge generated from this experience would afford new insights and so inform policing policy and practice in achieving what the international research clearly indicates is the preferred reform model for policing, and to facilitate the generation, dissemination and responsiveness to information pertaining to the current and future needs of customers with a view to improving the quality of life in communities.

The research examined the police failure to adequately explore and exploit marketing logic in the past and the theory that underpins the market-orientation performance relationship which indicates that the adoption of such an orientation results in improved performance for the organisation, its people and its customers. This approach required the police to engage in activities geared towards developing an understanding of customers' current and future needs and the factors affecting them, sharing this understanding across departments and the various departments engaging

in activities designed to meet those customer needs. This reflects an integrated, interrelated and interdependent construct which is based on behaviours and processes, and which can be used as a framework for the deliberate engendering of a customer-oriented policing approach. The concept of a market orientation is centrally underpinned by a customer orientation and it is internationally accepted that a focus on the customer is central to achieving this orientation.

The senior management team in the D.M.R North Central engaged in appropriate segmentation, targeting and positioning with a view to providing a sufficient standard of service to improve performance and enhance public confidence, and therefore, they undertook to change the existing policing strategy and restructure to accommodate such an approach. The policing division subsequently engaged in a process of geographic, demographic, socio-economic and psychographic segmentation, targeted each customer group to generate information pertaining to their current and future needs (conducting over 15,000 interviews with customers and stakeholders), engaged in continuous dissemination of that information between policing departments and crafted appropriate customer-unique responses to meet the identified needs.

An independent assessment in February 2015 by the Excellence Ireland Quality Association (EIQA) awarded the Division the 'Q' Mark for Quality Management Systems Level 2 and reported that: "the programme of change they have embarked on since 2009 has delivered significant internal improvements in the way the Division operates and that the market orientation of this approach, which is a departure from traditional models of policing, has already delivered improved results in crime and quality of life outcomes."

The Potential Profile

Submitted by the Ikast-Brande Municipality

EPSA2015133



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Size of organisation

500-5000;
people involved: >15

Type of sector

Education (higher and lower), training and learning

Key words of the project

High quality day-care, socially at-risk children, new procedures and methods

High quality day-care centres are of major significance for the individual child's future prospects, especially for socially at-risk children.

The Potential Profile ensures development of high quality day-care centres via a new and effective form of partnership between public departments. High quality makes it possible for all children, irrespective of conditions and background, to gain optimal possibilities for well-being, development and learning - and to feel valuable participants in the community.

The Potential Profile builds on the visions of human rights and social justice which derive from the UN's Convention on Human Rights and its Convention on the Rights of the Child and UNESCO's Salamanca Declaration. The work on social inclusion of at-risk children in both the short and the long term is an important factor in securing the community's cohesion and makes the public sector an important partner in the creation of a better society.

Creating high quality municipal day-care centres is a challenge involving many players in the public sector. It has been possible to map the quality in day-care centres, but it has not been possible to couple the map with interventions which can ensure an improvement in quality. The Potential Profile ensures development of high quality day-care centres by creating a close correlation between the map of the centre's quality and a tool for intervention. Tailor-made effective actions precisely suiting the individual centre's need for quality improvement are prepared.

Danish studies have shown that actions in relation to at-risk children have the wrong focus and are initiated too late. The Potential Profile changes inappropriate procedures in the municipal system and creates resource-oriented effective and preventive early action. Employees in administration gain new tools and work in a new way, so that they become better at creating effective measures for skills development methodologies of staff.

The Potential Profile has a well-defined implementation strategy. Care is taken to ensure that the employees in the day-care centres gain new and research-based knowledge, and integrate relevant new pedagogical tools in their everyday life via education, training, collegial coaching and supervision.

Three day-care centres have worked with the project from 2012-2014. The results show a drop in the number of children in difficulty and that the employees now see more resources and skills in this group of children. The project has a positive influence on the development of the employees' relational competence and the sense of the community in the day-care centre, e.g. the employees' ability in positive group management and the creation of a positive children's environment via clear values and rules. The project also has a positive effect on the centre's organisation and structures. There is an increase in the employees' knowledge and competency to act, especially in relation to their experience of being able to look after needs among children in difficulty.

The project also creates positive cultural changes in relation to shared values, and new pedagogical practices and learning processes. The staff finds that the project has increased their professional level via new knowledge and new pedagogical tools. The project provides a common foundation in the pedagogical work.

The project is now being extended to additional day-care centres in the municipality, and initiatives have been taken to enable other day-care centres in other municipalities, and other countries, to work with the Potential Profile.

New Sustainable Management Model – Street Cleaning Services and Solid Waste Collection

Submitted by the Public Sanitation and Environmental Protection Municipal Limited Liability Company, Seville



EPSA2015172



Public Sanitation and Environmental Protection Municipal Limited Liability Company

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Size of organisation

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people involved: >15

Type of sector

Environment, climate change, agriculture (incl. food safety) and fishery

Key words of the project

Sustainable, efficiency, social aware, waste management, city cleaning

A Public Sanitation and Environmental Protection Municipal Limited Liability Company “*Limpieza Pública y Protección Ambiental S.A. Municipal*” (*LIPASAM*), was created in March 1986 to attend to the City of Seville. The average number of employees in 2014 was around 1,560. At its disposal, it has an extensive fleet of vehicles, cleaning facilities and recycling areas, and its annual budget amounts to €96 million.

In 2011, *LIPASAM* was in the last phase of an economic-financial plan for 2009-2011, designed to restructure the business in order to eliminate a previously acquired debt exceeding €50 million and to bring back the company to positive numbers. This situation was caused by poor management of the business and its expenditures. There was a wage freeze, investments were not made, there was a considerable increase in waste processing, and the possible action of the company was limited. *LIPASAM* was exhausted, in the middle of an economic crisis, and it was necessary to increase city cleaning activities while reducing an unsustainable budget for the City Government.

The new model has been created around four central pillars: vision, culture, presence, and change management. The objective – a solid and healthy company, very professionalised, with continuous training of staff and better working conditions, technically developed, efficient and productive.

A new company policy has laid out the mission and defined new values: dedication to service, efficiency, transparent management and good corporate governance, ethical compliance of the law and of company guidelines, rational use of resources, protection of the environment, and commitment to the City of Seville, while applying principles of social

responsibility, quality, protection of the environment, and work health and safety. There have been many social and economic changes that have taken place in the business and to its staff. These regard work habits, new systems of work, and timetables and shifts, and are conciliatory changes with the objective of putting the company at the service of citizens.

LIPASAM has also obtained a series of certifications and accreditations, i.e. Certification for the Environmental Management System, in accordance with ISO 14.001. It has renewed its ISO 9001 Certification. OHSAS 18.001 Certification, regarding Work Health and Safety. And EMAS Certification for Recycling Areas.

A new model was designed that has allowed for the homogenisation of processing all over the city, redistribution of staff among the cleaning facilities and shifts, availability of service on Saturdays and Sundays, changing the rotation of workers for uniform scheduling, expanding service coverage to 24 hours, improving the fleet of vehicles, and increasing service productivity. The amount of mechanisation has increased, neighbourhood cleaning efforts have intensified, service has been extended to 24 hours a day, including weekends, 365 days a year. New machinery has been acquired and electric vehicles have been introduced, along with electric blowers and an electric tricycle, to provide increased mobility.

LIPASAM has been able to reduce the environmental impact of its activities, foreseeing and minimising them, especially with regards to consumption of water and energy as well as the generation of waste.

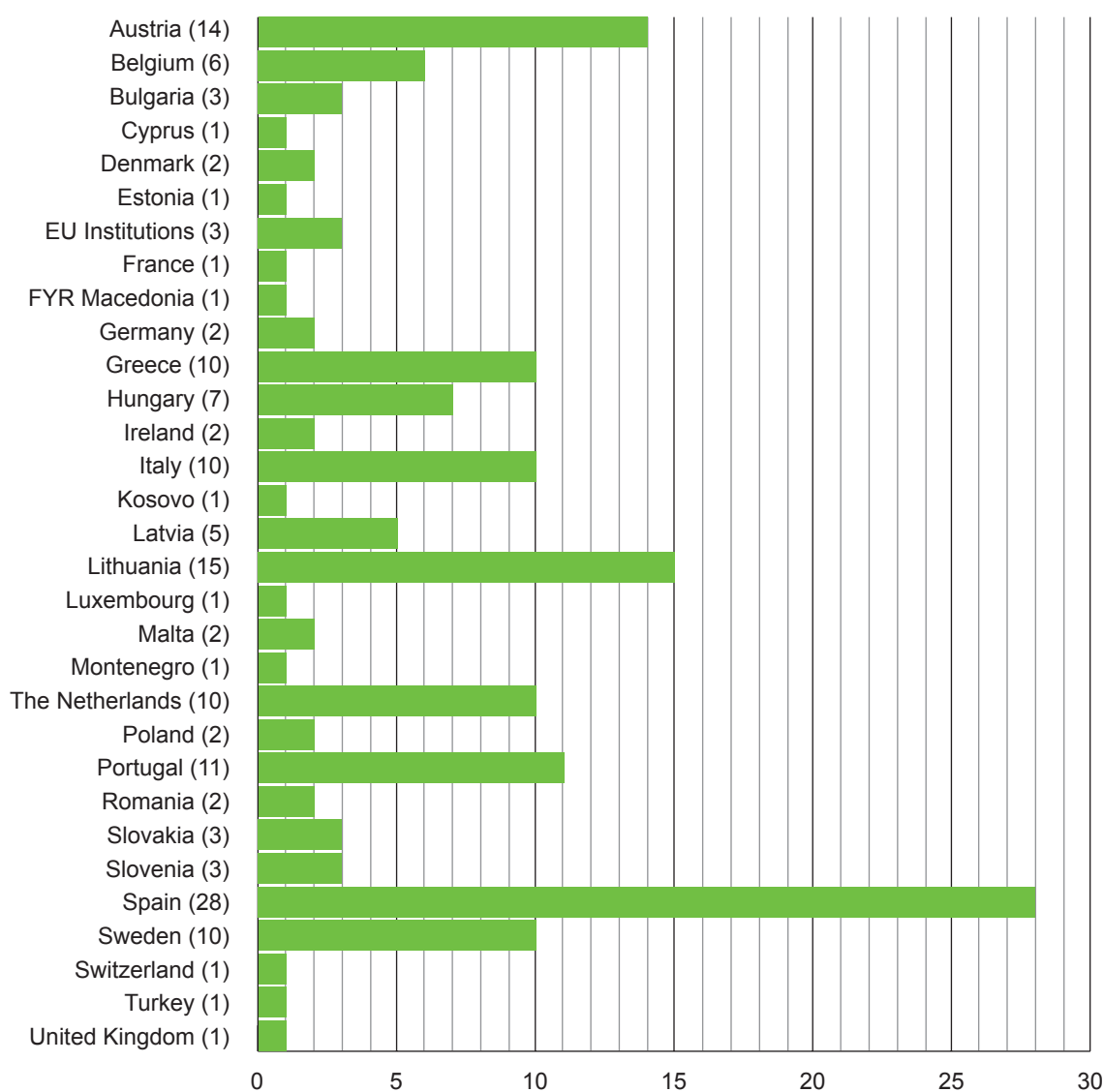
A reorganisation of the company's finances has taken place based on the results of this three-year period, which has allowed positive equity to total €5.1 million, compared to 2011's total of €0.7 million in negative equity. The decrease in spending compared to the year 2011 has been possible thanks to the policies of controlled spending and improved efficiency.

European/National/Regional administrative level

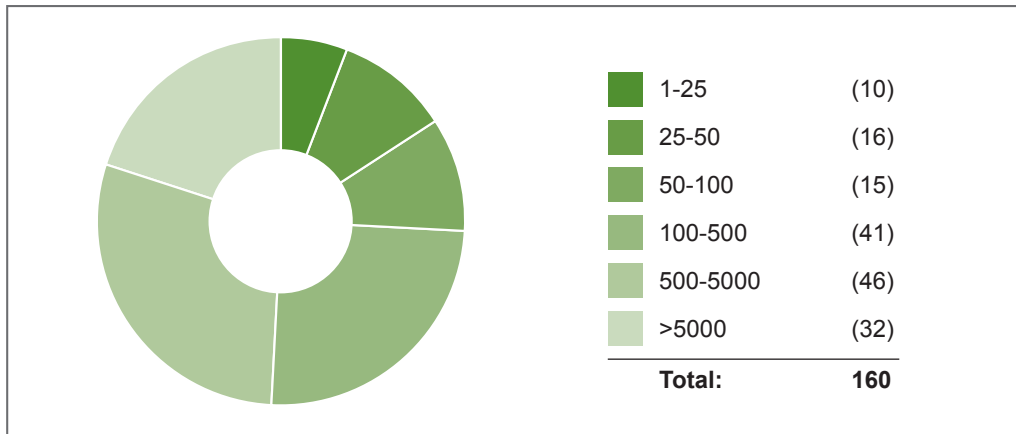
Statistics

Out of a total of 266 projects received, **160 projects** came from the **European/National/Regional administrative level**. In the statistics below you can see the number of applications by country, the size of the submitting organisations and the sectors covered.

Applications by Country



Applications by Size of Organisation



Sectors covered*

1	Public administration, modernisation, institutional affairs, reform	56%
2	Public health and social welfare/affairs	26%
3	Education (higher and lower), training and learning	25%
4	Information society, technology, media and audio-visual	24%
5	Environment, climate change, agriculture (incl. food safety) and fishery	18%
6	Economic affairs, competition, SME	15%
7	Regional policy and development, decentralisation	15%
8	Science, research, innovation	15%
9	Justice, police, human rights and security	13%
10	Employment, labour related affairs and gender equality	13%
11	Transport and infrastructure	11%
12	Sports, youth, culture and art	9%
13	Taxation, customs, finances	6%
14	External relations and aid, development and enlargement	5%
15	Other...	11%

* This table shows the share of applications having been submitted under each of the given sectors. Please note that one application may fall under various sectors.

European/National/Regional administrative level

Project executive summaries

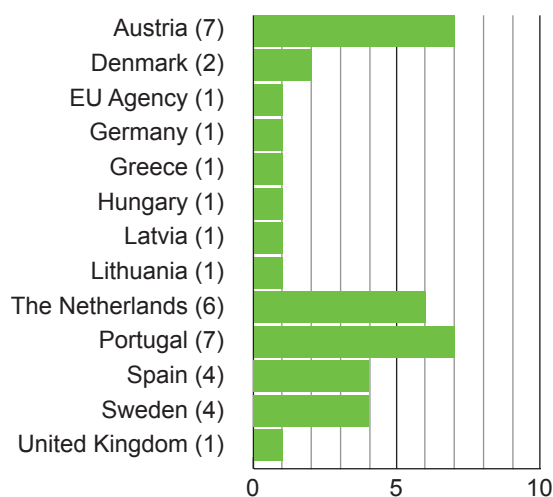
The following **37 BPC project executive summaries** under this administrative category are presented according to the four indicative areas:

- Effective engagement by government with stakeholders
- New service delivery approaches
- Innovative knowledge management and new leadership approaches
- Sound public finance

Among these BPC projects, we indicated the 3 Nominees for the European/National/Regional administrative level and 1 more Nominee for the **Cross-Cutting Award**. In addition this icon 🌐 shows that a project was fully or partially financed by EU supportive actions.

The graph below indicates the number of Best Practice Certificates by country within this level.

Best Practice Certificates (BPC) by Country



FremKom – Future Competencies in Northern Jutland

Submitted by the North Denmark Region

★ ★ ★ *Nominee Cross-Cutting Award*



EPSA2015187



North Denmark Region

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Size of organisation

>5000;
people directly involved: >15

Type of sector

Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Regional policy and development, decentralisation

Key words of the project

Stakeholder involvement, competence development, innovative cooperative, employment, regional development, growth

"FremKom is a success". This was the conclusion of an evaluation of FremKom made by Rambøll Management Consulting. FremKom is a Danish contraction of "Labour and competence needs of the future". The project was initiated in 2007 by the North Denmark Growth Forum and supported by the North Denmark Regional Council. Their wish was to provide research on labour market trends, especially to ensure that the labour force will have the necessary competencies to meet the demands and requirements of the companies in the future and thereby secure growth in the region.

Growth Forum is a partnership-based regional forum joining together partners from the regional council, municipal councils, labour markets stakeholders and educational and knowledge institutions. Growth Forum is a strategic forum responsible for prioritising the European structural funds.

The FremKom collaboration was set up as a strategic cross-cutting cooperation between many different stakeholders representing the entire geographical region. The project is organised in a triple helix organisation, with stakeholders from the educational system, the employment system and the business system which is essential for the success of the project.

FremKom is a project whose strategic aim is to focus on which competence needs in Northern Jutland are relevant now and 5 years ahead. The FremKom cooperation is built upon three phases:

1. Analysis – gaining new knowledge about competence needs of the future.
2. Debate and dialogue – based on the results of the analysis both regionally and locally.
3. Initiatives – to support the activities and initiatives which emerge from the previous debate and dialogue.

The core in FremKom is therefore a strong cross-disciplinary collaboration, which creates a strategic knowledge platform, which enables the stakeholders to visualise the future challenges and act upon them individually or jointly by recommendations to the political system. Furthermore, the public sector is under heavy financial pressure and the FremKom cooperation organises this involvement and analysis through relatively small budgets.

The evaluation of Rambøll shows that the results of FremKom are well known to strategic stakeholders in the North Denmark Region and actively used by them. In order to do so, FremKom's role as a politically independent project is underlined by respondents. Because the analysis is considered neutral, FremKom's results are perceived as being highly credible and trustworthy. This gives FremKom increased impact and enables FremKom to act as a shared and uniting framework for discussing competences.

Based on the results of the FremKom analyses, a number of additional analyses were carried out, e.g. within the construction sector, where the FremKom analysis showed that there would be a shortage of labour. Consequently a number of initiatives and projects have been set up, such as "Qualification for new jobs". This was a project supported by Growth Forum where educational courses were set up for unemployed people within areas which match the needs of the labour market according to FremKom.

The project "Co-operation and Partnership" was a regional project, whose purpose was to upskill employees with a short education in SME's based on the results from the FremKom analysis.

The FremKom analysis is also used when planning educational courses and used in the context of education and guidance. The FremKom collaboration contributes to a cross-sectoral co-operation for putting competence development on the agenda in the North Denmark Region.

Venue and Information

Submitted by the Swedish Social Insurance Agency

EPSA2015074



Social Insurance Agency

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Size of organisation

>5000;

people directly involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform

Key words of the project

Venue, labour market integration, social
integration, information, interaction,
migration

In the autumn of 2013, as a result of the increase of global crises and thus predictions of increased global migration, the Migration Agency in Sweden called for an assembly with actors involved in the processes of migration, labour market integration, social integration, and repatriation. A common goal for the assembly was to find ways that would make the process of labour market integration easier and more convenient for people who have gained asylum in Sweden.

Venue and Information is one of the six proposals that were developed at the assembly. During 2014, this proposal was turned into a project and a steering committee was set up, consisting of representatives from the Migration Agency, the Swedish Public Employment Service, the Swedish Social Insurance Agency, the Swedish Pensions Agency, the Swedish Tax Agency, and the Swedish Association of Local Authorities and Regions.

The aim of the project is to develop a venue for personalised support and information to newcomers based on service needs. This should help them integrate to the labour market more rapidly and achieve self-sufficiency earlier. The goal is to develop a simplified process for newcomers and to reduce the costs for the agencies involved. The Swedish Social Insurance Agency, the Swedish Pensions Agency and the Swedish Tax Agency already work together at a venue called the Service Office, where they meet their clients together. Therefore, these Service offices provide a natural venue for the activities of the project and are to be used as platforms for interdisciplinary teams with representatives from each of the agencies involved in the project.

To build these interdisciplinary teams and reach out to the newcomers, it was necessary to create pilot projects on a local level. Therefore, the project appointed four municipalities to serve as pilot projects. The requirements for the pilot projects were; the presence of a Service Office in the municipality, a great interest by the municipality in newcomers' integration and establishment, and that both the Swedish Public Employment Service and the Migration Agency were located in the municipality or in the vicinity of the municipality. To ensure variety, the project also wanted differently sized municipalities, with a wide geographical distribution. Thus the municipalities of *Alingsås*, *Borlänge*, *Ljusdal* and *Norrköping* were selected as pilot projects. These pilot projects have since their appointment been responsible for identifying elements in the process of newcomers' establishment, by which changes in work methods and cooperation offer opportunities for efficiency and improvement.

Today, eight months into the project, newcomers affected by the project only have to visit the Service Office once, for a few hours, to be notified of their decision from the Migration Agency, to apply for civil registration at the Swedish Tax Agency, to get enrolled for labour market integration at the Swedish Public Employment Service, and to apply for financial aid from or enrol their children for day-care with the municipality. During the remainder of their process of establishment, they can meet all of these agencies in one place at the same time, sometimes even in dialogue meetings, and with a specially formed checklist to help both the newcomers and the case officers to complete the process more easily. The initial part of the process of establishment is now more efficient and the interdisciplinary teams work together to make it even more efficient.

Green Deal Approach in the Netherlands

Submitted by the Dutch Ministry of Economic Affairs

EPSA2015070



Ministry of Economic Affairs

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Size of organisation

>5000;
people directly involved: >15

Type of sector

Economic affairs, competition, SME;
Environment, climate change, agriculture
(incl. food safety) and fishery; Public
administration, modernisation, institutional
affairs, reform; Science, research, innovation

Key words of the project

Green growth, innovation, better regulation,
networking

The Netherlands has opted for green growth: economic growth that takes into account environment and sustainable development. Through its Green Deal approach, the Dutch Government has created space for innovative initiatives from society aimed at accelerating the transition to a sustainable economy.

In implementing sustainable initiatives, businesses, NGOs and citizens' groups sometimes face obstacles. The aim of the Green Deal approach is to remove those barriers. The role of government can vary according to the initiative: from removing obstacles in legislation and regulations and providing access to networks, through to supporting access to the capital market. The Green Deal approach is a joint initiative by the Dutch Ministries of Economic Affairs (EZ), Infrastructure and the Environment (I&M), and the Interior and Kingdom Relations (BZK).

Central government facilitates innovative initiatives from society. The main objective of the Green Deal approach is that stakeholders put as many opportunities leading to a green economy as possible into practice, in the form of activities that both contribute to economic growth and improve the environment. On average, Green Deals run for a period of two to three years. The central themes of the Green Deals are energy, food, water, resources, biodiversity, mobility, bio-based economy, climate and construction. Ideally, these Green Deals will also inspire others and open up opportunities for future sustainable initiatives. In this way, the deals bring about follow-up and more impact.

The Green Deal approach is one element in a standard range of policy instruments. It is used to supplement existing instruments, such as legislation and regulation, market and financial incentives, and measures to stimulate innovation. The Green Deal approach is particularly suitable

when innovations are actually put into practice, a phase during which projects often encounter barriers. Green Deals bring Central Government closer to companies, stakeholder organisations and interest groups. They give government a more readily identifiable presence and the other players a clear point of contact.

A Green Deal is an agreement between a (coalition of) enterprises, civil society organisations or public administrations. It defines the innovative initiative and the actions involved as concretely as possible (if possible in quantitative aims or output) and it defines the input by the public administrations as concretely as possible. Green Deals have an average timeframe of three years. In the period between 2011 and 2014, 176 Green Deals were closed in the Netherlands, involving a total of 1,090 participants.

A number of unique selling points (i.e. innovative features) distinguish the Green Deal approach from comparable approaches in the Netherlands. These are for instance: a broad programmatic framework, interdepartmental cooperation by the participating ministries and all players, including the government, carry out activities in the Green Deal. To date, the results achieved with Green Deals include: realisation of 15,000 electric vehicle charging stations; making 8,100 homes energy-efficient; more than 2000 hectares of temporary nature in almost thirty areas; and construction of seven LNG stations and two LNG bunker stations. Furthermore a number of legislative barriers has been removed, thereby improving the conditions for green growth.

The Green Deal approach is applicable to other policy areas. Investigations are currently under way in the Netherlands to see whether the approach could also be transferred to the 'care and cure' domain to help health innovations reach the market.

Climate-Proof Water Management: Social Dialogue and Regional Participation

Submitted by the *Hollands Noorderkwartier District Water Control Board (HHNK)*

EPSA2015119



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Size of organisation

500-5000;
people directly involved: >15

Type of sector

Environment, climate change, agriculture
(incl. food safety) and fishery; Public
administration, modernisation, institutional
affairs, reform

Key words of the project

Water management, dialogue, innovation,
climate change

This project is about taking up the social challenge of climate change for regional participation and organisational renewal. The North Holland District Water Control Board (HHNK) is responsible for water management in the Hollands *Noorderkwartier*, an area in the Dutch province of Noord-Holland. In 2011, their plans to install additional water storage met with fierce opposition from residents, farmers and businesses. Yet despite obvious advantages, heated social discussion ensued, which was to be expected in the absence of any regional climate dialogue. Large-scale dialogue was needed here and so were dramatic changes to their organisational culture.

HHNK took this as an opportunity to accelerate culture change and internal transition. Secretary Director Martin Kuipers looks back on the decision to engage in social dialogue as a particular tense period, noting: "A surge in mergers and the associated 'engineering culture' did nothing to improve the openness of our culture'. Yet we were eager to collaborate with stakeholders to develop a future plan for climate-proof water management.

Well over 300 stakeholder representatives participated in our climate dialogue. Dialogue represents the promise of social involvement. If you fail to incorporate this into your everyday dealings, you will earn yourself a reputation of being unreliable and untrustworthy". With the social dialogue in full swing, the Board turned their attention to matters of internal management and control. Public organisations sometimes still tend to think that structural change automatically leads to a different way of working. But an effective change to organisational structure will not simply take effect on the first of the month - both managers and employees need to change their attitude and behaviour.

Once the Board had drafted the blueprints for the new organisational structure, they invited department managers and employees to join forces

in working out the new structure in detail. Managers and employees also had the opportunity to test new responsibilities and working processes. In tandem with this effort, they organised an internal dialogue to explain why changes were required. Working forms ranged from work conferences to reflection weeks and organisational storytelling.

At the time, the social dialogue was entering its final phase. The future plan (the so-called Delta Vision) was now completed. All stakeholders were keen to continue their participation, so another large-scale open plan process was organised to develop a water management plan for the 2016-2021 period. One thousand ideas for concrete measures were submitted, effectively forming the basis of the future plan, which was completed late in 2014 and implementation of which is to commence in 2016. Meanwhile, quantitative research indicates that today citizens view them as more open and progressive. HHNK even ended first when compared to a benchmark with other Dutch governmental organisations. This overwhelming vote of confidence can also be attributed to the dramatic modernisation of their work methods. Confidence has also risen as a result of their investment in mediation and improving the environment and customer orientation of employees in the field. Looking back, this effort represents nothing less than a complete metamorphosis for all external and internal stakeholders. The entire process took 36 months.

The aim is not about setting a record-breaking timeframe. What truly matters, is gaining the insight that public organisations can effectively capitalise on major social challenges to facilitate their own organisational renewal.

Room for the River

Submitted by Rijkswaterstaat, the Directorate-General for Public Works and Water Management



EPSA2015101



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Size of organisation

>5000;
people directly involved: >15

Type of sector

Environment, climate change, agriculture (incl. food safety) and fishery; Regional policy and development, decentralisation; Science, research, innovation; Transport and infrastructure

Key words of the project

Water safety, water management, climate change, flood protection, resilience, Delta, from stakeholders to shareholders, new public leadership, open government, citizenship, collaboration, process innovation, multi-level governance

Rijkswaterstaat develops and manages the national infrastructure networks on behalf of the Dutch Ministry for Infrastructure and the Environment. Their task is to ensure that the Dutch are protected from floods, have sufficient clean water and a smooth and safe flow of transport on the nation's roads and waterways. *Rijkswaterstaat* is responsible for the construction, management and maintenance of the main infrastructure of the Netherlands. That infrastructure comprises three main networks:

1. The main road network consists of over 3000 km highway, including 754 bridges and 24 tunnels.
2. The 7000 km long main waterway is the busiest economical waterway network in the world, and has over 300 bridges and 92 locks.
3. The main water system covers over 90,000 km², a 450 km long coastline and over 250 km of levees and dams. In total, public authorities control 17,500 km of levees, mainly managed by so called regional water authorities.

Rijkswaterstaat currently have approximately 8800 employees across the Netherlands and a yearly budget of approximately €5 billion.

The Netherlands are well known as the world's best protected delta. Unique in its kind, since without their water barriers such as dikes, dams and dunes, two third of the country would be flooded (60% of the inhabitants live beneath sea level). Due to climate change, the Netherlands will have to cope with more storms and heavier rainfall. The water levels will fluctuate more.

Reinforcing the dikes does not bring a long-term solution. Extremely high water levels in the Dutch river basins and near-floods in 1993 and 1995 were serious warnings. In 1995, a quarter of a million people and a million head of livestock had to be evacuated. Heavier rainfall and larger volumes of meltwater mean their rivers have to discharge more water.

These extreme situations led to a major change in thinking on flood safety in the Netherlands. The risks they face cannot be mitigated only by raising the dikes. Water levels must be reduced by giving their rivers more room. By implementing the Room for the River programme, together with regional water authorities, municipalities and provinces, *Rijkswaterstaat* is increasing the discharge capacity of the Rhine (and its tributaries) from 15 to 16 million litres of water per second.

The highest priority has been given to the safety of the four million people living in the river basin. Next to the measures taken to achieve required safety levels, spatial quality is also enhanced. Nature and economy will benefit from the projects and there will be more opportunities for recreation. Solutions that retain as much farmland as possible are preferred. Room for the River is among the first national government programmes involving co-management between the ministries of Economic Affairs and Infrastructure & Environment. *Rijkswaterstaat* is working on this programme in co-creation and collaboration with national government, regional water authorities, municipalities, provinces, NGOs and civilians. Various (governmental) agreements in cooperation ensure realisation within time and budget. Most of their projects will be completed in 2015. They are sharing their 'Dutch approach' on an international scale. Through participation in EU INTERREG exchange programmes 'Flood Resilient cities' (FRC) and 'Adaptive Land Use for Flood Alleviation' (ALFA), they exchanged knowledge on an European scale on flood protection in urban and rural areas. Their flood protection expertise of innovative technologies, multilevel governance and building with nature is attracting widespread international interest.

River Bed Vegetation Map

Submitted by *Rijkswaterstaat*, the Directorate-General for Public Works and Water Management

EPSA2015219



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Size of organisation

>5000;
people directly involved: 6-10

Type of sector

Environment, climate change, agriculture
(incl. food safety) and fishery; Transport
and infrastructure

Key words of the project

Flood safety, floodplain management,
online consultation

Large areas of the Netherlands are prone to flooding from the rivers Rhine and Meuse. One of the responsibilities of the Dutch department for Public Works and Water Management (*Rijkswaterstaat*) is to enable a safe discharge of floods by keeping the river bed as smooth and obstacle-free as possible. A potential risk to flood safety is the unchecked development of vegetation in the flood plains of the river. To manage this risk *Rijkswaterstaat* has recently (2014) set a standard in the form of a river bed vegetation map (in Dutch: *Vegetatielegger*). This map indicates what type of vegetation is allowed to grow on which location in the river bed from a flood risk point of view. All vegetation is categorised into four classes, each with a distinct resistance to flow. Although *Rijkswaterstaat* is the river manager, most flood plains are privately owned by some 13,000 unique individuals and businesses. Imposing restrictions on the development of vegetation, thus limiting the use of these lands for economical or ecological purposes, affects their interests. The river bed vegetation map is a new legal instrument. Therefore it is subject to appeal by stakeholders.

From the start of the project, nature management organisations were actively involved in the development of the river bed vegetation map. In close cooperation with these large professional stakeholders, the specifications of the map were drawn up. Moreover *Rijkswaterstaat* realised that the many private landowners and tenants also had to be included at an early stage in the process. The challenge was to find an efficient, informal and interactive way to gain insight in their interests and concerns. Additional goals were to benefit from their knowledge to improve the map, to increase understanding and support for the map and its purpose, and to expedite the formal participation process in a later stage of the project.

The solution was to engage the private landowners and tenants in an online and offline consultation strategy. All 13,000 received a letter in which they were informed about the introduction of the river bed vegetation map and its purpose. They were invited to an interactive website that published a draft version of the vegetation map. By entering their address in a search field, they could zoom to their own property. They were also asked to check whether their property had been correctly mapped and respond by dragging and dropping an arrow with their comments. Statistics of their online behaviour show that 9% of the stakeholders submitted one or more proposals for correction, 60% visited the website but did not take any further action, and 31% did not respond at all. These figures constitute an extremely high response rate.

The online consultation strategy resulted in a better informed public, a considerable improvement of the river bed vegetation map and an increased support for its purpose. Of the 1,200 participants who submitted a reaction on the website, only 40 formally opposed at a later stage to the river bed vegetation map. The Minister of Infrastructure and the Environment approved the river bed vegetation map in October 2014. It now constitutes the basis on which *Rijkswaterstaat* performs its vegetation management of the flood plains.

Maritime Analysis and Operations Centre - Narcotics (MAOC-N)

Submitted by the Maritime Analysis and Operations Centre - Narcotics (MAOC-N)



EPSA2015173



Maritime Analysis and Operations Centre - Narcotics (MAOC-N)

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Size of organisation

1-25;
people directly involved: >15

Type of sector

Education (higher and lower), training and learning; External relations and aid, development and enlargement; Justice, police, human rights and security

Key words of the project

Maritime security, drug interdictions, capacity building

The Maritime Analysis and Operations Centre - Narcotics (MAOC-N) is an interagency and international maritime operational platform, funded as an EU project and formed in 2007. Seven EU partner countries participate in the project (France, Ireland, Italy, the Netherlands, Portugal, Spain and the United Kingdom with support from the United States). It seeks to counter the threat of bulk trafficking of drugs across the Atlantic and Western Mediterranean by maritime and air conveyances. MAOC-N is based in Lisbon and the staff work together to fuse actionable intelligence which they feed to their home agencies for corroboration, enhancement or de-confliction. This combination of competence and trust has ultimately led to significant maritime interceptions and seizures by competent authorities in partner states of bulk loads of cocaine and cannabis, denying drug traffickers their illicit cargo and criminal assets in excess of €8 billion.

Since 2007 MAOC-N has supported 133 interdictions yielding seizures in excess of 100 tons of cocaine and 300 tons of cannabis, with over 600 arrests from 55 nationalities. Over 90% of the vessels of interest shared included intelligence where other countries were able to enhance the overall understanding and provide a more holistic response to a successful outcome. In most cases the country making the intervention is not the country that supplied the initial information.

Police, Customs and Naval personnel from partner countries are physically co-located, working together with the Centre staff in a common commitment, sharing their expertise and resources across the Atlantic, stretching from South America to Europe and into the Western Mediterranean. This pooling of resources and expertise has arguably been the most effective law enforcement measure focused on illicit drug trafficking activity in the Atlantic Ocean created to date. The Centre provides a dynamic operational task force and offers tangible evidence about why we are stronger and more effective working together.

A further strand of invaluable work undertaken by MAOC-N is in capacity building in West Africa, a known nexus for drug trafficking from South America to Europe. Efforts to enhance the capability of countries along the 'cocaine route' rely on strong partnership and relationships built on trust and respect. MAOC-N has been involved in many exercises and training initiatives which have received important acknowledgment from the local and national authorities. This further enhances their maritime awareness, and security, and represents a significant investment in building safer communities in West Africa and across Europe.

These activities showcase MAOC-N as a centre of excellence, promoting efficient networking, practice exchange and knowledge transfer across Europe and West Africa. Not only do the authorities that are represented in the Centre contribute to operations, they also gainfully learn from best practice in partner countries. MAOC-N maintains a modest operating budget by making better use of existing systems and by seeking synergies and building networks with other European agencies who provide services which can be exploited. This includes intelligence exchange with Europol, tracking vessels through the European Maritime Safety Agency, satellite imagery from the European Space Agency, information or resources, from Frontex, or exploring possibilities with European Fisheries Control Agency or relevant organisations.

MAOC-N promotes an inclusive and collaborative environment which endeavours to get the very best from what each country has to offer. They seek to counter a common threat with common sense.

BQ-Portal – The Information Portal for Foreign Professional Qualifications

Submitted by the German Federal Ministry for Economic Affairs and Energy

★ ★ ★ *Nominee*

EPSA2015047



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Size of organisation

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people directly involved: 1-5

Type of sector

Employment, labour-related affairs and gender equality

Key words of the project

Recognition, qualified professionals, foreign professional qualifications, vocational training, integration

Germany is faced with demographic challenges: its potential workforce is dwindling and many sectors are already having to cope with a shortage of skilled labour. This is why international qualified professionals are playing an increasingly important role in the German economy. But so far they have been prevented from realising their full potential because there has not been access to reliable information on foreign professional qualifications. The BQ-Portal was designed to change this.

Its main purpose is to support the “competent organisations” in charge of assessing and recognising foreign professional qualifications in Germany, which notably include the Chambers of Skilled Crafts, the Chambers of Industry and Commerce, and chambers for the various liberal professions in Germany.

The online platform provides them with detailed and scientifically verified information regarding foreign vocational training systems, the substance and duration of individual vocational training programmes and the legal basis on which these are offered. This information is compiled and then organised and published online in a way that makes it useful for the competent organisations.

This approach makes the BQ-Portal something entirely unique: it is the first online work and knowledge sharing platform to pool all of the relevant information on foreign professional qualifications.

The way in which the information is gathered and organised now follows a collaborative approach: besides educational researchers, the staff of the competent organisations, i.e. the practitioners actually using the database, are also involved. The information added by them notably includes details about specific occupations and the outcomes of the relevant equivalence procedures. In addition to this, the portal also offers registered users information on the legal situation, the procedures and methods used in the assessment of foreign qualifications as well as guidelines and practical examples.

The information portal is a “learning system” that helps to build up knowledge and information and thereby complements the Assessment and Recognition of Foreign Professional Qualifications Act. Thanks to its knowledge and information management capabilities, equivalence procedures in Germany have become significantly more effective and efficient. Moreover, the BQ-Portal ensures that all of the competent organisations draw on the same database. This both fosters consistency between the decisions made by the various chambers across the Federal Republic and renders the entire process more transparent.

For people who have obtained professional qualifications abroad, this means not only that they receive more likely a document providing proof of their qualifications, but also that this information is much more detailed than it would otherwise have been. In this way, the portal also benefits (potential) employers who can now gain a better understanding of what a particular set of foreign professional qualifications actually entails. This renders candidates who have obtained their qualifications outside Germany more attractive for employers in Germany and makes it more likely that they will be hired and find it easier to integrate into the German society. At the same time, the BQ-Portal also helps to reduce the skills shortage in Germany.

By setting up the BQ-Portal, the Federal Ministry for Economic Affairs and Energy has followed a new approach to delivering administrative services. The portal supports the competent organisations in their complex task of assessing foreign qualifications. It thereby strengthens the bodies that ensure self-regulation by industry.

ALF (Child Benefit without Application)

Submitted by the Austrian Federal Ministry of Finance (BMF)

★ ★ ★ *Nominee*

EPSA2015167



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people directly involved: >15

Type of sector

Public health and social welfare/affairs;
Public administration, modernisation,
institutional affairs, reform; Sports, youth,
culture and art; Taxation, customs, finances

Key words of the project

No-Stop-Shop, child benefit, birth,
eGovernment, administrative reform

Based on a decision of the Austrian Federal Government the project ALF started in December 2014. The project ALF is the first step of the program FABIAN (Family allowances new), which is defined to improve the whole service delivery process for the topic family allowance. It is planned to redesign and implement it on a new SAO based web architecture in the next years.

The core functionality of ALF is the elimination of the necessity to make an application for getting child benefit after childbirth, in other words the implementation of a No-Stop-Shop solution. If all necessary information is available to the fiscal authorities, although distributed over different public authorities and different data sources, the person eligible for child benefit will get payment quick and uncomplicated.

Original state (before ALF)

- Citizen's view – to receive regular payment of the child benefit after birth an application has to be done by: personal handover at the fiscal authority; postal application; online application.
- Case officer's view – an application processing needs at least: manual data collection; manual application assessment.

Target state (with ALF)

- Citizen's regular payment of the child benefit starting after birth: need no application; is uncomplicated; done as soon as possible.
- Case officer's view – ALF automates: data collection; application review and scoring.

Project content

Implementation of the "No-Stop-Shop" solution for automated granting and regular payment of child benefit on occasion of birth. The ALF process is triggered by an electronically data transfer of personal data in case of a live

birth. The register of births, deaths and marriages sends the information to the master data administration of the BMF. These data are completed by data from other external databases, e.g.: Income/salary information and National insurance data. Performing a set of business rules the entitlement is checked and the claimant is determined (mother, father, solicitor...).

If banking information (IBAN, BIC) is available the child benefit will be paid quick and uncomplicated. If additional data are necessary they will be gathered by mail through an automatically created information letter. There are approximately 80,000 births per year; this means 39,000 hours savings for the citizens per year and there will be also a nameable amount of savings for the financial authority.

Project goals

- Improved client-centred service delivery: consistent further development of the One-Stop-Shop principle into the No-Stop-Shop solution; citizens save time and cost, because there is no need to apply; supporting documents are not applicable; the child benefit will be paid quick and uncomplicated.
- Increased cost efficiency in public administration: reduced personal contact; cost savings for data collection from different data sources; cost savings for application review and scoring.
- Smooth transition from today's IT landscape to a new solution: ALF is the first step of the program FABIAN, which improves all aspects of family allowance service delivery processes for citizens as well as for the public administration.

Complementary facts

80.000 births; 20% use IT application FinanceOnline for Citizens for application; 1228 register offices; 41 finance offices (80 locations); 1.15 million entitled persons; 1.7 million children; €4.2 billion annual budget for child tax allowance and child benefit.

NetRegs

Submitted by the Scottish Environment Protection Agency

EPSA2015131



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Size of organisation

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people directly involved: 6-10

Type of sector

Environment, climate change, agriculture
(incl. food safety) and fishery

Key words of the project

NetRegs, environment, web guidance,
SMEs

Regulatory guidance for businesses can be complex and inconsistent, resulting in an unnecessary administrative burden and a lack of clarity about key messages.

NetRegs was set up to be a web-based first port of call for smaller businesses to find out how to comply with environmental law and follow best practice, all in an anonymous way and for free. The project was initiated in 2002 as a partnership between the three UK environmental regulators. Later, the Transformational Government agenda and DEFRA policy meant that the Environment Agency (for England and Wales) had to withdraw from the partnership. The Scottish Environment Protection Agency now delivers the service in partnership with Northern Ireland Environment Agency (NIEA). The content is targeted at Northern Irish and Scottish businesses, though best practice is valid beyond those borders. In transferring the website to SEPA, the team wanted to retain the NetRegs brand, increase the number of users, and develop beyond website pages to ensure that the service met the needs of businesses in a variety of ways.

To help achieve this, the team sought external advice, by setting up a Business Advisory Group comprising key business and trade associations as well as some individual businesses. The team also established an Internal Advisory Group with members of different specialisms from across SEPA. Wider engagement with the public is undertaken via regular surveys. Since NetRegs's inception, the team have re-structured the site and developed a number of different tools, so that now businesses have a range of options available, depending on their needs. There is sector-specific guidance, a library of environmental topics, sections on key

environmental legislation, links to other useful sources of information and a suite of interactive eLearning tools that deal with common environmental issues faced by businesses. Also, an online compliance self-assessment tool that, through an interactive questionnaire and automatically generated feedback report, allows businesses to check, anonymously, if they are compliant in a number of key areas of environmental regulation. This tool links to further information if the businesses are not in compliance.

15 videos show practical examples of actions taken by businesses to achieve a high standard of environmental performance. A free monthly email newsletter is available for all subscribers. A mobile app, providing simple compliance checklists to businesses, is currently in development. This will allow users to access simplified, practical information on mobile devices. The app is aimed at sectors where staff are unlikely to have access to a computer for a large part of their working days.

It has been recognised, through survey data, that NetRegs services can save businesses money (in terms of expenses in obtaining environmental compliance advice, resource efficiencies and reputational gains), thus contributing to promoting economic growth in various business sectors. The services also reduce the burden on the Scottish and Northern Irish environment agencies' frontline staff. If customers locate the guidance they require online, through NetRegs, they may not need to contact the agencies directly. This will reduce resource costs within the agencies.

Domain-Transcending Standardisation with Standard Business Reporting (SBR)

Submitted by Logius, the Digital Government Service of the Dutch Ministry of the Interior and Kingdom Relations



EPSA2015148



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Size of organisation

100-500;
people directly involved: >15

Type of sector

Economic affairs, competition, SME;
Information society, technology, media
and audio-visual; Public administration,
modernisation, institutional affairs, reform;
Taxation, customs, finances

Key words of the project

Administrative burden reduction, digital
single market, openness and interoperability,
standards, digital reporting, compliance,
transparency, benchmarking, reliable data,
public-private governance

Standard Business Reporting (SBR) is a widely supported solution for the Dutch (business) society. Standard Business Reporting provides governments and businesses with an unequivocal, cost-effective, secure and adaptable method for the exchange of business information between organisations in a reporting chain.

Before the introduction of SBR, companies were asked by various government agencies to deliver the same information in multiple ways. For the same data definitions, different data sets were used. Thanks to the introduction of SBR similar data sets are being used for similar data definitions, so companies can deliver the requested information with the proverbial click of the mouse. This leaves them with more time to focus on their business.

With Standard Business Reporting (SBR), the Dutch Government and the businesses in the Netherlands have come to an agreement regarding the way accountability information is being reported. This leads to an undisputed set of financial information.

Standardisation

Standardisation within SBR has proved its long-term added value to the participating organisations. Due to the underlying agreements SBR can count on broad support and acceptance among participating organisations and all these parties comply with them strictly. Standardisation (of data, processes and technologies) offers all participating organisations advantages in effectiveness and efficiency.

Transparency

With a system that is based on the standardisation of data, processes and technologies, it delivers a huge contribution to the unambiguous interpretation of financial facts and figures. Tax figures, annual reports or major statistics are all based on the same definitions. This enlarges the financial transparency considerably.

Public-Private Governance

The Dutch government has set the ambition that in 2017 citizens and companies are able to handle all their affairs with the government digitally. In the elaboration of this intention, it soon became clear that businesses

are an essential link in the joint realisation of this ambition. Within SBR, public and private parties are working closely together, based on an efficient governance structure, to make the eSociety possible in the Dutch business world. By focusing on the entire chain instead of looking just at their own responsibilities, SBR is a success because of the shared responsibility.

Benchmarking possibilities

The legal requirements for companies to provide information to the government were often seen as a burden. After all, the companies received little or no information in return. Thanks to SBR it is not only possible for the Dutch government to return aggregated information; trade associations, for example, can supply their members with relevant information. Thanks to the exchange of information using SBR, benchmarking is made possible. This makes it even more attractive for companies to use SBR, knowing that they can compare their own results to their competitors. Thanks to the digitalisation of the information exchange, companies get information faster and more reliable information than before. As a result they can respond quicker to observed changes.

The Citizen Portal

Submitted by the Portuguese Agency for Administrative Modernisation (AMA)



EPSA2015234



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Size of organisation

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Type of sector

Information society, technology, media and audio-visual; Public administration, modernisation, institutional affairs, reform

Key words of the project

Innovation, simplification, interactivity, modernisation, citizen portal, search engine, citizen services, society services, electronic public services, services portal, point of single contact

The Citizen Portal (*Portal do Cidadão*) is the central channel to access and deliver electronic public services in Portugal, facilitating the relationship between citizens, business and Public Administration. The portal can be defined as the single point of contact for online services provided by public authorities, both central and local government, also presenting services by private entities.

The Portal was developed by the Portuguese Agency for Administrative Modernisation (AMA), in close relation with the Portuguese public entities integrated in the Portal.

The first national Citizen Portal had been launched in February 2004 and the Business Portal was created two years later, both needing functional and technological updates. The new Portal was created aligned with the best practices to better serve the Portuguese society, providing information and electronic public services for citizens and businesses in a simpler, clearer and more accessible way. A new layout and refurbished functionalities were provided, aggregating the previous Citizen Portal and Business Portal's features and services in a single web point of contact.

The new Citizen Portal is:

- **Simpler** – The new Portal allows users to search the services and information they need with just a single keyword, thanks to a robust search engine immediately available on the Portal's homepage. The search results point to services and information organised in an easy and simple way to be easily understandable, with practical guides that explain the steps to carry.
- **Faster** – This service provides access to online public services for the search results point instantly to the services, in an intuitive way. It also has direct links to the most wanted services, available on the homepage. Simultaneously, the Citizen Portal is more accessible and is a

fundamental part of the national inclusive eGovernment approach, being conformant with the WCAG 2.0 AA level and adapted to different kind of mobile devices (e.g. smartphones, tablets, etc.) allowing citizens to access the services with no time and geographical barriers. It also makes suggestions of search expressions, applies synonyms to search words introduced by the user, and incorporates authentication with the Portuguese Digital Mobile Key (*Chave Móvel Digital*) that allows users to log in to the portal with a secure and easy password at any time or place.

- **More intuitive** – The new Citizen Portal organises information and services based on themes and life events, and automatically updates and displays in the homepage the list of most wanted services. Any citizen can have access to information and public services in Portuguese, English and Spanish.
- **More participative** – The portal allows users to publically rate, comment and share their suggestions and evaluations about the services and information provided. This can be shared on social networks like Twitter or Facebook. Furthermore, an option for suggestions, compliments or complaints is available in the footnote of the portal.

Currently, this functionality offers more than 1500 online services provided by 578 public and private bodies and entities, such as: online request for certificates; change of address service; 'My Street' for reporting damages in public spaces; or Online Business creation service, among other.

The new Citizen Portal was launched on 12 March 2015 and, pursuing the European Digital Strategy, it intends to significantly contribute to build a better society, providing an effective and simple interface between the Public Administration and the society.

The Citizen's Guide of the Region of Epirus

Submitted by the Region of Epirus

EPSA2015150



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Size of organisation

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people directly involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform

Key words of the project

Administrative procedures, citizen,
citizens' guide

The Citizen's Guide of the Region of Epirus is a structured mapping of the administrative procedures, which have as a common characteristic the provision of a service to citizens. The relevant website, www.politis.gov.gr, is based on Free/Open Source software.

This Guide is the first part of a larger plan which aims at the administrative reform of the Region of Epirus. This could be extended to all Regions and to the rest of the public administration in Greece. It is based on the idea that the operation of a public body can be analysed to a set of procedures. The ultimate goal is to enable the citizens to be served through the use of the internet.

There are two types of administrative procedures: internal and front-end ones, which deal with the citizens and their needs. The Citizen's Guide focuses on the latter, including interaction with the region's citizens, but its methodology could easily be extended to include and facilitate the internal ones as well.

Firstly, a structured form has been developed to record information (metadata) concerning each administrative procedure in order to create the profile of every procedure. All of these procedure's profiles have then been grouped by the Directorate General (DG) of the Region of Epirus and arranged according to thematic categories for better accessibility. Apart from the provision of information and relevant documents for each administrative procedure, citizens can upload application forms concerning each administrative procedure. Currently, the Citizen's Guide of the Region of Epirus includes over 250 administrative procedures.

The Graphical User Interface (website) is user friendly. Citizens can search for a variety of administrative procedures utilising the many tools that have been made available on the Guide. Another characteristic is that the entire website has evaluation procedures incorporated into each individual administrative procedure, as well as evaluation procedures for

the website itself. Additionally, the content of the Guide is available in recorded verbal format so as to enhance equal access to all the information available.

The benefits for citizens are many as the aim of the Guide is to enhance the transparency of administrative procedures ensuring that all the relevant information (metadata) becomes easily accessible to all citizens through the internet. Moreover, civil servants will have to spend less time in providing such information and thus their productivity can be increased. The projected increase in cooperation between the public services should also add to the improvement of administrative procedures. Additionally, the collection of such metadata can then be utilised as the basis on which to develop the models of the administrative procedures as well as to be used to reengineer them.

It is worth noting that the implementation team of the Citizen's Guide was composed exclusively of civil servants and Free/Open Source software was utilised. As a result, it was developed at minimal public cost which was for the purchase of a few commercial components of Joomla Content Management System (CMS). The hosting is free, utilising "Syzefxis" (National Networking Infrastructure).

In the future, it is foreseen that the Citizen's Guide can be used as a platform for promoting cooperation between all the Regions of Greece as many of the administrative procedures are based on the same legislative framework.

Justice 3.0 / eJustice

Submitted by the Austrian Federal Ministry of Justice

EPSA2015058



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Size of organisation

100-500;
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Type of sector

Justice, police, human rights and security

Key words of the project

Justice, IT, renewal, strategic initiative,
court automation

For as long as several decades the Austrian justice system has been a role model in Europe when it comes to using information technology successfully. Whereas in the 1990s the aim was, in particular, rationalisation through use of IT and full equipment of the entire justice system staff with IT, today the aim is to find the best possible IT support for all the different user groups up to all-electronic handling of cases in the light of current technical trends and possibilities for the purposes of an overall picture of the justice system.

By means of the strategic initiative Justice 3.0 "*Justiz 3.0*", the Federal Ministry of Justice, which called in all groups of employees and professional bodies, deals with, among other things, the question of how IT workplaces of the justice system should be designed in future in order for the staff to be able to provide the services for citizens and businesses offered by the justice system in a way that is up to date and efficient in times of a constantly increasing workload and growing challenges.

Based on the requirements and needs of practitioners it is planned to subsequently identify the demand for modernisation and optimisation both with regard to the justice system's business operations and current IT support. On this basis the future IT application landscape of the justice system can be designed for the purposes of eJustice, and the path from the actual to the target situation can be outlined, taking into account relevant cost/benefit analyses. Potentials inherent in the use of modern technologies will be included in the above considerations in the best possible way.

The initiative *Justiz 3.0* is intended to improve the quality of the services offered to the public and to increase satisfaction of the staff so that the justice system can fulfil the requirements of an up-to-date and attractive (eJustice) workplace. The aim is to provide a comprehensive and coherent system for all case types and user groups, considering their individual needs.

The overall report, concluding phase 1 of *Justiz 3.0* by summarising key findings, strategic approaches and a consolidated vision was published and communicated in June 2014. Based on this report and its implementation plan phase 2 of *Justiz 3.0* is well underway, right now with a number of parallel projects to establish the foundations and basic functions for digital file management, among them organisation, application and infrastructure for incoming scan and OCR, file system and DMS as well as workflow system.

According to the latest plans, a first pilot run of digital file management will be available by the beginning of 2016, on the basis of which fine tuning with the various user groups can be done.

Public Geo Datasets at your Service (PDOK)

Submitted by the Dutch Cadastre, Land Registry and Mapping Agency

EPSA2015260



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Type of sector

Cadastre, registry and mapping of property
and land information

Key words of the project

Geographic information, web services, reuse
public sector data, free data, open data,
reliable data, authentic data, non-commercial
data, compliant data, real-time data, high
availability, INSPIRE, Single Market,
eGovernmental services, education

PDOK is an online portal providing access to all major public geographical datasets in the Netherlands. Initiated by *Kadaster* in 2007, the scope of this national spatial data infrastructure was unprecedented. The portal is the result of the collaborative efforts of five Dutch governmental and public agencies. Currently in 2015, over 230 web services are available, amounting to 125 million hits per month. These services are free of charge, easy to use, without user restrictions or exclusions, with high-quality and reliable data, meeting national and international data standards.

Web services and downloadable files

PDOK is the abbreviation of *Publieke Dienstverlening op De Kaart*, Maps for Services. The geo datasets in PDOK are supplied by governmental departments and public authorities. The data are therefore guaranteed to be up-to-date, reliable and for free. The data are available through web services and downloadable files. For example, the Amsterdam municipality uses PDOK datasets to make a map that predicts damage caused by floods in the Amsterdam canals.

Users

PDOK is open for anyone in need of geographical data, both in the public and private sector. Including – for instance – municipalities, public agencies, businesses, schools and private citizens. In this way, the Dutch Government is stimulating innovation, eGovernmental services and the use of geo information.

History

In 2007, the European data directive INSPIRE (Infrastructure for Spatial Information in Europe) was introduced. National legislation in the Netherlands had to be revised in order to meet the new international standards for the benefit of environmental policies. The Dutch Cadastre, Land Registry and Mapping Agency (*Kadaster*) took the initiative and brought all relevant stakeholders together. After elaborate debate, an agreement was reached towards innovation and PDOK was born.

Meeting standards

PDOK meets both national and international standards, including the European INSPIRE standards and the Dutch eGovernment standards as well as the Dutch Environmental Planning Act. Furthermore, it supports European Commission activities such as the Single Market, Digital Agenda and the Public Sector Information Directive.

Partners

PDOK is a collaboration of various Dutch governmental and public agencies: The Dutch Cadastre, Land Registry and Mapping Agency (*Kadaster*); Dutch Ministry of Infrastructure and Environment; Dutch Ministry of Economic Affairs; *Rijkswaterstaat* (Dutch Road and Water Ways Networks); and Geonovum, a governmental department that is responsible for making geo information accessible in the Netherlands.

Special features

Geo data can be updated daily, updates are fully automatic; high-performance services and files are platform independent, IT is based upon open standard technology; easy to use even by those with limited knowledge of geospatial technologies; the ability to layer data and aerial photos to create tailor-made maps; accurate, reliable and current (up-to-date) data; easy to use upload station combined with automated data management and users can easily unlock and update data automatically; inclusion of the latest developments in geospatial technologies such as 3D datasets; a helpdesk for questions, requests and complaints.

Administrative Reform in Hungary: One-Stop-Shop Government Windows as the Initiation of Equal Access to Public Services

Submitted by the Prime Minister's Office



EPSA2015264



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Size of organisation

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people directly involved: >15

Type of sector

Public administration, modernisation,
institutional affairs, reform

Key words of the project

Government windows, government
integrated customer service offices

Hungary launched a structural reform programme focusing on the renewal of territorial public administration in 2011. A key objective of the reform was to build a system of client-focused public administration which resulted in the establishment of governmental integrated one-stop-shop customer service centres called Government Windows (*Kormányablak*).

The rationale behind the Government Windows network was to increase the efficiency of service provision by means of achieving economies of scale to ensure that service standards are uniform across service areas and geographical regions and to improve the client/customer oriented character of administrative services.

Another proclaimed goal of setting up Government Windows was to ensure that public service delivery points – there are currently more than 2000 nation-wide – shall be found within a short distance from the client's home and work. Government Windows have the same outward image (concerning furniture, clothes etc.) and run operations. Clients may submit several types of applications at the same time and place, which previously should have been submitted to different authorities.

The first 29 Government Windows were opened on 3 January 2011 in county towns, county-level towns, in Budapest and Pest County. At the beginning 30 different types of public administrative procedures (cases) were available. An important aim was to offer business- and customer-friendly services. Government Windows thereby provide access to the central eGovernment platform (called "Client Gate"), and help clients to fill in electronic forms. Civil servants working in Government Windows also

inform and advise clients on the process of administrative procedures as well as deal with and forward clients' requests and the attached documents.

The so-called second generation Government Windows were first introduced on 1 October 2013. These service centres are capable of issuing certain State documents, something that was previously done, solely, in Document Offices. One-stop-shop administration is implemented through the integration of former Document Offices with other authorities. The number of Government Windows has been increasing ever since. In September 2015 Hungary had more than 140 Government Windows. The overall project aims at establishing altogether, about 300 Government Windows on county and lower district level by the end of 2015.

Government Windows can process currently altogether, 423 different types of cases and there are complementary services available in further 10 areas. This portfolio is being constantly increased to a planned 2000+ delegated tasks which will embrace the whole public sector, including immigration, industry, agriculture, employment and welfare benefits, environmental protection, customer protection etc.

One-stop-shop services should also be accessible not only in government offices, but "brought to the door" – especially for the disabled, the infirm and the elderly, by "township agents", who are civil servants empowered to offer a certain set of public services on the spot. The planned mobile offices (Mobile Government Windows) will make public administration available and accessible for a wider proportion of the population all over the country.

The Prime Minister's Office is responsible for the management and implementation, coordination and supervision of the Government Windows network as well as for the respective legal framework. In summary, the ultimate objective of modernising territorial public administration is to have satisfied citizens and clients by implementing genuine one-stop-shop administration.

Citizen Spot

Submitted by the Portuguese Agency for Administrative Modernisation (AMA)



EPSA2015163



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100-500;
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Type of sector

Information society, technology, media and audio-visual; Public administration, modernisation, institutional affairs, reform

Key words of the project

eGovernment, modernisation, network governance, simplification, territorial cohesion

The Citizen Spot is a single service desk with a specialised attendant capable of delivering to any citizen a large number of services related to both the public administration and the private sector. The delivered services are essentially those already available on various websites but that citizens may not feel capable or comfortable with using directly, and alone. The Citizen Spot is therefore a shared service among the entities that provide online services and its specialised attendant acts as a “citizenship mediator” between the citizen and the required online service, providing assistance as to what actually exists and how it is to be used.

This new service combines assisted online digital services with onsite and involves the participation of a wide range of partner organisations in the creation and management of the new service network. In addition, this model is a very strong instrument in reducing the natural barriers between info-excluded citizens and the large and ever expanding catalogue of available online services.

The project started in 2014, and is expected to reach its intended target of 1000 Citizens Spots in 2016. These will cover the entire country, increasing by a large factor the geographical density of the current service delivery network at a reasonable cost, also enabling this expansion even in sparsely populated areas.

This project adheres to the following main principles:

- **Efficiency** – The Citizen Spot Network is based on partnerships with various entities (public and private). These partners provide and manage the necessary facilities and human resources, while AMA and Central Administration services provide only support and back-office functions.
- **Quality** – Building on the experience AMA has gained since 1997 with the implementation and management of 1st and 2nd generation “One-Stop-Shops”, this new public service model is expected to bring increasing levels of satisfaction to its users.
- **Proximity to public services and territorial cohesion** - The transformation and expansion of the Citizen Spots Network will cover all 278 municipalities in mainland Portugal. The number of posts to be installed will vary depending on the population of each municipality. This project will ensure accessibility and proximity to public services for all citizens and businesses, minimising territorial asymmetries.
- **Combating digital divide** – The service will be provided by mediators trained and certified by AMA and other public entities. Each Citizen Spot working position is equipped with dual monitors/screens, one visible to the mediator and the other to the citizen requesting the service. This allows citizens to follow in detail the procedures required for the practice of these acts. This is intended to help citizens learn how to perform these same services independently, promoting digital literacy, while reducing requirements and pressure on classical service delivery through physical installations.
- **Collaboration** – The Citizen Spots are implemented and developed through partnerships with entities of the central and local government, the third sector, industry associations and other entities providing public services. The operational costs of the Citizen Spots are covered by the partners, diluting these over the network of involved entities, and contributing to its long range sustainability.

The security of sensitive operations is supported by advanced electronic identification tools already available in Portugal and developed by AMA, namely the PIN-protected national identity card, the associated Digital Mobile Key (DMK), a system associating a personal identification number to a mobile phone, or analogous instruments from other Member States.

OiRA – Online interactive Risk Assessment tool

Submitted by the European Agency for Safety and Health at Work (EU-OSHA)

EPSA2015111



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Type of sector

Economic affairs, competition, SME;
Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Environment, climate change, agriculture (incl. food safety) and fishery; Information society, technology, media and audio-visual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Sports, youth, culture and art

Key words of the project

Health and safety, risk assessment, OSH management, micro and small companies, eTool, eGovernment

Why the OiRA project?

Risk assessment is the cornerstone of efficient risk management. However, carrying out risk assessments on health and safety at work can be quite challenging, particularly for micro and small enterprises (MSEs) which may lack the resources or the know-how to do so effectively. The European Agency for Safety and Health at Work (EU-OSHA) launched the OiRA project with the aim to overcome this. OiRA is the first initiative at EU level to encourage European MSEs to assess (and manage) their occupational risks.

What is OiRA?

OiRA is a web application (tools generator) to create interactive risk assessment tools (OiRA tools). These OiRA tools can help MSEs to put in place a risk assessment process – starting with the identification and evaluation of workplace risks, through decision making on preventive actions and implementation, to monitoring and reporting.

Mission and Objectives

The mission of OiRA is to increase the number of MSEs in the EU that carry out a proper risk assessment and consequently manage their occupational risks. To achieve this, OiRA develops and disseminates practical risk assessment tools tailored to the specificities and needs of MSEs in Europe. EU-OSHA offers the OiRA tools generator to national/public authorities and sectoral social partners and encourages them to build sectoral risk assessment tools tailored to MSEs. EU-OSHA also fosters the use of OiRA sectoral tools by ensuring broad promotion/dissemination and implementation, i.e. developing a diffusion strategy and the OiRA community which empowers social partners, among others, to promote and support the uptake of the tools by MSEs in their specific activity sectors.

The OiRA community

The OiRA community is made up of the organisations/people developing OiRA tools (labour inspectorates, ministries of employment, EU and national social partners). It aims to facilitate the development and dissemination of OiRA tools by stimulating the exchange of tools, knowledge and good practice, and collaborative work.

The members of the OiRA community share the same values: putting practical risk assessment tools at the disposal of MSEs free of charge; and supporting MSEs to properly assess (and manage) their occupational risks and by this way improving working conditions.

Added value of the OiRA tools for end-users

They are free, web-based and interactive; they are practical, adapted to the specificities of their sectors, allowing to assess their occupational risks; they include modules and “risk statements” allowing identification of hazards and practical “solutions” to prevent (and manage) the risks; and can be used with smartphones and tablets.

OiRA project and tools are specifically mentioned in the EU Strategic Framework on Health and Safety at Work 2014-2020 from the European Commission, as key instruments to help micro and small enterprises to comply with occupational safety and health legislation.

Online Certification of Small and Medium-Sized Enterprises (SMEs)

Submitted by the Portuguese Agency for Competitiveness and Innovation (IAPMEI)



EPSA2015249



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Size of organisation

100-500;
people directly involved: 6-10

Type of sector

Economic affairs, competition, SME

Key words of the project

Certification, online certification,
SME, microenterprise, small enterprise,
medium-sized enterprise,
administrative simplification

In Portugal, small and medium-sized Enterprises (SME) have to be certified to be fully recognised as such. The Online Certification of SME is the electronic service that certifies that Portuguese enterprises meet micro, small or medium-sized condition.

This certification is given according to the criteria defined in Portuguese legislation which, in turn, follows the EU recommendation concerning the definition of micro, small and medium-sized enterprises, so that harmonisation of criteria across the member states is guaranteed.

The certification procedures are centralised. A unique public organisation – IAPMEI, the Portuguese Agency for Competitiveness and Innovation – evaluates whether an enterprise is a SME or not and, if it is, it evaluates specifically if it is a micro, small or medium-sized enterprise. This result is accepted nationwide and followed by all other Portuguese public entities involved in administrative procedures targeting SME. Hence, the desired harmonisation at national level is accomplished.

The online certification of SME truly simplified the process of SME proof in Portugal. It has eliminated the need for enterprises to submit the same information to different public authorities (in order to make proof of SME individually, near each entity). And it has eliminated the need for other public services involved in administrative procedures to verify documents and make calculations in order to classify each enterprise as a micro, small or medium-sized enterprise or as a “no SME”.

The certification process occurs entirely online, being paper-free. The enterprises obtain their certificates exclusively by electronic means. Any file or printed version of this certificate is valid for legal purposes.

The public services involved in administrative procedures targeting SME check online if the enterprise is a micro, small or medium-sized enterprise. No other form of verification is legally recognised.

Portugal innovated absolutely in this field, by associating a calculation device to the declarative logic. This is a trust-based service, although it is not a self-classification system. The enterprises do not have to make any calculations to classify themselves, but rather they have to deliver a set of information/data, by filling in the certification form fields. The data/information interpretation and the necessary calculation are made by the system automatism.

In order to obtain a certificate of SME, enterprises only have to fill in the electronic form, accept the declaration that all the information is accurate, and submit it. If the enterprise meets all the requests, an electronic certificate is automatically generated, certifying that it is a micro, small or a medium-sized enterprise.

The certificate that is generated can be immediately visualised by the SME. It can also be immediately accessed online by any entity that is obliged to request the SME proof on behalf of administrative procedures targeting SME, namely Public Authorities and private entities engaged in administrative procedures targeting SME.

In order to guarantee the maximum reliability of data collected, the certification forms have strict validation rules that inhibit “blanks” and inconsistencies. Additionally, there are legally defined auditing procedures. Each enterprise is aware that at any moment of time it could be requested to present proof of everything that has been declared in the certification forms. If false information is detected, the certification may be revoked, retroactively. And if any benefit was granted to the enterprise, it may be lost.

Latvia's e-index

Submitted by the Ministry of Environmental Protection and Regional Development of the Republic of Latvia



EPSA2015122



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Size of organisation

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people directly involved: 1-5

Type of sector

Information society, technology, media and audio-visual; Public administration, modernisation, institutional affairs, reform

Key words of the project

eGovernment, eServices, eEnvironment, public services, internal processes within the institutions, inter-institutional cooperation, provision of services, involvement of society

Partnership initiative Latvia's e-index is a nationwide evaluation of the eEnvironment in state institutions and municipalities. It provides the notion on how active and relevant is the usage of ICT solutions in order to improve quality and availability of provided services for residents and entrepreneurs and to optimise internal processes of the state institutions and municipalities.

Latvia's e-index is the first national level initiative helping state institutions and municipalities to recognise their level of digital development, evaluate approach and foresee solutions for more efficient development, as well as identifying the best examples implemented by other institutions and thus enabling experience exchange and motivating the development of eEnvironment. This initiative also provides support for the achievement of goals set for the state in general (National Development Plan, National Digital Strategy, etc.) and provides localised guidance on best practice approaches evaluated in different international benchmarks.

Latvia's e-index contains two measurements. The e-index of state institutions was developed by the Ministry of Environmental Protection and Regional Development (VARAM), while the e-index of municipalities was developed by the working group comprised of representatives of the initiative partners chaired by Lattelecom. Powerful partners from public administration and experts of the sectors concerned were involved for the expansion and implementation of scale of the initiative (Latvian Association of Local and Regional Governments, Latvian Large Cities Association, Latvian Information and Communications Technology Association and Latvian Chamber of Trade and Commerce).

Development of the e-index of the state institutions of Latvia is based on a survey developed by VARAM to develop an eGovernment index of state central institutions for the evaluation and highlighting of the implemented activities regarding use of contemporary technological opportunities.

Survey includes a questionnaire of 102 state institutions out of 103, which were selected initially, including State Chancellery, Chancery of the President, ministries and subordinate institutions, institutions under supervision of the Prime Minister, independent institutions.

In general efficiency of eGovernment in the institutions is being analysed in five fields: efficient organisation of the internal processes within the institutions, efficient inter-institutional cooperation, efficient circulation of documents, efficient provision of services and efficient involvement of society. The e-index of the municipalities of Latvia analyses the practice in the field of eGovernment and eEnvironment implemented by municipalities.

Participation in the municipal measurement is voluntary, and 116 out of 119 local governments participated. They will be able to use the acquired results to become aware of their situation, compare previous achievements with other municipalities, as well as to inspire from best examples.

The Portuguese Health Data Platform (PDS)

Submitted by the Shared Services of the Portuguese Ministry of Health (SPMS)

EPSA2015239



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Size of organisation

100-500;
people directly involved: >15

Type of sector

Information society, technology, media and audio-visual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform

Key words of the project

Health data, personal health record, health services, information sharing, production knowledge and experience sharing, health innovation

As it happens in many EU countries today, in 2011, Portugal's NHS had more than 500 islands of non-shared clinical information about its 10 million people. Beaten by unprecedented crisis, it was a Governmental priority, that data sharing could provide sustainability and innovation. In December 2011 the Clinical Informatics Commission (CIC) was created to launch the first version of the Portuguese Health Data Platform, as a Personal Electronic Health record, a National Electronic Mechanism to share data from federated systems, and a basis for innovation in eHealth. In 2012, SPMS was nominated as responsible for the technical implementation of all CIC projects. The PDS strategy results in a quality information platform, relevant, safe, reliable, timely and contextualised. It promotes improvement of quality and access to healthcare; health information sharing, user-centred approach while breaking professional boundaries and implements the National Strategy for Quality in Health.

PDS in a nutshell, is constituted upon a SOA architecture, allowing data fluxes between more than 600 institutional databases, the Patient Summary following EU guidelines, and satellite projects like the digital Child Bulletin, Person with Rare Disease Card, or Advanced Care Document, accessible via 4 portals:

- **Patient Portal** – since May 2012, which is a free Personal Health Record, where the user can register access health information, view his NHS health data, and consume online services like booking medical appointments
- **Professional Portal** – since June 2012, provides healthcare professionals access to clinical information of the patient present in other health institutions and central repositories.
- **Institutional Portal** - since 2014, provides statistics regarding the use of the platform and progressively anonymised clinical information/patient registries of orphan diseases for example.
- **International Portal** - since July 2013, it supports the implementation of international projects, particularly in sharing the Patient Summary allowing cross-border data-sharing as well as R&D&I project participation.

For these reasons PDS was already recognised by Portugal (it has won the President of the Republic distinction as well as an annual eGov Award) as a high-added value project for the citizens. It was created through a low-resource, phased, progressive process, taking into account IT state of the art but also the needs of governance bodies. One of its originalities was the co-architecture with the National Commission for Data Protection and its strengths the implementation side by side with IT and Clinical people from the health care units (the so-called PDS Ambassadors), an engagement that is fed by monthly regular benchmarking reports. The health professional can access the digitally available medical information of the patient which is essential in a first appointment or even more so at the emergency room. In the case of chronic diseases, professionals can additionally monitor the measurements of biometric values registered by the patient themselves via the Patient Portal. Additionally, offering alerts for appointments and the administration of vaccines, PDS also aims to promote self-management of health, in the logic of a contextualised prevention.

Portugal is also increasingly interconnected with emerging developments in Europe, PDS will be the instrument to support new needs, some being propelled by SPMS itself (www.expandproject.eu), others stemming from the cross-border healthcare directive. In the dawn of wirelessly ubiquitous IT in eHealth PDS is available on mobile platforms and growing into mobiles, wearables and teleMonitoring as part of the Portuguese Mobile Vision for eHealth.

Navarra's Integrated Chronic Care Strategy (ICCS)

Submitted by the Government of Navarra, Department of Health

EPSA2015100



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Type of sector

Education (higher and lower), training and learning; Public health and social welfare/ affairs; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation

Key words of the project

Leader role, quadruple helix, sustainable health, chronic care, social inclusion, ageing, innovative ecosystem, new stakeholders' engagement model, bottom-up approach, intelligent adaptation for economic growth

Navarra's Integrated Chronic Care Strategy (ICCS) via quadruple helix collaboration project has been found by all the stakeholders (public, private, educational and citizens) as an innovative solution for Chronic care as well as has transformed the Public Administration from a "paternalist" role into a more encouraging and leader one, fostering the shared participation and collaboration and empowering the patients and their care environment to become more responsible, pro-active and known of their own chronicities.

As a result, the chronic patients have improved their life quality and security, have learned more about their pathologies, their satisfaction with the public healthcare system has improved, as well as their care environment has done. Local authorities have taken new responsibilities, the Public health system is innovating in the healthcare model, new businesses have arisen and the knowledge centres have a new perspective to research about chronicity and are also developing new skills and capacities adapted to this new model.

It is expected that within 1-2 years the chronicity costs are optimised, medical visits and hospital admissions due to chronicities should have decreased, and the ICCS project should have become a key project for chronic care sustainability. The current health-care system is no longer sustainable. 70% of healthcare costs are spent on chronic diseases and 41% of healthcare costs are dedicated to hospital care. Nowadays in Navarra, 70% of Primary Care (PC) medical appointments and 60% of hospital admissions are due to chronicities.

Demographic change and how to deal with it has become one of the main priorities in Europe where it is estimated that by 2060, 1 out of 3 people will be over 65 years old. Chronicity is not only a health issue but affects also life quality, autonomy, and patient's environment with an important economic impact.

In Navarra the Department of Health has taken a new role as leader of the ICCS involving quadruple helix stakeholders (public administration, private companies, education and knowledge entities and citizens) and

aligning this new model with the Regional Public Health strategies and the Regional Innovation Smart Specialisation Strategy (RIS3): MODERNA Plan. The ICCS is based on a new cross-cutting perspective methodology that starts with an integral patient assessment, including clinical, functional, social and psychoaffective perspectives, measured by 76 indicators generating an integral diagnosis which will be the basis for an individual ICCS Plan for the patient and his environment.

This ICCS Plan includes the "Chronic Patient School", better understanding of the pathologies, pharmacology and healthy life habits (self-care training). The project has also developed an IT tool that communicates PC with clinic specialities called EUNATE. This working model is practicable – not only in Spain, but also in the rest of Europe, including an adaptation to the Regional framework in each case. Finally, the implementation of the ICCS in Navarra will provide future economic growth due to the improvement of new professional profiles, employment creation, chronic care costs decrease and more efficient public finances in this important area to achieve a better society.

Paradigm Change in the Communication Strategy – Increasing Customer Value and Potential Savings with Customer-Focused Information and eGovernment Solutions instead of Mass Communication

Submitted by the Regional Government of Upper Austria, Department for Family Affairs

EPSA2015152



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Size of organisation

1-25;
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Type of sector

Information society, technology, media and audio-visual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform

Key words of the project

Communication strategy, family, media use, customer-focused information, increase customer value

The Upper Austrian Family Department (*OÖ Familienreferat*) wants to react to the changes in information behaviour and create online portals with which families can be informed quickly and simply. In consideration of all the usability aspects, the online portals should be tailored exactly to the needs of the users.

The focus is on increasing the customer value and potential savings with customer-focused information and eGovernment solutions instead of mass communication.

Media use has changed dramatically over the last years and electronic forms have become much more important. Family support has to be widely communicated. Along with print media, electronic forms constitute the most significant possibility to reach and inform citizens. For this reason the Upper Austrian Family Department has completely revised its communications policy in line with its customer base.

With the IT department of the Upper Austrian government an interface had to be developed in order to apply the already existing customer data to the different modules. With a new homepage, an app for smartphones, newsletters, eGovernment solutions for applications, the electronic family card instead of a plastic card, the parental education account and other online features new customer values were created. In public administration they are a benchmark for many departments as far as customer-orientation and communication are concerned.

They offer many additional user-friendly features and functions (e.g. support and online applications), easy handling and a clearly structured user interface.

The Upper Austrian family magazine and the homepage, which so far have been optimised and adapted to current technical advances, have been supplemented with an app, an online service and two newsletters in order to inform the customers in a more up-to-date and target-oriented manner.

In the future the family card app should forward all the important information from the Family Department to the mobile phone. Mobile Upper Austrian family cards, current highlights, the digital parental programme account, general events, parental education programmes and information on family support etc. should be quickly retrievable on a smartphone. With the app parents will always have their own personal Upper Austrian family card with them on their mobile phone. Thus, there is no longer a need for a plastic card.

With the online service of the Upper Austrian family card families should be able to manage the Upper Austrian parental education vouchers personally in a digital parental education account.

All of the data and processes on the homepage, the app and the newsletters are navigated via a central content management system and subsequently, there is no need to double the maintenance.

Within one year the investment costs in the new information tools have redeemed themselves!

Tourist Logistic Platform – Balearic Islands Project

Submitted by the Agency for Tourism of the Balearic Islands, Balearic Islands Regional Ministry for Tourism

EPSA2015194



Agency for Tourism of the Balearic Islands, Balearic Islands Regional Ministry for Tourism

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Size of organisation

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Type of sector

Tourism

Key words of the project

Branding and managing a tourist destination, innovation, public administrations, services for the citizen and tourist

The Tourist Logistic Platform is a new way of managing the Balearic Islands as a tourist destination. No DMO has yet an innovative solution as this one. It is a solution that helps tourists to “feel like if they were at home”, so they can move around the Balearic Islands, safely, easily and calmly as they do in their own places of residence. This can only be achieved by smartly managing the entire content of assets anchored in their territory, that is, making available to the residents and tourists all assets of the Balearic Islands displayed in real-time information: from the nearest open pharmacy to the nearest bus-stop.

The Agency for Tourism of the Balearic Islands is a public organisation that belongs to the regional Ministry of Innovation, Research and Tourism and is responsible for promoting abroad the Balearic Islands: Mallorca, Menorca, Ibiza, Formentera and Palma de Mallorca.

Balearic Islands is the first European holiday destination of Europe receiving almost 14 million tourists a year. It is also the most important place in Europe with specialised enterprises dedicated to developing ICT in tourism.

The Tourist Logistic Platform project emerged due to a need to fully support tourism in the low and the medium season. The project contributes to extend the tourist season all year round, offering several information to different demand profiles all year round; that means that a German tourist will not receive the same information as a Russian one, neither the same information in June and in January.

Besides, there is an important innovation in this project that consists of monitoring tourist flows in real time. The platform structures a central management system of tourist destination demand and all events related with visitors and tourists in real time.

Another advantage of the platform is that it is a cross-public administration project that involves the participation of 4 public administration levels: national, regional, insular and local. It is thus, the first experience ever in Europe that links together 4 levels of public administration generating synergies between all the administrations involved in terms not only of contents and services, but also of certification and legislation.

This ambitious project is currently in its beta stage, available to receive feedback and suggestions from users, which will help not only making it a successful first result soon operative, but also ensuring that the whole TIE project suits the existing and future needs of “our beloved tourists”, residents and local companies. Tourist Logistic Platform is a project for everyone, a project for the Balearic Islands.

Available Cinema

Submitted by the Swedish Post and Telecom Authority (PTS)

EPSA2015241



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Size of organisation

100-500;
people directly involved: >15

Type of sector

Justice, police, human rights and security;
Information society, technology, media and
audio-visual; Sports, youth, culture and art

Key words of the project

Visually impaired, dyslexia, audio description,
audio subtitles, cinema, film

In 2011 the Swedish Post and Telecom Authority (PTS) and the Swedish Film Institute (SFI) were commissioned by the Swedish Ministry of Culture to devise a technical system for audio description and audio subtitles for use in digital cinemas. (85% of cinemas in Sweden are digital). Audio description means that events and settings in a film are verbally described and read alongside the dialogue and other sounds in the film.

Audio description makes films and stage performances available to blind and visually impaired. This has earlier been made possible through audio description interpreters present in the cinema where the film is shown. The system with interpreters has however limited the number of showings available to visually impaired. In 2014 only 150 such shows with audio description interpreters took place in Sweden. Some 1300 visually impaired attended these shows.

As a comparison it can be said that the ten most viewed Swedish films in cinemas in 2014 were shown on 63,401 occasions. The ten most viewed foreign films in Swedish cinemas in 2014 were shown on 82,058 occasions. If these 20 films had had audio description and audio subtitles the number of films available to visually impaired and dyslexics would have increased dramatically.

The technical solution that has been developed utilises the visually impaired' own smartphones. The user downloads one of five apps produced in the project from Androids Google Play or Apples App Store. This increases the potential number of films shown with audio description dramatically. The users' smartphone registers the soundtrack of the film with its microphone and synchronises it with the audio description track which the user listens to in his or her own headphones.

Audio subtitles is a system where subtitles to a film are read aloud in the users headphones. This enables dyslexic that cannot read subtitles to understand the dialogue when the film is in a foreign language. It is estimated that 10 percent of the population or 1,000,000 people in Sweden have a visual impairment or dyslexia. But the solution also enables young people who have not yet learned to read to watch films with subtitles.

Representatives from all parts of the chain from producers to consumers have been involved in the project. Working groups consisting of representatives from the Swedish Association of the Visually Impaired (SRF), Visually Impaired Youth Sweden (US), the Swedish Exhibitors Association, the Swedish Film Distributors Association, the Swedish Film and TV Producers Association, Swedish Agency for Accessible Media (MTM), the Film Directors branch of the Swedish Union for Performing Arts and Film, the Swedish Association of Dyslexic, the People's Parks and Community Centres in Sweden as well as the production companies Balken Produktion, Scanbox and Filmtec, the film producers SF Film, Nordisk Film and 20th Century Fox and the cinema chains Svensk Bio and SF Bio have been involved in the project.

A number of practical tests have been undertaken during the project. They have been conducted in ordinary commercial cinemas with an audience consisting of visually impaired and people with dyslexia. It is estimated that the deployment of this technical solution could increase the number of cinema visits in Sweden dramatically. The developed system does not need any technical installations in the cinemas. The tracks with audio description and audio subtitles are downloaded with an app from a server to the users' smartphones. This also eliminates the need for distribution of tracks on physical media to the cinemas.

Right from the Start

Submitted by the Upper Austrian Health Insurance

EPSA2015036



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people directly involved: >15

Type of sector

Public health and social welfare/affairs

Key words of the project

Prevention, quality-assured,
(expectant) parents and their babies

The period during pregnancy, birth and the child's first years are considered to be a very vulnerable phase in the life of expecting and young parents. It is not only the woman's body that changes; also the relationship undergoes changes. There are many worries as soon as the baby is born. Why doesn't my child drink? Which foods should I give him? How do I care for baby's teeth? When does my child need a toothbrush? What kind of financial support is available to me? How do I care for baby skin? How can I make sure that my child is safe from accidents? What vaccinations does my child need? Some parents also worry about their own health. About 80% of all young mothers suffer from the so-called baby blues. This can develop into postnatal depression in some cases. Financial difficulties may add to this stressful situation. To put it simply: The first years of a child's life are full of joy but also full of insecurities. The Upper Austrian Health Insurance undertakes specific efforts to provide ongoing support to parents right from the start.

The idea of the programme "... right from the start!" is to provide parents and their children with comprehensive valuable information on topics such as nutrition, psychosocial health, smoking, vaccinations, dental health, accident prevention and care. The aim is to ensure that children grow up healthily. The target group of the (expectant) parents is considered to be very receptive to information, which is useful for their own health, but also for the health of their offspring. It is also clear that this target group also obtains a lot of information from the internet and books. Experts (midwives, gynaecologists, pediatricians) are also being consulted. Many of the prevailing insecurities are only inadequately dealt with despite the mass of

information with regards to pregnancy, birth and early childhood. Different expert opinions, views and advice are often given to the target group, which only leads to even more doubts.

The main focus and value of the project is therefore to provide coherent and quality information. Information can be obtained at free workshops, but it is also possible for parents to get information right from the start of pregnancy and beyond the birth of their child using the stage relevant communication tools which provide information on the most important topics. A core element of the program is to offer this service to all expectant parents for free, regardless of their insurance status. The easy access aims to also reach vulnerable groups. Moreover, it is their wish to provide special services to specific groups (deaf, educationally deprived, migrants) in order to achieve social equality.

One of the essential objectives of the program is to provide expectant parents with information which is needs-based, consistent and quality assured. Expert training completes the program. Experts are informed about the latest recommendations in specific areas during specifically designed training sessions. This ensures a consistent approach across the region.

Sensitisation for Climate Protection Measures in Daily Life – Workshop for Female Migrants

Submitted by the Austrian Federal Ministry for Agriculture, Forestry, Environment and Water Management

EPSA2015127



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Size of organisation

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Type of sector

Education (higher and lower), training and learning; Environment, climate change, agriculture (incl. food safety) and fishery

Key words of the project

Female migrants, climate change, quality of life, consumption patterns, energy saving

The overall aim of the project was to sensitise female migrants to climate protection. The project realisation was done by Peregrina, an organisation assisting female migrants in integration by several ways: legal advice, social affairs and verbal skills.

Throughout the project lifetime (July – December 2014) 14 workshops were held, in which 154 female migrants of many different countries and with diverse mother tongues (29 different mother tongues!) experienced in practical examples how to integrate climate protection measures into their everyday life. The practical examples were taken out of all kinds of daily situations such as cooking, shopping, mobility, etc. Each workshop was attended by 7 to 25 participants, aging from 18 to 68 years. Focus of the workshops were „energy saving“ and „conscious consumption“, which seemed to be also the most relevant themes for most of the participants according to the evaluation done at the very end of the workshops.

The underlying thought – climate protection measures can help to save money through conscious consumption – can easily be realised and is important given that most of the female migrants are in a social-economically disadvantaged situation. Lack of information is thus leading to a lose-lose situation, where environmentally „negative“ behaviour is more costly than environmentally friendly behaviour (win-win situation).

For this reason the focus in the workshops was on practical measures that can easily be copied and integrated into everybody's daily life. A second, very important objective of the workshops was the strengthening of the participation in society of female migrants.

With regard to the comprehension much attention was given to the language skills of the migrants: easy to understand language (short sentences, etc.), support of the teaching and learning content by pictures, films, group games and assistance in the participants' own mother tongues (five different languages were offered – Arabic, Armenian, French, English and Turkish), specially designed workshops and inclusion of cultural skills of the participants. Participants were invited to bring examples of „sustainability in practice“ in their home countries to achieve group learning effects.

To maximise the value of the workshops participants were also encouraged to spread the knowledge gained in their families and private networks to utilise multiplication effects. Through this multiplication effect about other 300 migrants were reached.

The Chatroom of the Austrian Student Psychological Counselling Services

Submitted by the Austrian Student Psychological Counselling Services

EPSA2015094



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Size of organisation

50-100;
people directly involved: 6-10

Type of sector

Education (higher and lower), training and learning; Public health and social welfare/ affairs

Key words of the project

Chatroom, online counselling, psychological counselling, student counselling

Especially among the target group of students, the use of New Media has reached a common state and has to be considered when thinking about communication. Young people are used to this means of communication. Therefore, the Austrian Student Psychological Counselling Services launched a Chatroom in August 2014 in order to provide short online counselling sessions for students and those interested in studying.

The concept of psychological online counselling as in this Chatroom is a pioneering task in Austria. As the Chatroom is primarily intended for information issues but in some cases also for therapeutic topics, it provides state-of-the-art counselling. Two articles in the well-recognised German magazine "*Psychologie heute*" from January 2014 argue that the effects of online counselling are equal to those of face-to-face counselling.

The counselling services as well as the handling of sensitive data and protocols strictly follow the regulations set in the law on protection of data privacy, the law for psychologists and the law for promotion of studies. The concept has been approved by the Austrian Data Protection Authority.

Due to its innovative concept, the Chatroom reaches (potential) clients who would otherwise be excluded from psychological counselling. This may result from reduced mobility, handicaps, social disadvantages, family attitudes, migration background, etc. The counselling sessions are also possible in English. The Chatroom takes the diversity aspect into consideration by catering to all groups of (potential) students.

The current team consists of four counsellors and an experienced supervisor who is Clinical and Health Psychologist as well as psychotherapist. Every team member is Clinical and Health Psychologist and/or psychotherapist

following the corresponding legal obligations such as professional secrecy, handling of personal data, etc.

Presently, regular counselling hours and additional individual appointments are possible in order to offer the clients a flexible service. There is a tight social network, so if necessary, clients are referred to other institutions/counsellors/therapists for individual, direct support.

So far, feedback on the homepage has been thoroughly positive, it is perceived as inviting, user-friendly and clear. Of course, it is also suitable for Smartphones. The budgets are covered and regular operation has been started.

A Wealth of Ideas – *IdéRiget*

Submitted by the Rigshospitalet

EPSA2015153



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Type of sector

Public health and social welfare/affairs

Key words of the project

Innovation, knowledge management,
new leadership approaches

Access and inclusion – New innovation culture at Denmark’s largest university hospital, Rigshospitalet

With the innovation programme A Wealth of Ideas “*IdéRiget*”, Rigshospitalet set out on a new course, i.e. to make the obvious move to boost public sector innovation by inviting frontline staff to come forward with their innovative ideas. What would be more obvious to do and yet never done with scalability.

The scope of the innovations program was to:

- accelerate the number of innovative solutions that add value from a patient’s perspective;
- view the patient as someone with the ambition to regain as much control and uphold as many every day routines as possible;
- start playing “catch” with the patients instead of “ping pong”;
- find solutions that really solve the problem and not just transfer it to another part of the public sector.

Full scale prototypes in a fraction of time

Good ideas with a strong potential to change rarely go directly from idea to execution. Even the most promising idea starts in a form which must be elaborated further and iterated several times before it can be launched. *IdéRiget* provides the time, resources and access to executive decision power that can clear the road to proven concepts and implementation.

10 entrepreneurs were given a timeframe of 6 months, full compensation, a little money to pay for prototyping, consultancy services from the internal “Change and Innovation Team”. Additionally training was provided by program partners DTU Business from the Technical University of Denmark supplying international faculty on an executive program level. Governance for *IdéRiget* was handled by the 8 members of The Innovation Board covering 5 external members with huge experience from private sector innovation and 3 internal members with substantial insight in clinical and hospital management issues.

Leukemia patients getting equipped for a wireless world

The Innovation Board selected the two very best concepts for a large scale implementation. One of these makes it possible for patients with leukemia to receive chemotherapy in the comfort of their homes due to the use of a portable digital pump. The concept enables patients to spend more time with their families, stay on their own favourite menus, keep up with physical training, go shopping, enjoy usual pastime routines and avoid risks of acquiring infections at the hospital (due to the disease and its treatment).

The patients will come to the clinic every second or third day to exchange the pump and to have a feedback session with doctors and nurses before going back for another stint at home. The solution also has the potential to reduce ward capacity and to sharpen focus on the in-clinic patients most in need of 24/7 attention. This service offer is new to Danish cancer patients and it combines key issues such as “patient-centred”, “relational coordination” and an “inter professionalism team set up”. The use of the digital pump concept is also extended to treatment with antibiotics to patients with serious infections that cause hospitalisation for up to 4-6 weeks. This is applied not only to leukemia patients but also to patients from cardiovascular and orthopaedic surgery clinics.

Results from early implementation (Leukemia 1/1-2015-31/8-2015)

#Patients	40
#Treatment regimens given	75
#Saved in-patient bed days	250
Duration (standard concept)	8-11 days as in-patient per treatment period
Duration (pump concept)	3-5 out-patient visits per treatment period

Development of Lifelong Learning Opportunities in Rural Areas

Submitted by the Lithuanian Education Development Centre



EPSA2015255



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Size of organisation

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people directly involved: 1-5

Type of sector

Education (higher and lower), training and learning; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation

Key words of the project

Inter-agency cooperation, multifunctional centre, community centre, empowering

Multifunctional Centres (MCs) in rural areas are being established by municipalities to provide public services targeting the needs of local people. The nature of these institutions goes closely with the idea of community centres. Their main objective is to improve the quality and accessibility of public educational, cultural and social services for local people and to strengthen community relations in order to ensure economic, cultural, environmental and social development.

However, the process of bringing different services together is not as smooth as expected. The hardest task appears to be collaboration of MCs with other public service providers, ensuring coordinated and complex actions. They also face the issues of insufficiency of legal base, lack of practical experience, etc.

The project was meant to follow this process and help form a unified understanding of the purpose and functions of MCs; promote inter-agency cooperation among various actors to ensure coordination, supply and availability of public services; prepare and empower staff of MCs. The project aimed to improve quality of public services for communities and develop opportunities of lifelong learning for community members.

The project was implemented in 2012-2015. Activities were concentrated in 3 areas:

1. creating and empowering a network of MCs;
2. providing competence and capacity building opportunities of those directly involved in management and daily activities of MCs;
3. providing non-formal education opportunities for local people facing social exclusion.

Main activities

- an inter-ministerial working group (involving ministries of Education and Science, Culture, Social Affairs and Labour, Health, Association of Local Authorities etc.) was established to coordinate the implementation of MC related projects and activities.
- 42 MCs (from 28 municipalities) were selected to participate in the project.
- 20 Cooperation agreements were signed between local authorities and Education Development Centre, where local authorities committed to take active part in the realisation of the project, to nominate a local coordination council for each MC (composed of members of local community, local institutions and NGOs, MC, other stakeholders) and, after consulting MC, appointed a curator that would take intermediate and coordinating role within local community and institutions, thus ensuring inter-agency cooperation at local level.
- The concept of long-term training program for staff of MCs and local coordinating councils was designed. It included:
 - 1-day Needs Analysis Session with the members of local coordinating council, the curator, etc., to formulate their learning needs;
 - 4-day-long Training Course based on the Needs Analysis. Each MC was represented by a team of 3 persons (curator and 2 members of local coordinating council). Each team prepared an Activity plan for the period of 6.5 months (plans were based on the principles set in the draft of the Concept of MCs thus testing them in practice).
- "Practical guide for MCs" was prepared and published.
- 1243 local inhabitants in 27 MCs took part in non-formal education programs.

Police Competence Training

*Submitted by the Austrian Federal Ministry of the Interior, Department I/9,
Competence Management*

EPSA2015168



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Size of organisation

>5000;
people directly involved: >15

Type of sector

Education (higher and lower), training and learning

Key words of the project

Police competence training, human rights, police science, participatory research

The Austrian Ministry of the Interior considers the Austrian police force as an organisation that protects human rights. This means that human rights serve as base for police work. In order to already embed this understanding in the basic police training, the project 'Police Competence Training' was initiated among others in July 2014.

Competence research is considered as the focus of this project, as, apart from qualification, the term "competence" clearly places the requirements for police intervention as priority. Moreover, the term seems suited to describe the coping with complex, dynamic and especially unforeseeable situations.

The project as such is split into two major parts. On the one hand this is the set-up of a competence profile for police duty while on the other hand this is the development for a competence training for the basic police training.

In the context of the example "violence within the family", this means that law enforcement officials who are still in training are not only trained in the relevant matters of law but also attend modules, in which they work on the solution-oriented handling of concrete situations in form of role-plays. This approach serves to prevent or terminate domestic violence. Accordingly, police officers are confronted with a simulated scene of an incident based on police practice and need to act in a simulated real-time situation in a social-communicative, tactical and human-rights complying as well as solution-oriented way. Furthermore, they need to reflect as well as document their behaviour thereafter.

The environment for the training is thus changed situationally. This form of training follows a holistic approach and allows for the expression of competences in different core-competence fields that are relevant for

everyday police situations. The special characteristic of this approach is the cooperation that is to be pointed out as the important innovation of this project. In fact, this project was developed based on the active involvement of societal representative groups and experts from external scientific research institutions as well as thanks to the continued support of police-internal working groups.

By involving external training experts, the development of practice-oriented educational material and curricula in accordance with the European Qualification Framework are also followed in the project work. Moreover, it is fairly innovative that this project allows for results to be achieved on different levels. Based on the special situation that police officers cooperate with social scientists, fascinating processes that can then be used on the level of organisational development become obvious.

Due to the active involvement of research results derived from research projects related to safety and security, which the BM.I participated in as essential user (e.g. the project POLIS, detailed information available at www.queraum.org), educational material that is based on empirical data and orient themselves towards police-relevant everyday situations could be developed.

All these results achieved from previous projects and based on the special constellation within the cooperation are going to be united in the project 'Police Competence Training' and illustrate an overall picture which might be of essential use to other European police training centres.

In case this concept were taken over, it would be advantageous for other police training centres that the concept could be implemented without any increased time- or finance-related efforts.

Challenge-Driven Innovation – Societal Challenges as Growth Opportunities

Submitted by VINNOVA, the Swedish Innovation Agency

★ ★ ★ *Nominee*

EPSA2015105



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Size of organisation

100-500;
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Type of sector

Science, research, innovation

Key words of the project

Societal challenges, user-driven innovation, sustainable growth

In 2011, as the first government agency in the world, VINNOVA (the Swedish Innovation Agency) launched a program which constitutes a path-breaking approach to tackling societal challenges and achieving concrete and system-transforming results. This ground-breaking policy instrument, Challenge-Driven Innovation, combines innovation promotion with societal challenges in an effort to turn challenges into opportunities for growth, prosperity and sustainable development. And it works.

One key element is the application of a stage-gate approach, where the government funds relatively more in the early stages of the project, thus assuming a large portion of the risk, but as the project moves through the stages, the project partners and the consortium bear an increasing share of the costs.

Also, in their effort to promote system-transforming change, they rely on a user-, demand- and stakeholder-driven approach, they mobilise interactions and stimulate partnerships across a broad range of sectors, actors and research disciplines, and identify and drive necessary changes in framework conditions (policies, regulations, institutions, demand, human capital formation, etc.) to enable structural change. While VINNOVA's programs are often operationalised using a stakeholder-driven approach, the Challenge-Driven Innovation program is their most complex, demanding and user-driven program, for example due to the bottom-up approach adopted and broad scope.

Users and customers must be active in the projects and broad societal challenges must be tackled, resulting in a need for complex consortiums and governance.

Finally, they apply policy experimentation and learning, with structured feedback loops, in order to improve continuously their approach and implementation of the program and they strive for a customer-oriented approach (including minimising bureaucracy and ensuring professionalism, efficiency and transparency) when it comes to their calls for proposals, evaluation processes, management and follow-up of the projects.

The results have attracted great interest at all levels in the innovation system, from politicians to researchers. For example, the project "Patient Journey" addresses poor communication in healthcare processes, and it has received recognitions such as the Award for the European Prize for Innovation in Public Administration (Category for Citizen) with the argument that it can "revolutionise the whole healthcare system".

The program has renewed VINNOVA's portfolio of actors, i.e. they reach actors that have never been in touch with VINNOVA.

- 90% of the projects that are rejected at stage 2 continue the work in some form, meaning that the program has a mobilising effect with respect to tackling societal challenges.
- All projects address green sustainable growth and/or socially sustainable growth. For example, one project has, among many results, built the world's most northern passive house in their quest for attractive and energy efficient cities in cold climate.

They are convinced that if the public sector wants to address societal challenges then it is necessary to rethink the funding structure and work methods so that it really puts demand and societal needs at the centre of attention. This transformation, which will continue and evolve, has by no means been an easy journey for them, but it has been necessary and rewarding.

Global Find

Submitted by the Portuguese Business Development Agency, Aicep Global Parques

EPSA2015009



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Size of organisation

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Type of sector

Economic affairs, competition, SME;
Information society, technology, media and audio-visual; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation

Keywords of the project

Global find, business location, investment, industrial sites procurement, search engine

Global Find uses a GIS platform and a search engine to find available sites in Continental Portugal suitable to accommodate industrial and logistic projects. Using a multi-criteria analysis, the tool enables an investor, with internet access, to find a site in a business park in Portugal, which meets their project requirements.

The tool was developed in 2008 by Aicep Global Parques, a public held company specialised in park management and business location. The goal was to assist Industrial and Logistics Companies in search of a new site and to address the lack of systematised information that is critical to that purpose. Before Global Find's development, information about available sites for industrial use was scarce and scattered and implied a long process of contacts and gathering of information in order to accommodate the investors' needs. By overcoming those constraints with a tool that allows an efficient and swift search at national level, Global Find aims to develop the dynamics of business building in Portugal and make the country more successful in the capture of foreign investment.

By putting together a dedicated team and the necessary financial resources, aicep Global Parques was able, over a period of a year and a half, to put in place a web tool with the basic information and an initial sample of 20 business parks offering 2.000 plots. The costs involved in the process were of about €280,000 including human resources, software, promotional material and launching event. The project's current fixed annual costs are around €9,000 for software update, hardware maintenance and annual licensing.

By filling in the query in the platform's entry page, regarding required area, choice of brownfield or greenfield, proximity to main transport infrastructures and/or universities, as well as ranges of indicators such as level of education in the region, the tool will show the best available solutions in an interactive map and will allow the investor to access to

detailed information on various points. In addition to the multi-criteria query the tool allows free search with keywords, browsing the map, information of points of interest and access to socio-economic profile reports with detailed information about the regions, plot reports with technical features and comparative reports comparing up to 5 locations. These reports may be printed or saved.

The use of Global Find is free of charge but implies a registration for the attribution of a password allowing login of the user. By logging in, an investor gains access to the map, the characterisation and description of several interesting features in the industrial or logistic context, such as data regarding ports, airports and logistic platforms, road and train network, universities and state laboratories in a given region, nearby existing economic activities and companies operating in the business parks included in the platform. Visualisation of photos and promotional films of the facilities is also available.

Global Find offers helpdesk support through a dedicated e-mail. For more in-depth information or a tailor-made procurement, aicep Global Parques experts provide customised consulting services to the investor, upon requirement. The consultancy services complement the online services and use Global Find features for procurements based on specific criteria, only available in desktop, such as population density, average wage, areas reserved for industrial use not included in business parks, sites with a minimum distance from urban centres, etc.

Global Find can be visualised in Portuguese, English, Spanish and German.

Public Contracts Portal (BASE)

Submitted by the Portuguese Real Estate Institute (INCI)

EPSA2015208



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Size of organisation

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Type of sector

Public procurement

Key words of the project

Electronic public procurement,
accountability, transparency, interoperability,
public administration reform

The “Portal BASE” (hereinafter referred to as “BASE”) was created after the publication of the Portuguese Public Contracts Code, in January 2008, which transposed Directives 2004/17/EC and 2004/18/EC. It gathers all relevant information on public procurement in Portugal and makes it available to citizens in an open and transparent way.

This new Code introduced major changes to public procurement, and the most innovative ones include the possibility of using fully electronic procedures in contract formation, which later on became mandatory in all tender procedures. When establishing this obligation, the Portuguese Government also decided that this task should not be performed by a single platform, thus paving the way for the emergence of a private market of electronic platforms.

That decision led to the creation of the BASE as a single portal that collects all information on public procurement and publishes it in an open and transparent way, thus becoming an instrument of accountability and transparency in public purchasing.

The BASE collects information on two stages of the procurement procedure: the formation and the performance of public contracts. This information comes from different entities and is transmitted to the BASE in “data blocks” at different times during the procedure:

Whenever a notice on the opening of a procurement procedure is published in the national Official Journal its content is automatically sent to the BASE,

thus creating a registration of that procedure. Likewise, the Electronic Procurement Platforms send the information to the BASE during two or three different stages of the tender procedure, depending on whether it is a competitive procedure or a direct award.

Therefore, when conducting their procurement procedures through the electronic platforms, contracting authorities create a data basis that is automatically transmitted to the BASE. Contracting authorities interact directly with the BASE after they conclude any contract. “Data blocks” forwarded to the BASE vary according to the type of contract and the procedure chosen for its formation.

Information submitted by a contracting authority is always available to that authority, who can even manage their projects through the BASE. This functionality is rather important for small entities with no monitoring systems of their own.

To promote transparency and a better understanding of public procurement, information made available to the public includes: notices on the opening of procurement procedures and the contracts concluded under direct award and open procedures.

Furthermore, the BASE provides statistical information on contracts, by type of procedure, contractual value and date. This information can be represented in tables of values and in temporal and geographical charts, and can be customised by the user.

The BASE also gives access to the Public Works Observatory (OOP), an information sub-system that manages the most relevant aspects of the formation and performance of public works contracts and concessions.

All that information is analysed, processed and subsequently used to develop a wide range of studies and statistical analyses. Part of it is also published, thus becoming a valuable tool in the drafting of indicators, reports and statistics.

SABO's Kombohus – Forcing Prices Down to Raise Public Housing Construction

Submitted by the Swedish Association of Public Housing Companies (SABO)

EPSA2015103



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Type of sector

Economic affairs, competition, SME

Key words of the project

Cooperation, procurement, competition, price-pressure, innovation, sustainable housing, energy-performance, social responsibility, accessibility

Sweden is currently facing a significant housing shortage caused by a level of residential construction that has been far too low for a long time, combined with Sweden having both Europe's highest population growth rate and Europe's highest level of urbanisation. Moreover, the problem has been amplified by Sweden having the highest construction prices in the EU.

The public municipally owned housing companies in Sweden, together with the Swedish Association of Public Housing Companies (SABO), have initiated and developed the concept of SABO's Kombohus. This concept is an extensive strategic effort being implemented nationally by 300 municipal housing undertakings in Sweden and aimed at increasing Sweden's residential construction of cost effective multi-dwelling buildings without state funding. (Currently there are no government subsidies for residential construction in Sweden.)

The municipal housing undertakings have completed three framework procurements in respect of the concept and have managed to reduce building costs by 25 per cent while producing better-quality multi-dwelling buildings through building companies being afforded an opportunity within the public procurement rules to compete for considerable volumes of homes erected under framework agreements over several years. This affords significant opportunities for improving efficiency, performance, lead times, quality and logistics as well as the prospect of extensive cooperation between suppliers.

As the buildings are pre-designed and partially prefabricated, this reduces the construction period while increasing the productivity of the construction companies. Huge interest has been shown in constructing these buildings, far exceeding the objective of the concept. Over 80 projects are currently underway in over 60 different municipalities. This includes over 4,000 homes

in total that have either already been built or are in the construction process. It is considered that the three procurements will provide approximately 11,000 homes in total during the term of the contract. The multi-dwelling buildings procured may be erected by any one of the 300 municipal housing undertakings throughout Sweden, both as individual ancillary buildings or as apartment blocks. Buildings are procured at a fixed price and are fully completed (ready-to-occupy), so that tenants can move in immediately.

This concept building was developed by the building contractors within the margin of expenditure set in the procurement, and the building proposals submitted have then competed against each other and been evaluated on the basis of standard and quality. This has resulted in the buildings having very good apartment solutions, a robust and environmentally friendly choice of materials and very low running costs. These buildings are also ranked as low-energy buildings.

Independent researchers have monitored the method of procurement and costs together with subsequent moving chains. The results show, among other things, that housing companies operating in areas where previously it was not economically viable to build have now been afforded an opportunity to build homes at a lower construction price. We also see that many of the people who have moved into the new multi-dwelling buildings are older people who now have the option to move from a home that is no longer suitable to a home that is accessible and tailored to them. This has resulted in moving chains starting in areas where no-one has built any new homes for a long while and also in rent levels that more citizens can afford.

Another positive effect of the procurements is that the construction companies involved in the concept were able to develop products that were so cost-effective that it has been possible to increase their volume of construction for the external market, private property owners and institutional investors.

Green Jobs Programme

Submitted by the Biodiversity Foundation, the Spanish Ministry of Agriculture, Food and the Environment



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Size of organisation

25-50;
people directly involved: 6-10

Type of sector

Economic affairs, competition, SME;
Employment, labour related affairs and
gender equality; Environment, climate
change, agriculture (incl. food safety)
and fishery

Key words of the project

Green, jobs, entrepreneurship, environment,
green economy, employment, European
Social Fund

The Green Jobs Programme (*Programa empleaverde*) is an initiative developed by the Biodiversity Foundation of the Spanish Ministry of Agriculture, Food and Environment.

It is co-funded by the European Social Fund through the National Operational Programme on Adaptability and Employment 2007-2013.

- 1,300,000 participants;
- 2,600 green businesses or new green business lines promoted;
- 270 projects implemented and €45 million mobilised.

These are some achievements which help to measure the results of the Green Jobs Programme. They show the success of this Programme as well as the success of the 500 entities involved, turning an ambitious initiative into reality.

Behind each indicator there is a person. People who want to start a new project, who work or who run a business. They are the one million three hundred thousand projects participants who give meaning to this programme. They have found different growth opportunities related to sustainability and they are key figures of a greener economy.

The Programme provides grants to projects in order to empower people and companies to exploit the business and jobs opportunities offered by the sustainable use of the biodiversity and the environment.

It is managed mainly via calls for proposals and own projects. Among the own projects launched, of special relevance is the Green Business Network (GBN) created to promote the start-up of green business and to channel investment into sustainable ventures. Currently the network has more than 7000 members which are entrepreneurs and eco-investors.

The Green Jobs Programme has achieved significant results for people and for sustainability. It has received numerous recognitions from different institutions and has been highlighted by the European Commission as a best practice in the management of EU Funds. In addition, it has been selected as protagonist in Spain of the EU campaign "EU: working for you", an initiative to underline concrete examples of EU actions and policies that have a positive impact on the economy and the everyday lives of citizens.

Beyond the good results obtained, it is important to note that the programme is being implemented with high guarantees in terms of eligibility of expenditure through the application of strict management and control procedures.

The Green Jobs Programme provides useful tools for workers and entrepreneurs, helping them improve and promote employment opportunities.

With both, the Green Jobs Programme and the Green Business Network, the Biodiversity Foundation tries to promote a new economy: a greener and smarter economy that is already being built.

Programme for the Internationalisation of the Third Social Sector and Social and Cooperative Economy of Catalonia

Submitted by the Catalan Business Competitiveness Support Agency (ACCIÓ)

EPSA2015196



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Size of organisation

100-500;
people directly involved: 1-5

Type of sector

Economic affairs, competition, SME;
Public health and social welfare/affairs

Key words of the project

Third social sector, social economy,
internationalisation, social cohesion,
empowerment, inclusive growth

The third social sector and the social economy have a remarkable presence in Europe. According to the European Commission, there are 2 million social economy enterprises (i.e. 10% of all European businesses), which employ over 11 million paid employees (the equivalent of 6% of the working population of the EU). It is also an important sector in Catalonia, which accounts for 2.8% of the region's GDP. It comprises 6,800 organisations, 2.1 million users, 102,000 workers and 300,000 volunteers.

The third social sector in Catalonia has an excellent track record. A large number of social and cooperative companies have appeared in Catalonia over the last 30 years. Most importantly, they have been working in partnership with the public sector in order to provide services to disadvantaged or special needs groups (e.g. children and young people with social difficulties, older people, people with disabilities, economically disadvantaged women, etc.).

Although these services have been provided on a local basis, the skills and experience of the Catalan third social sector are valuable enough to be reproduced in other countries. By doing so, it can extend its services and also transfer its knowledge and successful social intervention models to other regions and countries. This is the rationale behind the Programme for the Internationalisation of the Third Social Sector and Social and Cooperative Economy of Catalonia, which is implemented by the Catalan Business Competitiveness Support Agency (ACCIÓ) in partnership with the Platform of the Third Social Sector of Catalonia.

The programme is intended to promote the internationalisation of Catalan third social sector organisations and social enterprises in order to strengthen their business activities and to make use of the full potential of their knowledge and expertise in addressing societal challenges.

The programme is therefore addressed to maximising the impact of the third social sector and social economy from both an economic and a social perspective at a local and international level.

In order to achieve the proposed objectives, the programme undertakes specific measures based on four pillars:

1. Raising public awareness and identifying third social sector organisations with potential for internationalisation.
2. Capacity-building activities to upgrade the organisation prior to initiating the process of internationalisation.
3. Advisory services ranging from support in redefining organisational business models to custom projects run through their Trade and Investment Offices worldwide.
4. Direct action with exploratory missions in countries in which opportunities have been identified.

In conclusion, the programme tackles several issues at a time:

1. Local organisations can offer their services abroad while strengthening their position locally.
2. The experience and know-how of Catalan organisations can be transferred to other regions. The programme itself can also be transferred.
3. Social cohesion can be reinforced (in line with the objective of inclusive growth envisaged in the Europe 2020 Strategy).
4. The Catalan economy can increase its openness.

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