

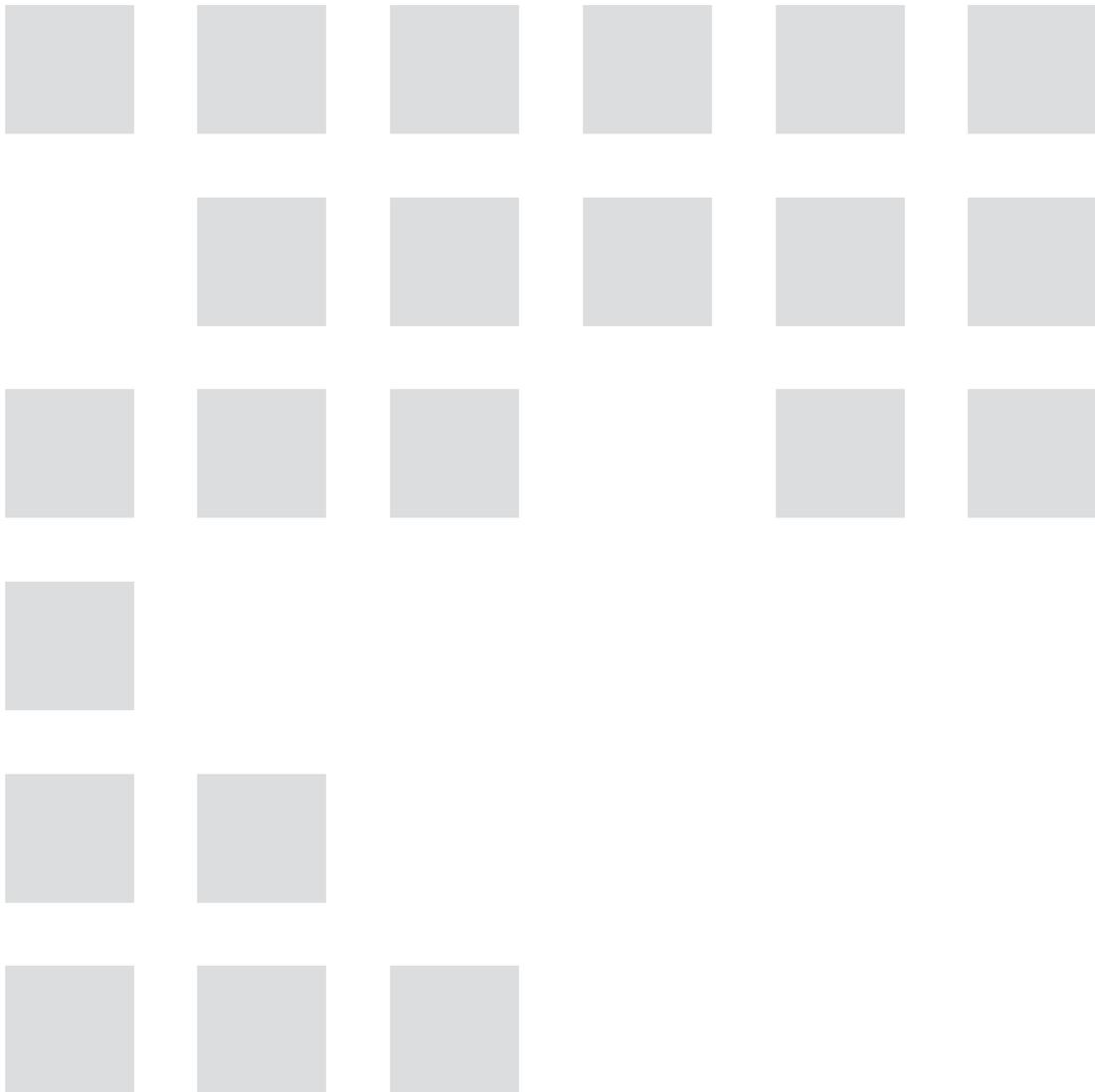
# European Public Sector Award 2011

## Project Catalogue



European Institute of Public Administration  
Institut européen d'administration publique

## European Public Sector Award 2011 Project Catalogue



*Explanation of symbols:*



Award Nominee (15)



Best Practice Certificate Recipient (43)



Fully or partially financed by EU supportive actions



With the support of  
the European Commission,  
DG Employment, Social Affairs and Inclusion

4	<b>Foreword</b>
7	<b>Statistics</b> General statistics Theme specific statistics
13	<b>Evaluation and Selection process</b>
19	<b>Projects:</b>
19	<b>Theme I Smart Public Service Delivery in a Cold Economic Climate</b> Albania 20 • Austria 21 • Belgium 32 • Bulgaria 35 • Cyprus 38 • Denmark 39 Estonia 42 • EU Institutions 43 • France 48 • Germany 49 • Hungary 56 Ireland 62 • Italy 67 • Lithuania 75 • the Netherlands 76 • Norway 79 • Poland 80 Portugal 83 • Romania 87 • Spain 96 • Switzerland 115 • Ukraine 120 • United Kingdom 121
125	<b>Theme II Opening Up the Public Sector Through Collaborative Governance</b> Austria 126 • Belgium 133 • Bulgaria 137 • Croatia 142 • Czech Republic 145 Denmark 146 • Estonia 147 • EU Institutions 148 • FYROM 150 • Germany 151 Greece 161 • Hungary 163 • Ireland 165 • Italy 167 • Lithuania 178 • Malta 179 the Netherlands 180 • Norway 184 • Poland 185 • Portugal 193 • Romania 197 Slovakia 212 • Slovenia 213 • Spain 214 • Sweden 233 • Switzerland 234 Turkey 239
243	<b>Theme III Going Green: Concrete Solutions from the Public Sector</b> Austria 244 • Belgium 250 • Cyprus 253 • Estonia 255 • Finland 256 • France 259 Germany 260 • Ireland 262 • Italy 263 • Malta 267 • Norway 268 • Poland 269 Portugal 279 • Romania 282 • Spain 288 • Switzerland 297 • United Kingdom 298
300	<b>EPSA 2011 Team</b> <b>Institutional Partners</b>

## *'EPSA... the Champions League of European Public Sector Organisations'*

is just one of the many supportive statements received at one of the Info Days organised during the call period at the beginning of this year. Again in 2011, this 'league' of public performers aimed at seeking out, identifying and rewarding those hundreds of public initiatives and actions which address today's most pressing needs in society and propose innovative, efficient and effective solutions to generally shape Europe's future for the next decade. In this context, each applicant that participated in the EPSA 2011 edition can be considered a 'winner', since the current economic environment and numerous related constraints call for pro-active as well as firm approaches by public administration actors, and the EPSA as a network of excellence supports this arena.

Since its launch in 2007, the EPSA has received, assessed as well as made accessible and usable to a wider public, a total of more than **1000 public practices**, forming a rich database of valuable experiences at the service and disposal of all Europe's public administrations.

The total number of projects submitted to the 2011 edition amounts to **274 eligible applications** coming from **32 countries** and European institutions. In comparison to the previous 2009 edition a slight reduction in the number of entries was observed, although the reasons behind this (e.g. the current economic situation, fewer themes, a shorter application period, to name a few) may be multiple or difficult to define. What is more relevant in this context is that the number of countries having recognised the EPSA as 'their' tool for striving towards public excellence, for measuring themselves and exchanging with others has increased from 28 to 32, and that the European Commission this time submitted 7 (compared to 2 in 2009) practices. These figures and more detailed information are compiled and presented in the EPSA 2011 Project Catalogue.

The aim of the catalogue is to contribute to sharing know-how among all public administrations all over Europe, to help them find contact partners, good examples and practices as well as inspiration and emulation from each other. We sincerely hope that this objective will be reached.

This catalogue is structured in three parts. In the first chapter, data and statistics on the 274 applications across the three themes are provided per theme, indicating what type of administrations (level, size, country of origin, etc.) opted to participate. Subsequently, the EPSA multi-step selection and assessment methodology and process is described in detail, underlining the overall philosophy behind the scheme, i.e. to ensure an impartial, fair and independent system when evaluating the practices. In the third and core part of this publication, all the good practices are illustrated following a common template of description. They are divided according to the three themes:

**Theme I Smart Public Service Delivery in a Cold Economic Climate**

**Theme II Opening Up the Public Sector Through Collaborative Governance**

**Theme III Going Green – Concrete Solutions from the Public Sector**

To facilitate the search for respective cases, they are additionally ordered by their country of origin in alphabetical order and the EPSA registration project number in ascending order. Each case description also includes the contact details of the submitter and web references (if available) to enable the reader to easily find out more about the individual projects.

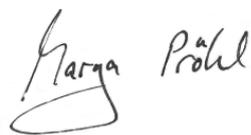
Projects awarded with a Best Practice Certificate (43 in total) and/or Nominees (top five in each theme category, 15 in total) are highlighted with their respective label. In addition, and as a new feature in the 2011 catalogue, all the projects having benefited from an EU supportive action (partially or entirely) are also marked.

The catalogue concludes by showing the EPSA team members and all the official institutional partners of the EPSA 2011, who for the second time entrusted us with hosting and managing the scheme with their financial support.

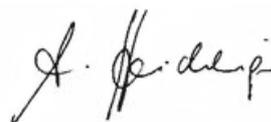
Our thanks and gratitude firstly go to the latter. Without the repeated trust and sponsorship of European Member States, the European Commission (with two Directorates-General: DG Employment, Social Affairs and Inclusion; and DG Human Resources and Security), the City of Maastricht and the Province of Limburg, as well as a private sponsor, this sound success would not have been possible.

In this context, we also would like to extend our sincere appreciation to all the team members of the EPSA 2011. Special thanks go to Claude Rongione who coordinated the work for the catalogue, to Cristina Borrell and Olga Coscodan for the compilation and editing of the many cases, as well as to Simone Meesters from EIPA's Publication Department and Tiara Patel from the Linguistic Services, who strived to make this catalogue attractive and comprehensible for the readers.

EIPA strongly aims to maintain its leading role in learning and development for the public sector in Europe in the years to come, and thus will remain 'playing the Champions league'. To this end, the European Public Sector Award will play a crucial part, also in the future.



Marga Pröhl  
EIPA Director-General



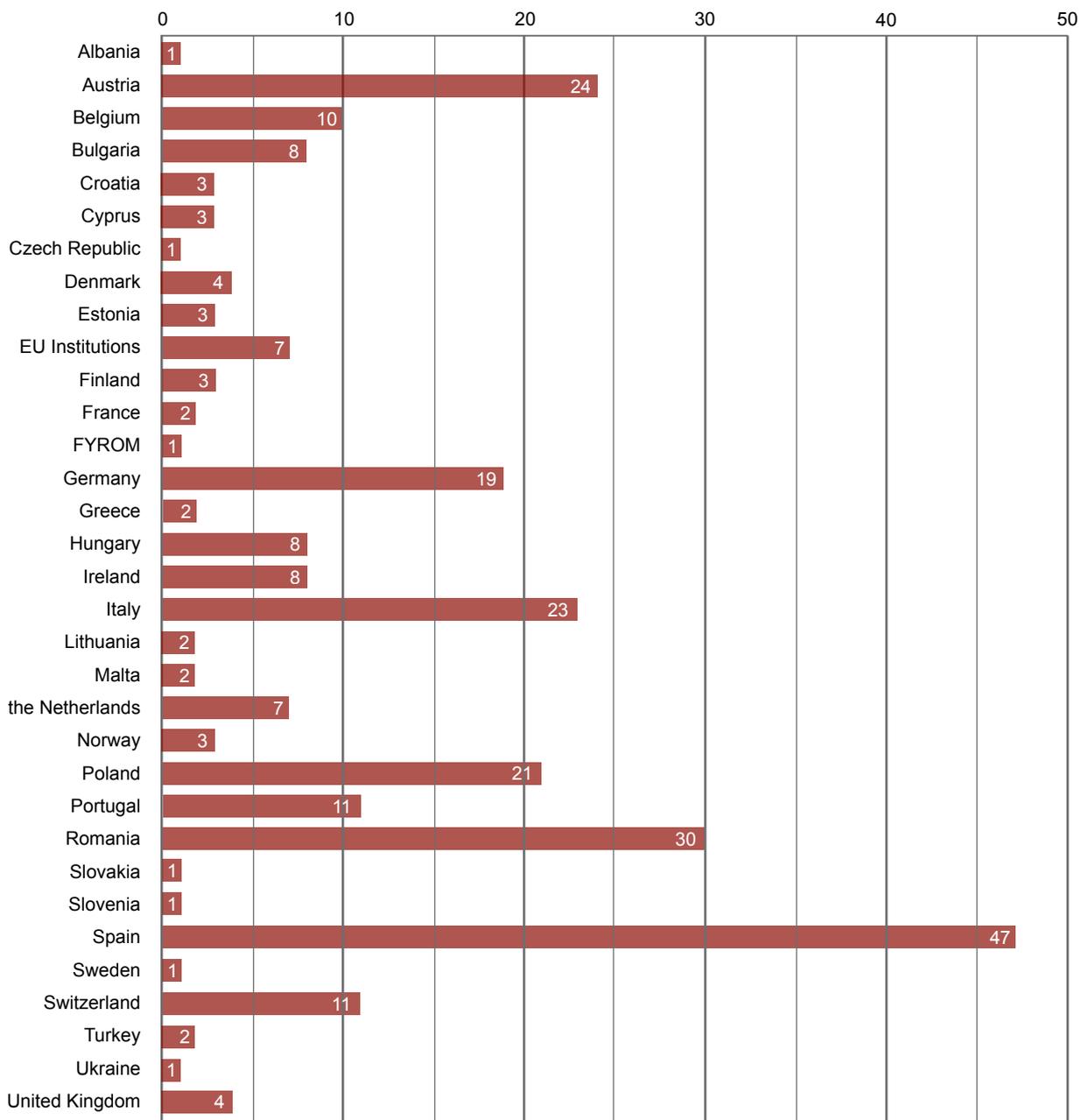
Alexander Heichlinger  
EPSA Manager & EIPA Expert



# Statistics

# GENERAL STATISTICS

## Applications by Country



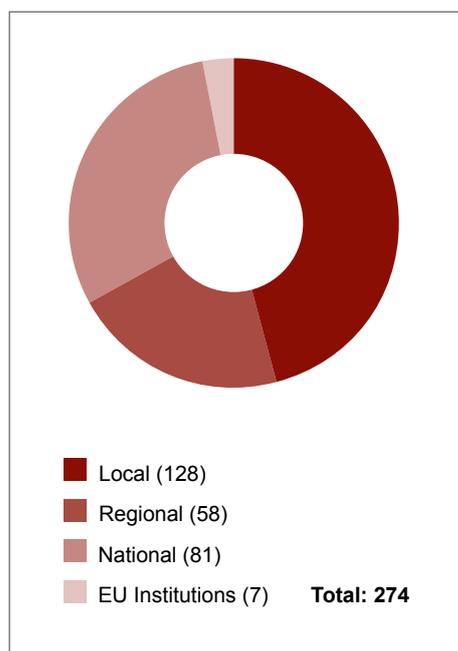
## Applications by Thematic Area

Theme I Smart Public Service Delivery in a Cold Economic Climate	103
Theme II Opening Up the Public Sector Through Collaborative Governance	115
Theme III Going Green: Concrete Solutions from the Public Sector	56
<b>Total</b>	<b>274</b>

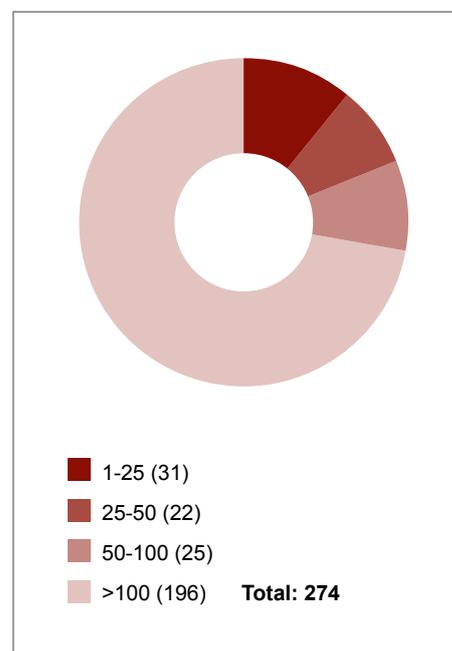
## Applications by Sector

External relations and aid, development and enlargement	1
Information society, technology, media and audiovisual	18
Education (higher and lower), training and learning	19
Sports, youth, culture and art	3
Science, research, innovation	5
Environment, climate change, agriculture (incl. food safety) and fishery	28
Employment, labour related affairs and gender equality	7
Public health and social welfare/affairs	26
Public administration, modernisation, institutional affairs, reform	100
Economic affairs, competition, SME	22
Justice, police, human rights and security	16
Regional policy and development, decentralisation	9
Taxation, customs, finances	4
Transport and infrastructure	2
Other...	14
<b>Total</b>	<b>274</b>

## Applications by Administrative Level

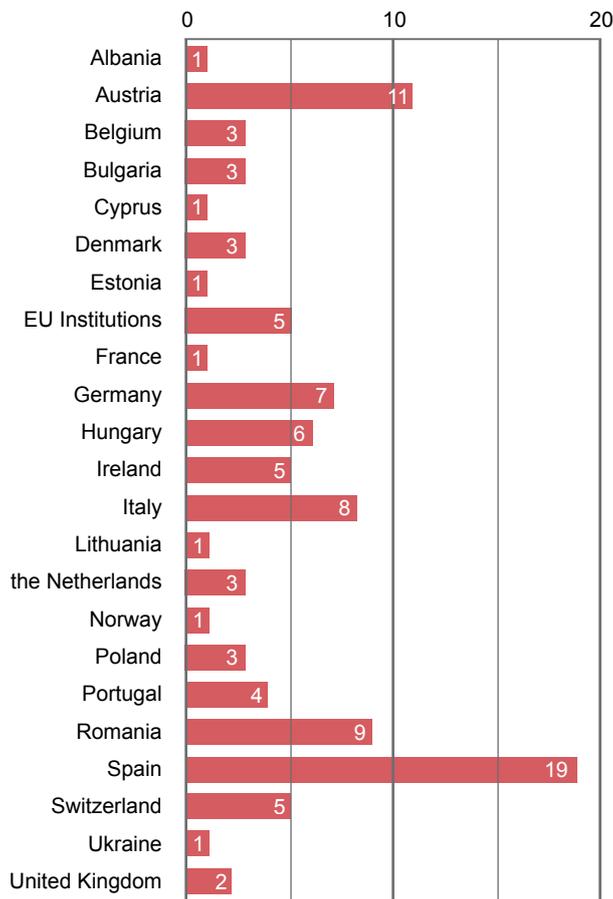


## Applications by Size of Organisation

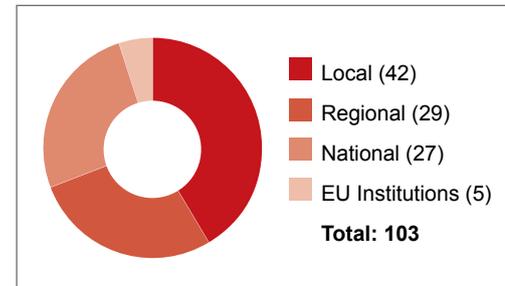


# THEME I STATISTICS

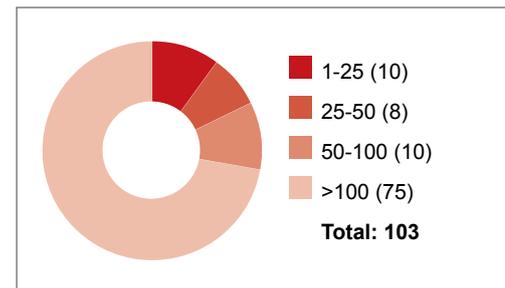
## Applications by Country



## Applications by Administrative Level



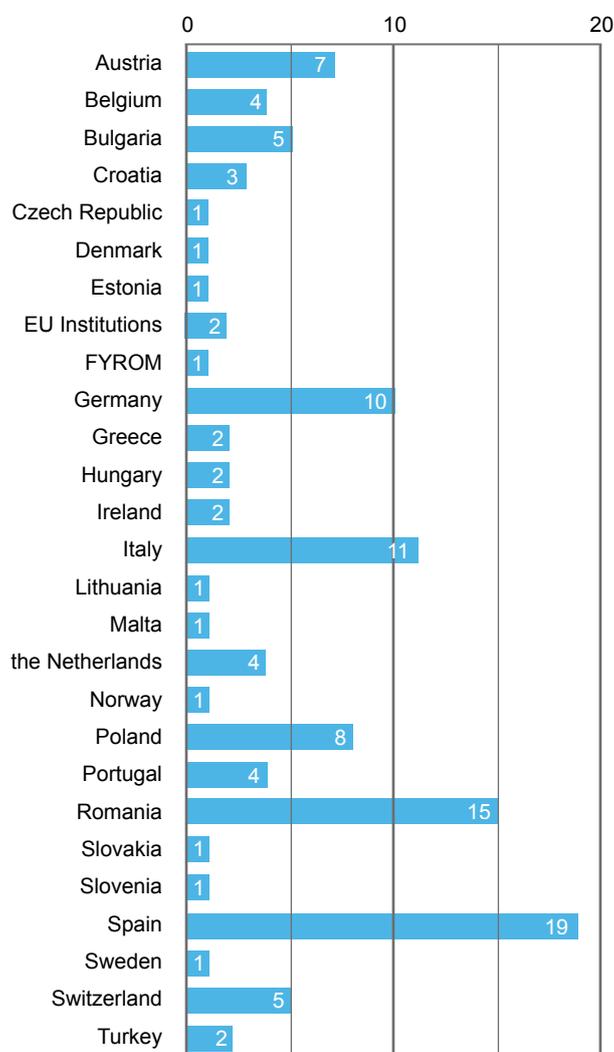
## Applications by Size of Organisation



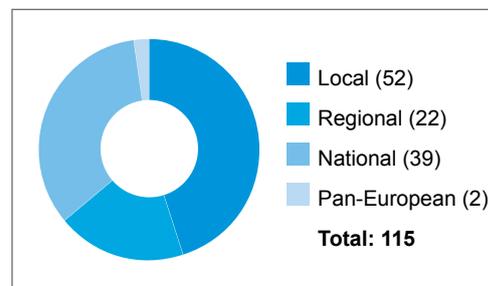
## Applications by Sector

Information society, technology, media and audiovisual	5
Education (higher and lower), training and learning	8
Sports, youth, culture and art	1
Science, research, innovation	2
Environment, climate change, agriculture (incl. food safety) and fishery	2
Employment, labour related affairs and gender equality	4
Public health and social welfare/affairs	16
Public administration, modernisation, institutional affairs, reform	35
Economic affairs, competition, SME	9
Justice, police, human rights and security	10
Regional policy and development, decentralisation	4
Taxation, customs, finances	3
Transport and infrastructure	1
Other...	3
<b>Total</b>	<b>103</b>

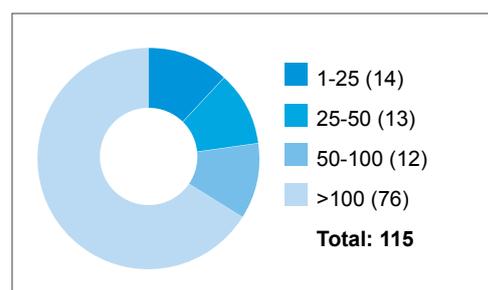
### Applications by Country



### Applications by Administrative Level



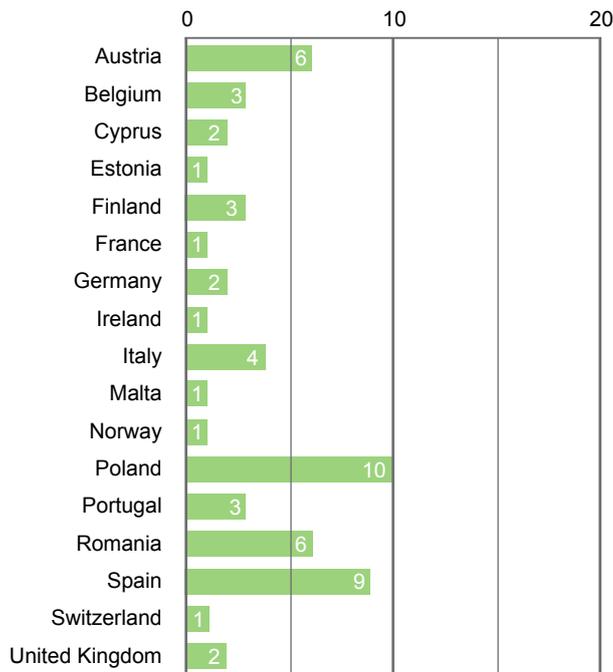
### Applications by Size of Organisation



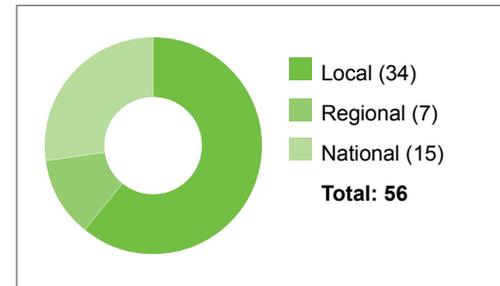
### Applications by Sector

External relations and aid, development and enlargement	1
Information society, technology, media and audiovisual	13
Education (higher and lower), training and learning	7
Sports, youth, culture and art	1
Science, research, innovation	3
Environment, climate change, agriculture (incl. food safety) and fishery	3
Employment, labour related affairs and gender equality	2
Public health and social welfare/affairs	10
Public administration, modernisation, institutional affairs, reform	48
Economic affairs, competition, SME	8
Justice, police, human rights and security	5
Regional policy and development, decentralisation	4
Taxation, customs, finances	1
Transport and infrastructure	1
Other...	8
<b>Total</b>	<b>115</b>

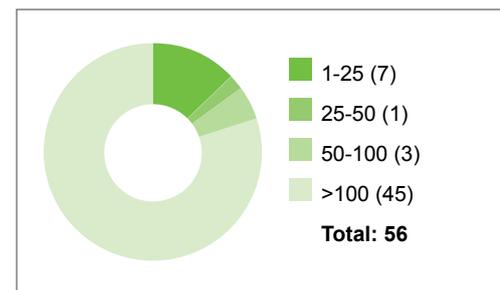
## Applications by Country



## Applications by Administrative Level



## Applications by Size of Organisation



## Applications by Sector

Education (higher and lower), training and learning	4
Sports, youth, culture and art	1
Environment, climate change, agriculture (incl. food safety) and fishery	23
Employment, labour related affairs and gender equality	1
Public administration, modernisation, institutional affairs, reform	17
Economic affairs, competition, SME	5
Justice, police, human rights and security	1
Regional policy and development, decentralisation	1
Other...	3
<b>Total</b>	<b>56</b>

# Evaluation and Selection Process

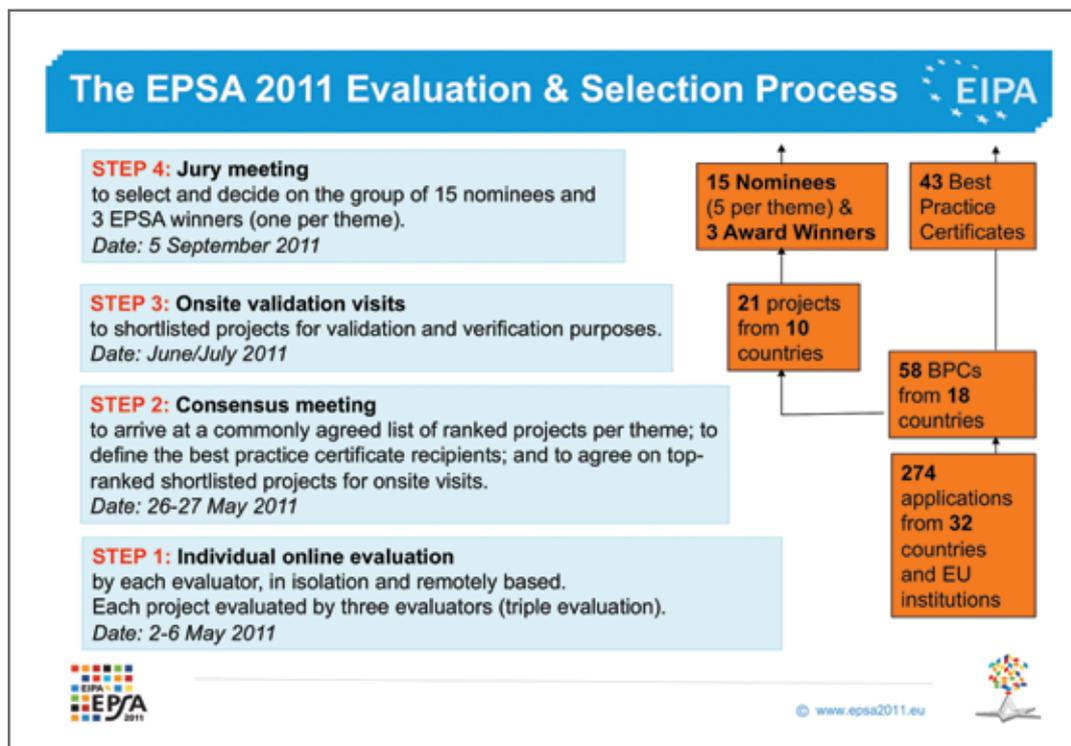
# EVALUATION AND SELECTION PROCESS

## 'And the Winner is...' The Impartial and Independent EPSA Evaluation and Selection Process

The evaluation and selection methodology developed and used by EIPA for the EPSA 2011 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 a small number of shortlisted projects per theme
4. the final selection of the groups of nominees and award winners per theme by a jury of top-level personalities.

Figure 1: Graphical illustration of the EPSA 2011 Evaluation and Selection Methodology and Process



# EVALUATION AND SELECTION PROCESS

---

During the first step of the evaluation, which was done exclusively online, each submitted application per theme was evaluated by three experts (so-called assessment in 'triplets'), completely independently and autonomously. Each evaluator was automatically allocated a fixed number of projects within a concrete theme, 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 forming the triplet.

At the consensus meeting – the second step – all evaluators joined together to review and discuss the first available provisional ranking per theme based on individual scorings and possible discrepancies of projects. This evaluation step was coordinated and chaired by the three EIPA Theme 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 theme was made available. As part of the output of this second step, a shortlisted number of top-ranked projects per theme were identified (in total 21) and the best practice certificate recipients (in total 58, including the 21 projects aforesaid) were chosen. In June 2011 – the third step of the evaluation process – EIPA representatives visited all 21 shortlisted projects for validation and verification purposes, supported by the previous data and information from the discussions.

Finally, a group of five Jury Members (European top-level stakeholders and/or political personalities different to the expert evaluators) assisted EIPA in selecting the final groups of nominees and the award winners per theme – the fourth and final step of the EPSA 2011 procedure. In this context, it is important to note that a final nominee or winner must have been drawn from the group of shortlisted and visited projects, because of the importance of checking the 'theory' of an application against its 'reality'.

In view of its assessment methodology, each submitted application was first checked against the known eligibility criteria. If the criteria set out in the Terms of Reference of the 'Call for applications' had been met, a registration number was allocated and the project was then subject to evaluation. In the assessment, each evaluator relied on the information provided in the standard application form.

The EPSA motto is to 'bring together the best, most innovative and efficient performers' from the European public sector. If a project claimed to be 'innovative, efficient, etc.', it needed to have accumulative positive and important results regarding both, the five general criteria (*i.e.* innovation, public concern, relevance, impact and learning capacity/transferability), and the three respective specific EPSA theme criteria/evaluation dimensions.



# EVALUATION AND SELECTION PROCESS

---

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 the 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 have offered a sound and clear overview of the project performance against the set of criteria throughout this whole EPSA process.

## Selection criteria

### General criteria

**Innovation**, novelty of the solution; degree to which the case shows a leap of creativity in the practice of public administration; something different that goes beyond what currently exists;

**Public concern**, extent to which the case addresses a pressing need or important problem of public concern; the project topic is high on the agenda of European public organisations; a critical mass of public sector bodies is tackling the issue;

**Sustainability**, the project shows or describes elements which go beyond the period of the project implementation/delivery (after the planned and realised objectives and activities);

**Impact**, the provision and illustration of proven evidence, benefits and visible impact; tangible demonstration of results;

**Learning capacity and transferability**, the lessons learnt and the potential value to other entities; the project provides the potential for successful replication by other governments; it stimulates improvement in its application and provides mutual learning perspectives.

## Theme specific criteria

Specific criteria Theme I	<ol style="list-style-type: none"><li>1. Balancing cost change with change in service standards.</li><li>2. Link between service objectives and measurement indicators.</li><li>3. Evidence of consideration in the review process of diverse service objectives.</li></ol>
------------------------------	---

Specific criteria Theme II	<ol style="list-style-type: none"><li>1. Willingness to open up the different phases of processes to civil society.</li><li>2. Link between objectives and results, including measurement indicators.</li><li>3. Assessment against alternatives for collaborative governance.</li></ol>
-------------------------------	--

Specific criteria Theme III	<ol style="list-style-type: none"><li>1. Link between innovative projects and EU environmental legislation/objectives.</li><li>2. Convincing balance of environmental measures and cost-effectiveness.</li><li>3. Internal and external communication and awareness raising.</li></ol>
--------------------------------	--



# Theme I

## Smart Public Service Delivery in a Cold Economic Climate

In the past three years, governments across Europe have been facing mounting pressures on their public finances arising from the need to stabilise the financial services sector. This has led to pressure for changes in the way public services are delivered, as well as a re-assessment of the scope and nature of services to be provided by public authorities, independently of the way in which they are delivered. It has also led to the need to establish more accurate and service-oriented measurement tools to ensure that the scarcer resources now available to the public sector are being used effectively.

The pressures on public finances currently faced by public administrations across Europe are severe though not unique. For example, the United Kingdom in the 1970s, Ireland in the 1980s and Sweden and Canada in the 1990s faced very painful choices with regard to stabilising public finances.

But what is unprecedented in modern times is the number of European public administrations simultaneously facing these pressures. The recognition of the existence of a crisis in public finances was provoked by the financial contributions needed to stabilise the financial services sector, though in fact there has been an underlying trend towards gradually less sustainable public finances over the past decade arising from some of the factors highlighted above, such as an ageing population, a

diminishing working population and increasing competitive pressures from outside Europe. These are in addition to other pressures facing public administrations, such as the need to make governments more responsive to society's needs and demands, and the need to (re-)establish trust between citizens and public administrations. Furthermore, it is widely recognised that there are limits to the extent to which tax increases can be used to stabilise the public finances.

As might be expected in such circumstances, the responses of European public administrations have varied in their scope, scale, nature and effectiveness. However, the need to respond effectively has never been greater - what is at stake here is the preservation of the means to support Europe's social model for future generations. Can public administrations rise to the challenge of stabilising public finances and preventing another shock from the financial services sector while delivering a high quality of public services? Will this mean abandoning attempts to address diversity issues? Can they also simultaneously protect employment and promote employability? How will this be measured?

This topic was looking for showcase projects based on how public administrations are responding to these challenges and balancing these competing demands in a difficult economic climate.



# ELECTRONIC PUBLIC PROCUREMENT PLATFORM IN ALBANIA

Submitted by Public Procurement Agency

## Contact details of lead applicant

**Organisation** Public Procurement Agency  
Address Bulevardi  
Country Albania  
Web address [www.app.gov.al](http://www.app.gov.al)

**Contact person** Enkeleida Alimemaj  
Function Specialist  
Email [enkeleida.alimemaj@app.gov.al](mailto:enkeleida.alimemaj@app.gov.al)

## Administrative level of lead applicant

National

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Other

## Key words of project

Electronic public procurement system

## Case description

In the framework of an in-depth reform of the public procurement system in Albania and, concretely, in the framework of measures towards increasing transparency and fighting against corruption, the Public Procurement Agency – in collaboration with the component 'Reform in Public Procurement', of the Millennium Challenge Threshold Agreement Programme for Albania, and managed by USAID – has set up an electronic procurement system. This system has brought great improvements, such as increasing transparency and efficiency, and reducing corruption. The electronic procurement platform is a web-based application, supporting the automation of all the Albanian contracting authorities. This system enables secure transactions among Albanian public institutions as well as the national and international business community. It offers a secure, efficient and transparent preparation and administration of all tender-related documents, eliminating unnecessary paperwork and providing secure dataflow throughout the entire process. All the tender documents from contract notice to winner notice and further to the notice of the signed contract are available in the electronic public procurement system (on the website [www.app.gov.al](http://www.app.gov.al)). Moreover, all the transactions, starting from the download of documents till the moment of bidding by electronic means, may be done at anytime and wherever the economic operators are, with all these transactions being free of charge.

The eProcurement system was a totally new system for both the Albanian public administration and the business community. Its implementation therefore required a good strategy aiming at achieving a successful process and good results. This system was first implemented in Albania in 2008, when the first phase of the electronic procurement system (EPS) implementation plus a testing phase were considered. For these reasons a restricted number of Contracting Authorities were selected that had both the required technical and administrative capacities. In fact, there were 15 Contracting Authorities that performed their procurement procedures through the eProcurement system. Considering the results achieved during 2008, (cost savings, increased number of bidders, etc.), and after some necessary improvements, a Decision of Council of Ministers at the beginning of 2009 stated that all Contracting Authorities in Albania should perform their procurement procedures through the eProcurement system. This marked the second phase of the implementation of EPS, during which it was 100% functional. This system makes it possible to electronically perform all kind of procedures, except the 'negotiation without prior publication' procedure and small value procurement (the value of such a type of procedure is up to €3000). The Albanian Government was the main initiator of this system, and at the same time the main stakeholder.

The Contracting Authorities and Economic Operators were directly affected by this system in their everyday activities in the public procurement sector. They made it functional by using it, and at the same time they profited from its benefits. Also the citizens were very interested in this system, as it assures a transparent procurement process leading directly to cost savings, which indirectly affect their personal finances. The EPS reduces the application time, eliminates unnecessary documents, as well as facilitating and standardising the process of introduction with the tender conditions. The system also provides for greater participation of the economic operators, making the process more competitive and more efficient.



# TELESERVICE CENTRE OF THE CITY OF LINZ (TSC) – FIRST MUNICIPAL CALL CENTRE IN AUSTRIA

Submitted by Magistrat Linz, Austria

## Contact details of lead applicant

**Organisation** Magistrat Linz, Austria  
**Address** Hauptstraße 1-5, 4040 Linz  
**Country** Austria  
**Web address** www.linz.at/service

**Contact Person** Gabriele Ambach  
**Function** Head of Citizen Service Department  
**Email** gabriele.ambach@mag.linz.at

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Case description

In the administrations of municipalities (communities), which are the smallest units in the structure of the federal state, the administration and the citizens interact on a virtually equal footing. As a result of this close and direct contact, the municipalities are compelled to constantly scrutinise and improve the way in which they deal with their citizens.

In 2001 the municipal authorities of Linz launched a service offensive with the aim of giving their citizens much better access to the individual services. Based on their customers' need for information, communication and interaction, which had undergone some changes, new forms of organisation were created for the three most important access routes:

- **Personal:** Services for which there is a great demand, which can be dealt with quickly and do not require any special knowledge (which can therefore be standardised) were bundled together. These so-called quick services were offered at 'single points of contact' which were easy for the customers to get to (Citizens' Service Centres, decentralised libraries). In addition, services that were in great demand but for which special knowledge was required were spatially and organisationally brought together in so-called specialised centres (e.g. Construction Service Centre, Fee Service). Since 2008 services for special target groups have been offered within the framework of the 'mobile citizens' services' at locations which can be flexibly arranged and are convenient for the customers (e.g. at the beginning of the semester it is possible to register places of residence and get active passes at the University of Linz, before the travelling season travel documents can be obtained in larger firms in Linz).
- **Internet:** The platform 'service A-Z' under www.linz.at offers citizens access to comprehensive information and many online services. There is also a special portal for entrepreneurs (www.linz.at/wirtschaft). In this manner, the best possible service is accorded to this target group round the clock.
- **Telephone:** With the establishment of the Teleservice Centre (TSC) in 2006 and the continuous expansion of the services it offers in recent years, it has been possible to optimise the means of access to the municipal administration that is most frequently utilised by citizens. The Teleservice Centre thereby completes the comprehensive service concept from which both the citizens of Linz and the municipal administration benefit: the citizens enjoy an improved quality of services and the administration is able to deploy its resources more efficiently. The value of this approach has been confirmed by the excellent results obtained in the surveys of customers and the 'mystery actions', both of which are carried out at regular intervals, as well as by contacts with customers (both direct and by phone).

# GEWERBE-ONLINE – AN ONLINE PLATFORM FOR ALL BUSINESS LICENSE MATTERS

Submitted by City of Vienna

## Contact details of lead applicant

**Organisation** City of Vienna, Municipal Department 63  
**Address** Wipplingerstraße 6-8, 1010 Vienna  
**Country** Austria  
**Web address** www.gewerbe.wien.at

**Contact person** Wolfgang Magesacher, LL.M.  
**Function** Head of Department  
**Email** wolfgang.magesacher@wien.gv.at

## Administrative level of lead applicant

Regional

## Size of organisation

50-100

## Number of people involved in the project

11-15

## Type of sector

Economic affairs, competition, SME

## Key words of project

Electronic application

## Case description

'Gewerbe-Online' provides citizens and business owners with a complete and consecutive eGovernment platform for all public authority contacts and tasks required in the field of trade and business – from submitting a request or application, to receiving the final document from the public authority. 'Gewerbe-Online' is designed to reduce both costs and time. Forms can be completed online; the entries are saved and transferred to the city's electronic document management system – ELAK (which stands for *ELektronischer AKt*, the German term for electronic record). The final document can be delivered electronically. In brief, the communication cycle is fully electronic, without media discontinuity; it starts and ends with the applicant, *i.e.* the individual citizen or business owner.

'Gewerbe-Online' is part of Vienna's New Public Management Strategy for administrative modernisation and development of the city administration into a customer-oriented service enterprise. The project reflects the City of Vienna's strategic focus on advancing eGovernment solutions, which has already produced a wide range of electronic services for the benefit of citizens and business owners. Access to the 'Gewerbe-Online' system does not involve prior registration, and there are no specific technical requirements. The system can be accessed from all standard web browsers. There are no financial barriers either, *i.e.* no additional fees or costs. Even users who do not own a computer can benefit from the platform – either from an Internet café or, entirely free of charge, *via* online information terminals 'Info Points' that have been set up throughout Vienna by the City Administration. The key objectives include developing a citizen-friendly, output-oriented solution and increasing customer satisfaction. The objectives are to be attained by providing a system that allows for all administrative steps involved in obtaining or modifying a business license to be performed electronically. Furthermore, the 'Gewerbe-Online' project speeds up administrative processes and boosts administrative efficiency by increasing the take-up rate of online services, especially when it comes to license status modifications, while at the same time decreasing the costs, *e.g.* by encouraging users to take advantage of the electronic document delivery option.

The main target group of the 'Gewerbe-Online' project consists of (future) business owners and entrepreneurs in commerce, trade and industry. The target group thus comprises two major subgroups: Individuals who have not yet run a business; Individuals who are actively running one or several businesses. The first subgroup can primarily benefit from 'Gewerbe-Online' by using electronic communication for all steps involved in registering a new business license. The second subgroup can profit from the full eGovernment service range for so-called status modifications, *i.e.* whenever they need to modify the details of their current business license status, for example when appointing a new managing director in accordance with trade law, transferring the business to a new location, and suspending or revoking a business license. In all these cases, the entire official process can be handled electronically – even including electronic delivery of the final documents (*e.g.* an administrative order, official notification, or current excerpt from the business register). The Vienna Economic Chamber also benefits from the project, though it is not part of the main target group. Furthermore, the front page of 'Gewerbe-Online' page is integrated with the Chamber's 'First-Start-Shop' for new business registrations.





# DEVELOPMENT AND USE OF A NEW MANAGEMENT SYSTEM FOR THE EXECUTION OF MAJOR CONSTRUCTION PROJECTS

Submitted by Municipality of the city of Vienna, Wiener Krankenanstaltenverbund, Technology Business Division

## Contact details of lead applicant

**Organisation** Municipality of the city of Vienna, Wiener Krankenanstaltenverbund, Technology Business Division  
**Address** Thomas-Klestil-Platz 7/1/CB11.437  
 1030 Vienna  
**Country** Austria  
**Web address** www.wienkav.at/kav

**Contact Person** Friedrich Prem  
**Function** Head of Technology Business Division  
**Email** post.ged\_gbt@wienkav.at

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Management system for handling major construction projects, owner management, construction project management

## Case description

On 1 January 1993, the *Wiener Krankenanstaltenverbund* was founded as an enterprise in terms of the Vienna Municipal Constitution and was given its own extensive authority since it became a company in 2002. However, it is still part of the municipality administration of the city of Vienna. The *Wiener Krankenanstaltenverbund* is among the largest healthcare facilities in Europe and is responsible for medical, nursing and psychosocial care. Every year, about 400,000 inpatients and 4 million outpatients are provided with top-class medical and nursing care. The enterprise includes the general hospital with 26 university clinics as one of the largest hospitals in Europe and beyond; five socio-medical centres; six hospital complexes; and six geriatric centres with a total of 12,637 beds. Currently, the *Wiener Krankenanstaltenverbund* employs about 32,000 staff, and is also Austria's largest provider of training for doctors, medical and health care, extended care, high-end medical and technical services and sanitary services.

The majority of the enterprise's physical location is comprised of buildings which were built between 1881 and 1932. In these buildings, appropriate and economic operations management is now only possible to a limited degree as the requirements of modern hospital operations cannot be implemented in the existing building structures. The structural deficits also cannot be rectified through renovations and rebuilds. Due to this massive problem, the managing director launched an extensive investment offensive in the sector of Viennese urban hospitals in 2006. As there was no organisational unit to execute this within the *Wiener Krankenanstaltenverbund*, on 28 July 2006, the Owner Management Division was created and on 12 January 2010, it was transferred to the Technology Business Division. The task of its manager and his team was to develop and successfully implement a completely new management system to execute major construction projects. The guidelines from the enterprise concerning this were as follows: use of minimal internal resources; lowest possible strain on the organisational units; procurement of all required services on the market; efficient, economic handling of major construction projects, corresponding to the maximum quality standards.

Within the *Wiener Krankenanstaltenverbund*, a new management system has been developed and successfully implemented for the execution of major construction projects. This system includes both owner management and construction project management, thereby efficiently connecting these two sectors. The owner management remains wholly within the domain of the *Wiener Krankenanstaltenverbund*, while the construction project management is transferred fully to the companies working in the market. Through this new procedure, the *Wiener Krankenanstaltenverbund* benefits specifically from the following advantages: strong and qualified perception of the owner's role; formulation and achievement of specific project objectives; optimal and demand-oriented management of resources. This new management system is not just suitable for the *Wiener Krankenanstaltenverbund*: it can also be adopted in the same manner by any public or private organisation and is suitable for any task. In particular, this management system is optimally suited to execute major construction projects in non-real estate organisations with minimal use of resources and maximum target achievement.

# PERFORMANCE- AND QUALITY-BASED CONTROL OF SERVICES FOR PEOPLE WITH DISABILITIES

Submitted by Upper Austria – SGD

## Contact details of lead applicant

**Organisation** Office of the State Government of Upper Austria – Directorate Social Affairs and Health, Department of Social Affairs

**Address** Bahnhofplatz 1, 4021 Linz

**Country** Austria

**Contact Person** Renate Hackl

**Function** Leader of the Department Services for people with disabilities

**Email** renete.hackl@ooe.gv.at

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Impact-oriented administration, controlling, planning, control, transparency, service catalogue, quality standards, output-based funding, equal service for the same price, individual support planning, service costs, service contracts

## Case description

The state of Upper Austria is responsible for ensuring services for people with disabilities in that state. In the past, the support organisations had largely determined the disability policy in Upper Austria. In its realisation of tasks, the administration was limited to the financing of expenditures. Different daily rates were paid for the same services, and by name, equal services had different contents. The result was too little transparency in the service offers for people with disabilities. Planning and controlling was exercised largely by the responsible support organisations. Consequently, both the political and administration side formulated a request to bring more transparency, structure and control into the disability policy of the state of Upper Austria. Besides the establishment of an 'impact-oriented administration' *Wirkungsorientierte Verwaltung*, the cooperation between responsible organisations and the state of Upper Austria should be given a new basis. An analysis of organisation and efficiency preceded the project 'performance- and quality-based control of services for people with disabilities'. The goal of this analysis was to provide a structured overview of the economic and organisational situation in these institutions. The decisions for the next steps towards a quality-oriented policy for people with disabilities should be set on that basis. The results of this analysis showed that the comparison of indicators concerning staff- and care costs had a large range and that the feasibility of a comparison is very limited due to the lack of existing defined quality criteria and key factors determining the quality and quantity of staff.

The main project objectives were the following: transparency of cost and service structure; defined quality standards; same price for equal services; and service-oriented granting of funds in the form of service contracts. The result should be the conclusion of service contracts between the state of Upper Austria and the responsible support organisations. This objective implied that a new foundation of interaction as well as organisation of services for people with disabilities should be established. The state of Upper Austria expanded its scope of tasks from sole cost object and supervisory authority to a controlling- and planning body. The following project milestones were stipulated: reorganisation of the Department of Social Affairs; training of staff in the organisations and in the Department of Social Affairs, particularly in the area of controlling; development of an accounting and controlling directive; development of a service catalogue; development of quality standards; development of 'required assistance models'; and development of standard cost models.

The project content was developed with representatives of the responsible support organisations. The quality standards and the 'required assistance models' were designed with the essential participation of people with disabilities. Service contracts were concluded with all service providers for people with disabilities. The state of Upper Austria now has an overview of services provided and those still needed. Quality standards were defined for all areas based on checklists created for the supervision of compliance. The existing reporting increases transparency of spending, service contents, the resources used and the services actually provided. Therefore a comprehensive control regarding planning, content and cost is ensured. Outcome and satisfaction of service recipients could thus be remarkably improved.

# OPTIMAL CARE OF PATIENTS WITH LONG-TERM VENTILATION UNDER QUALITATIVE AND ECONOMIC ASPECTS

Submitted by Office of the State Government of Upper Austria – Directorate Social Affairs and Health

## Contact details of lead applicant

**Organisation** Office of the State Government of Upper Austria – Directorate Social Affairs and Health  
**Address** Bahnhofplatz 1, 4021 Linz  
**Country** Austria  
**Web address** www.schloss-haus.at (German only)

**Contact Person** Stefan Potyka  
**Function** Manager of the Upper Austrian Healthfonds  
**Email** ges.post@ooe.gv.at, gesundheitsfonds.post@ooe.gv.at

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Long-term ventilation, long-term ventilated patients, mechanical ventilation, care of long-term ventilated patients, portable home ventilation, coordination and competence team, financeable long-term mechanical ventilation, long-term ventilation and therapy



## Case description

In the past, the care of long-term mechanically ventilated patients was carried out after completion of treatment in the acute hospital for months and often years in intensive care units. This form of care was neither optimal for the patients from a qualitative point of view nor for the financiers in terms of costs (about €1000 per day). For these reasons they began on the organisational basis of the system 'impact-oriented administration' with the establishment of suitable facilities in Upper Austria. Besides the intensive care units in acute hospitals, a total of 14 beds were established in two inpatient facilities in Upper Austria for the needs of long-term ventilated patients. In addition, portable home ventilation by relatives has been integrated into the care system. They now distinguish between three different levels of care within the meaning of long-term ventilation: Acute care in an inpatient hospital (ICU); Care in two inpatient facilities for long-term ventilation; Portable home ventilation and care by relatives. The allocations between the healthcare institutions are carried out by the Upper Austrian Coordination and Competence Team according to case management, with the inclusion of the Upper Austrian state administration. For patients requiring residential care in principle, financing is carried out in accordance with the provisions of the Upper Austrian Hospitals Act, *Oö. Krankenanstal-tengesetz*.

The establishment of long-term ventilated patients care has the following objectives: Medical/nursing/psychological/social goals: since long-term ventilated patients are usually fully conscious, permanent accommodation in the intensive care unit of a hospital would only be sub-optimally suitable considering the psychological, social and medical aspects. For this reason, inpatient facilities for the care of long-term ventilated patients particularly focus on an adapted family and social environment, including a variety of therapeutic tools. This allows the social well-being of the patients to be significantly increased. Medical and nursing care results can often be better and more quickly achieved compared to care in a hospital intensive care unit. Furthermore, care through the portable home ventilation meets the needs for a familiar family environment, through allowing patients to remain in their own homes; Economic goals: with the developed care structures sustainable cost containment can be reached in relation to the alternative residential care in an intensive care unit of a hospital. The home ventilation is funded by means of the State of Upper Austria, which is used to relieve the hospital system. With this health care structure it can be assured that patients are optimally treated according to their requirements. Additionally acute hospitals can be relieved, thus saving approximately €13.8 million per year.



# UPPER AUSTRIAN FAMILY CARD

Submitted by Federal State Government of Upper Austria

## Contact details of lead applicant

**Organisation** Federal State Government of Upper Austria – Department for Family Affairs

Address Bahnhofplatz 1, 4021 Linz

Country Austria

Web address [www.familienkarte.at](http://www.familienkarte.at)

**Contact Person** Franz Schützeneder

Function Head of the Department for Family Affairs

Email [franz.schuetzeneder@ooe.gv.at](mailto:franz.schuetzeneder@ooe.gv.at)

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Upper Austrian Family Card, win-win situation for company and public administration, public-private partnership in using cooperative the combined benefit card, shared costs, double benefit

## Case description

The ambition of this cooperation between the ÖBB (Austrian Federal Railway) and the Upper Austrian Department for Family Affairs was to achieve a win-win-situation for both organisations and their benefit cards. On the one hand, the €19.90 fee *via* ÖBB does not cover all the costs for administration, postage charges and advertising expenses. On the other hand, most of the holders of the 'ÖBB-Advantage Family Card' also hold the 'Upper Austrian Family Card'. So, the goals of this cooperation are: provide the holder of one of these benefit cards with the benefits of both cards for free; register and administrate the address database from one location; combine the two benefit cards into one co-branded card; reduction of the incidental charges for administration; extend the validation of the card to between one and five years. These goals were attained without any additional costs for the organisations. Until now the administration of the cards was carried out by the Upper Austrian Department for Family Affairs. The additional use of the different modes of public transport causes no increase of the variable costs (train, tram or bus). The reduction can only be used for trips with at least one child and one adult. Thus, more families use the Austrian Federal Railway especially on weekends and during holidays.

The Department for Family Affairs issues the 'Upper Austrian Family Card' to parents and single parents with at least one child that is receiving family assistance payments. This card offers discounts at organisations for leisure and recreation as well as for trading and service companies. In total 1700 companies are participating in this programme and 150,000 families hold the 'Upper Austrian Family Card'. Likewise, the Austrian Federal Railway (ÖBB) offers the 'ÖBB-Advantage Family Card'. This card offers discounts in passenger transport services for families and various other discounts in the area of mobility. By 2006, approximately 12,000 families were holders of the 'ÖBB-Advantage Family Card' in Upper Austria. The fee for this card, which offers large discounts on train tickets, is €19.90 per year. The Advantage Family Card of the Austrian Federal Railway (ÖBB) – the card was free of charge until June 2006 – was distributed to 150,000 families (without any costs). This means an enormous revaluation of this card. The holders of this card are able to use all benefits (particularly the large discounts on train journeys). Furthermore the Austrian Federal Railway (ÖBB) and the Upper Austrian Department for Family Affairs agreed to extend the validity of this card to five years. The Austrian Federal Railway noticed an increase in 'off-peak' travel; especially on weekends and during holidays more families use the Austrian Federal Railway instead of cars. Additionally, the Austrian Federal Railway is saving expenses on the administration of addresses which has been dealt with by the Department for Family Affairs. Thereby, the government of Upper Austria has no additional work and no extra costs. An additional valorisation of this ticket is the different excursion packages (e.g. winter sport offers etc.) and the free carriage of bicycles (bicycle voucher). On the part of the Upper Austrian Department for Family Affairs there has been no other campaign registered with such a positive feedback. The subjective benefit for the citizens is effectively noticed. Per year, some €5 million can be saved for families in Upper Austria. In addition to the savings, this system contributes to environmental protection and mobility since children (and adults) are educated to use public transport.



# PARENTAL EDUCATION

Submitted by Federal State Government of Upper Austria

## Contact details of lead applicant

<b>Organisation</b>	<b>Federal State Government of Upper Austria – Department for Family Affairs</b>
Address	Bahnhofplatz 1, 4021 Linz
Country	Austria
Web address	www.familienkarte.at
<b>Contact Person</b>	<b>Franz Schützeneder</b>
Function	Head of the Department for Family Affairs
Email	franz.schuetzeneder@ooe.gv.at

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Parental education, coupons for parental education, paradigm shift from furthering organisations to the specific furthering of individual persons/families

## Case description

Parental education is socio-politically very important. The upbringing of children is a challenge for parents and parental education should support them in doing so. Easy access to such education was a specific objective of this project, which is attained through offering coupons to parents. All Upper Austrian families receive coupons for parental education when a child is born, then when the child turns three, six, and ten. No application is needed – the data of the ‘Upper Austrian Family Card’, which contains more than 99% of the updated addresses, is used. Normally, the ‘Upper Austrian Family Card’ is also ordered online. The Department for Family Affairs is already negotiating with the Department of Health about placing the coupons for parental education in the ‘Mother and child pass’ so that parents are already informed before their child is born. In this way, 100% of parents could be reached. The customers have the possibility to receive a personal newsletter every month, containing information on all events in their geographical region. The newsletter can be further tailored: the age of the children and personal interests can be considered (e.g. a customer only needs the offer in their region, for children aged over ten and dealing with adolescence and the prevention of addiction).

The coupons are also an important marketing tool for parental education. Regardless of the great savings, the objectives were reached due to the paradigm shift from expanding organisations to deal with the specific furthering of individual persons/families. Thanks to the coupons, more parents – also those that are underprivileged – are able to attend these courses and workshops dealing with parental education. With less public spending, this objective was reached. Due to the steady rise in the offer of parental education as well as the high volume of coupons being used, the system had to be changed. The Department for Family Affairs has been searching for a technical solution and now the organisations have the possibility to offer their courses online at the website [www.familienkarte.at](http://www.familienkarte.at). Therefore, it is no longer necessary to send the coupons to the Department for Family Affairs (for payment); organisations can use a wand reader (automatic input of the barcode placed on the coupons). The online system facilitates the administrative work: the same personnel now handles 70,000 coupons (until 2009, only 15,000 coupons could be handled). Because of the numerous courses on offer for parents, the Department for Family Affairs sends personalised mailings. The customer decides which information (a special region, interests) they wish to receive. The newsletter is generated automatically from the wide range of offers/courses, tailored to the needs of the customers. Due to the introduction of the coupons and accompanying administrative measures, the number of parents attending courses and workshops could be increased dramatically (ca. five times more participants than before). The number of offers has adapted accordingly and is now four times larger. The pilot scheme (first version in small scale) was honoured with a certificate at the EPSA 2007. In December 2010, the ‘new’ project ‘Parental education’ (online appearance of the new version on 1 January 2011) was already awarded with the ‘Publicus 2010’ – an award for public administration. In 2008 – before the ‘new’ project was realised – a scientific evaluation was assigned to STUDIA (Study Centre for International Analysis) in Schlierbach, Upper Austria, and in 2009, the study was realised and evaluated. There were 2,500 questionnaires and 30 interviews with experts.



# BIS – BUDGET INFORMATION SYSTEM

Submitted by Federal Ministry of Science and Research

## Contact details of lead applicant

**Organisation** Federal Ministry of Science and Research

Address Teinfaltstraße 8, 1014 Vienna

Country Austria

**Contact Person** Philipp Otto

Function Head of Subunit

Email philipp.otto@bmwf.gv.at

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Science, research, innovation

## Key words of project

Budget, planning, controlling

## Case description

Ineffective budgeting processes within the Federal Ministry of Science and Research (FMSR) necessitated the implementation of the Budget Information System (BIS). Before the start of the project, demands for new ways of thinking, transparency, and democratisation of knowledge were identified. Five objectives were distinguished to enable a new work philosophy, which allows a high-quality outcome in one of the most sensitive areas of Austria's society, such as tertiary education and research, *i.e.*: Introducing a transparent and standardised budgeting process to reach a higher planning quality; Introducing a business performance management system as a precondition for an efficient and transparent accounting; Introducing newly acquired knowledge; Introducing a basis for high quality budgeting and efficient budget planning; and Introducing a framework for the Austrian Federal Budget Reform.

This unprecedented system allows accurate and high-quality budgeting. The pioneering budget components bring about high transparency during the standardised budgeting process. This allows for a detailed representation of the ministry's budget and traceability as the history is documented in the course of the budget planning. Additionally, the high training efforts during project runtime allowed and supported intra-organisational learning. As the BIS system is based on a standard solution of an international vendor, this groundbreaking system is transferable not only within Austria's public sectors but also to public sectors of other European countries. The implementation excels due to its resource-saving functions as state-of-the-art technologies and methods were used to reduce expenditures during the project runtime. In-house knowledge was acquired to maintain and adapt the BIS for the future. This strengthens the autonomy of the ministry and helps to save resources in the long run. The BIS represents a state-of-the-art solution, with unprecedented functionalities in the Austrian public sector. The most important innovation of the project is the re-design of the budget planning process that ensures enhanced quality while simplifying and standardising procedures and saving time due to fewer steps in the process. A kind of zero-base budgeting allows for an annual review of the services and contributes to efficient resource distribution. The standardised and consistent budgeting process makes the derivation of performance indicators possible which helps to reach the ministry's goals. The biggest achievement is the existence of a standardised process turning the previously complex budgeting process into a concise, decentralised and collaborative one. The budget components allow an innovative and detailed view on the budget and an outlining of gender-specific projects and their pecuniary resources. The budgets become understandable even for people unfamiliar with budget law. BIS makes an effective, efficient and outcome-oriented budget planning possible and leads to an increased self-management. By implementing a new culture of participation and an intra-organisational knowledge transfer, the self-responsibility in budgetary matters and the identification with the own pecuniary resources were established. The implementation of a cutting-edge Data Ware House as a central storage point with a planning and reporting tool allows business performance management and makes a real-time fiscal surveillance possible. The BIS easily allows adaptations in order to meet future requirements without changing the developed standardised budget planning process.



# FAIR PLAY PROJECT – 1<sup>ST</sup> BUSINESS YEAR

Submitted by Steuer- und Zollkoordination der Region Süd, Regionalmanagement / Tax and Customs Administration South

## Contact details of lead applicant

**Organisation** Steuer- und Zollkoordination der Region Süd, Regionalmanagement  
**Address** Adolf-Kolping-Gasse 7, 8010 Graz  
**Country** Austria

**Contact Person** Johannes Fahrenberger  
**Function** Expert for the development of organisations  
**Email** johannes.fahrenberger@bmf.gv.at

## Case description

At present, at the outset of entrepreneurial activity, initial visits are carried out by the Tax and Customs Administration in some cases, and in some cases checks are carried out on applications received by in-house staff. The initial visits are mainly carried out in risk sectors. Up until the tax assessment is made, further measures are only carried out in isolated cases (special VAT audit, follow-up inspection, etc.). The idea is to support new entrepreneurs during the first business year to facilitate them becoming fully compliant partners of the tax and customs administration. Support instead of inspection!

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Taxation, customs, finances

## Key words of project

Fair play project

The first business year will be rolled out across the Austrian tax administration in 2011. There are now 41 tax offices and 9 customs offices. It is one part of the Fair Play Project of the Austrian tax and customs administration. This approach ensures that taxpayers fulfil their obligations as envisaged in the Fair Play principle on a permanent basis as a result of special clarification and support provided at the outset of entrepreneurial activity. It also establishes a basis of confidence which facilitates cooperation and communication between entrepreneurs and the tax administration. In addition, taxpayers who are likely to be dishonest in tax matters and who have to be more closely supervised are identified by the tax administration in a timely manner.

The target group is businesses in the building and ancillary building trade, with the exception of joint ventures, the hospitality industry and trading in goods of all kinds such as vehicle trading, irrespective of whether or not they are represented.

Provision of support in the first business year does not normally coincide with the calendar year; support can continue for a longer period than up to the filing of the first tax return but also for a shorter period, depending on when the business in question started and when the tax returns are filed. A fundamental content check of the tax return is not feasible, since for tax returns not containing anything unusual there is no reason for this to be done. If there is anything unusual, the 'switch' from service to inspection will already have taken place during the provision of support; VAT and wage taxes should thus be covered in all cases.

'New customer' clearance at the location of the goods/the customs office is often preceded by an approval process (e.g. customs approval, process approvals) – the involvement of the customer manager and personal initial contact is already necessary in the actual approval process. Sometimes pre-audits are also necessary (economic processes, interface audit) and customs external audit may be involved if the case requires.

Monitoring of the 'new customer' by the auditor of the customer team responsible, exchange of experience in connection with processing of clearance/customs procedures forms the basis for customer manager contact. There is an estimation of risk, if any, and proposal of measures to minimise that risk; experiences to be taken into account in connection with frequency of controls and control measures.

# RE-ORGANISATION OF CHILD CARE IN UPPER AUSTRIA

Submitted by Office of the State Government of Upper Austria – Directorate Education and Society

## Contact details of lead applicant

**Organisation** Amt der Oö. Landesregierung,  
Direktion Bildung und Gesellschaft  
**Address** Bahnhofplatz 1, 4021 Linz  
**Country** Austria  
**Web address** www.land-oberoesterreich.gv.at  
www.ooe-kindernet.at (German only)

**Contact Person** Barbara Trixner  
**Function** Manager  
**Email** bgd.post@ooe.gv.at

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Re-organisation of child care in Upper Austria: non-  
contributory kindergarten, compulsory kindergarten  
attendance, child care facilities as educational  
institutions, access to early education for all children,  
regardless of their socio-economic origin, equality

## Case description

According to paragraph 1 of the *Oö. Kinderbetreuungsgesetz* (Upper Austrian Child Care Act), the State of Upper Austria avows itself to the right to high-level education, care and support for all children living in Upper Austria, and to primarily considering, in terms of the Convention on the Rights of the Child, the child's welfare.

The Upper Austrian Child Care Act therefore pursues the following targets: ensuring a high quality of pedagogical training, under consideration of current scientific knowledge; improving the balance of family and career to allow the true equal treatment and non-discrimination of genders; supporting and complementing the families in their tasks of education and care; and further development of childcare offers in terms of a qualified planning of demand.

In accordance with these targets, the non-contributory (free) kindergarten for children from 2.5 years until school entry and the compulsory last kindergarten year were introduced in Upper Austria on 1 September 2009. Each child must attend the kindergarten regularly for one year before school enrolment. The attendance of 5 weekdays totalling 20 hours per week is required by law and prescribed to fulfil the educational mission. The observation of compliance with the compulsory kindergarten attendance is a public task: penalty sanctions are stipulated against the parents for non-compliance.

The non-contributory kindergarten ensures the best possible starting prospects for children in Upper Austria. Free access to early education, the very clear position of the kindergarten as an elementary educational institution and not least the relief for the parents were the guiding principles for the introduction of the non-contributory kindergarten.

In a further step, in autumn 2010 the entire field of child care was merged into one department. The new dynamics in child care and the quality of pedagogy from infancy to the end of compulsory schooling were the target of this measure. Age-appropriate and qualitative expansion of child care facilities, the balance of family and career, as well as inter-community offers are intended to meet the needs of the families. By merging the so-called 'Child care under one roof', these targets are to be achieved by best exploitation of synergies. Through a thorough assessment of needs, needs-based child care opportunities should be provided that meet the principles of thrift and economic efficiency.

While in Upper Austria kindergartens have expanded state-wide, there is a backlog demand in the care of the children aged under 3; the care ratio of the 0-2 years old was 9.4 % in 2009. For this age class, the EU-wide Barcelona target provides a care ratio of 33%. The measures mentioned above are also intended to converge to this target.



# SOZIALRAUMORIENTIERUNG IN GRAZ

Submitted by Office of Youth and Family Welfare

## Contact details of lead applicant

**Organisation** Office of Youth and Family Welfare  
**Address** Kaiserfeldgasse 25, 8011 Graz  
**Country** Austria  
**Web address** www.kinder.graz.at

**Contact Person** Edith Sandner-Koller  
**Function** Project Leader  
**Email** edith.sandner-koller@stadt.graz.at

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Sports, youth, culture and art

## Key words of project

Sozialraumorientierung

## Case description

Social work in the context of youth welfare basically aims at advising and supporting families in the fulfilment of their tasks related to care and education of minors. The various aids range from ambulant support to displacement of the minor, should this be necessary to the child welfare. The demographic progress in a globalised world represents a growing challenge to social support systems. Administrative structures – which have evolved historically – are no longer up to handling those challenges.

The initiative 'Sozialraumorientierung' was and still is to create and enshrine framework conditions on an organisational level that are legally funded and based on professional principles. Parameters are applicable to secure the support and assistance of families in the best possible way, as well as to plan and to act in an economical, effect-orientated and comprehensible manner.

With the initiative 'Sozialraumorientierung in Graz', the Children and Youth Welfare Office of Graz has set out to find new creative and flexible ideas for a change of parameters and to implement them on the legal basis of the StJWG. It is a target designed to make optimal use of existing financial means and to work against the common cost increase in this area, whilst at the same time increasing the quality of the social work. Aid is granted close to the residence, it is perfectly fitted (flexibly and individually concerning the problem and the situation of resources), and is adapted to the will and the aims of the persons in need.

The initiative 'Sozialraumorientierung in Graz' has an enormous innovative impact by its commitment to the constitutional principles even in processes of change.

The existing legal framework was optimised in cooperation with the federal state government; it is now possible to act in a flexible and functional way.

The benefits of the initiative can be seen at different levels of the management and also at the target groups' level. This initiative has resulted in a reduction in duplication of work, downsizing of bureaucracy and benefits for the Welfare Recipients.



# ECONOMIC SUPPORT MEASURES FOR THE FLEMISH SOIL REMEDIATION SECTOR

Submitted by OVAM – Public Flemish Waste Agency

## Contact details of lead applicant

**Organisation** OVAM  
Address Stationsstraat 110  
2800 Mechelen  
Country Belgium  
Web address [www.ovam.be](http://www.ovam.be)

**Contact Person** Marijke Cardon  
Function Policy Coordinator  
Email [marijke.cardon@ovam.be](mailto:marijke.cardon@ovam.be)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Economic support soil remediation

## Case description

During 2009 there was a noticeable decrease in the number of soil remediation projects submitted to the OVAM (Public Flemish Waste Agency). The number of land transfers also suffered a significant drop compared to 2008. In order to transfer land with higher risk characteristics of soil contamination in Flanders, one has to conduct several rounds of soil examinations. If the soil appears to be contaminated, it can only be transferred when a soil remediation project is present and a contract has been signed with OVAM to do the necessary remediation and presents a form of guarantee (equalling the expected cost of the remediation process) in order to secure the fulfilment of the remediation contract. The guarantee works as a form of financial leverage. The necessity of a guarantee seems to be a heavy burden on companies needing to transfer land, since the common form of guarantee, the bank guarantee, restricts the company's credit facilities by the whole amount of the guarantee. In times of financial crisis companies might therefore postpone land transfers since they need all their credit facilities to withstand the harsh economic climate.

In Flanders, land transfer is the main trigger for performing soil examinations and conducting a soil remediation project. Other than distorting the real estate market, postponing these land transfers therefore has a negative effect on the amount of remediated land. To maintain remediation of contaminated soil, the OVAM and the Flemish Government have introduced two economic measures in order to relieve companies in need of transferring their contaminated land. The main aspect of these measures is that a quicker start of the remediation is rewarded with a lower amount of guarantee needed. These measures were introduced in 2010 and were extended in 2011. The first measure is intended for companies that are planning to transfer land. In the soil remediation contract with OVAM the company commits itself to starting the remediation process before 31 December 2011. In exchange, the company can present a guarantee for the amount of 75% of the expected remediation cost. In this way, the amount of 25% of the remediation cost is available on the company's credit facility, which can be used to pay for the first parts of the remediation process or other investments. The second measure is highly comparable with the first, but is intended for companies that have already transferred their land in the past and thus have already signed a remediation contract and presented a guarantee, but who have not yet started with the remediation works itself. When these companies start their remediation during 2010 or 2011, they will be rewarded with a decrease in guarantee needed by 25% of the remediation cost. With these economic support measures Flemish companies have a financial incentive to start their soil remediation during economic crisis.

Thanks to these measures, companies are restricted to a lesser extent by the necessity to present a guarantee to transfer their land and start the remediation.



# CREATING VALUE THROUGH SHARED SERVICES

Submitted by Jobpunt Vlaanderen

## Contact details of lead applicant

**Organisation** Jobpunt Vlaanderen  
 Address Technologielaan 11, 3001 Heverlee  
 Country Belgium

**Contact Person** Silke Verheyen  
 Function Staff Member  
 Email silke.verheyen@jobpunt.be

## Administrative level of lead applicant

Regional

## Size of organisation

25-50

## Number of people involved in the project

1-5

## Type of sector

Employment, labour related affairs and gender equality

## Key words of project

Shared services, collaboration/data management system, mutual reinforcement, avoiding unnecessary re-testing of candidates

## Case description

*Jobpunt Vlaanderen* is a cooperative company with limited liability and offers HR services to its members/clients, all Flemish public administrations. It is a unique shared services centre, creating value for its clients by bringing them together and putting them in touch with suppliers in the private market, thus creating economies of scale. Clients can develop their own HR policies, while gaining efficiency and maintaining a high quality. The resulting gains can be summarised as follows: Cutting costs by not having to launch tenders; through *Jobpunt Vlaanderen* (JPV), public administrations can rely on the best service providers in the market. JPV itself follows public procurement procedures to contract private suppliers; The best suppliers on the market at the best rates: private suppliers must apply their most advantageous rates in favour of their clients; A focus on core business: by partnering with JPV, its clients can focus on their core business. JPV follows up on their HR projects and makes sure that the highest quality standards are applied; A quick shift in priorities: the clients of JPV can easily adjust their focus to those HR tasks that are required by the specific situation; Knowledge sharing: JPV creates opportunities for knowledge sharing between its clients and between the private and public sector.

Three examples of value creation for customers:

1. **Datapunt** This system allowed the following efficiency gains: Efficient communication, simplified by the use of templates and/or automatic triggers; Knowledge sharing: employees can access all information regardless of where they are working; Process optimisation: the implementation of Datapunt required the definition and optimisation of all processes within JPV; Importing and sharing information: its possible to exchange and manage information in a bidirectional way; Data management and reporting: through dashboards and reports, the quality of data can easily be verified. High-level management and operational reports are automatically retrieved from the system.
2. The new website of *Jobpunt Vlaanderen*. The integration between Datapunt and their website enables clients to share best practices, get updates on new regulations, etc. They can easily provide all necessary information for the announcement of their vacancies, which results in reduced costs. Clients are informed about the status of their HR projects by means of automatic mailings and a general overview on the website. Links will be created with other job boards, resulting in a unique channel for job postings, whilst requiring minimal manual data input. Candidates on the labour market can follow up on new vacancies by creating and managing their personal profile, which is accessible to JPV employees. Further analysis of the acquired data enables custom-made action towards candidates, based on the needs of the clients of JPV.
3. Avoiding unnecessary re-testing of candidates. JPV noticed that candidates often apply for similar vacancies with different public organisations within a short period of time. Thus, they envisage creating the possibility to reuse information retrieved from previous selection procedures in the context of a new procedure. This creates significant efficiency gains, both for candidates and for the clients of JPV.



# AUDIO – INTERNAL AUDIT FOR LOCAL GOVERNMENT ORGANISATIONS

Submitted by Audio – Internal audit for local government organisations

## Contact details of lead applicant

**Organisation** Audio  
Address Paviljoenstraat 9, 1030 Brussel  
Country Belgium  
Web address [www.audio-lokaal.be](http://www.audio-lokaal.be)

**Contact Person** Steven Van Roosbroek  
Function Auditor  
Email [steven.vanroosbroek@audio-lokaal.be](mailto:steven.vanroosbroek@audio-lokaal.be)

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Internal audit, audio, internal control

## Case description

In 2006 a number of Public Centres for Social Welfare (PCSW – a local government organisation that delivers social services to citizens, for more information [http://fr.wikipedia.org/wiki/Centre\\_public\\_d%27action\\_sociale](http://fr.wikipedia.org/wiki/Centre_public_d%27action_sociale)) wanted to implement internal audit within their organisations. Traditionally, organisations are faced with two options in these circumstances. The first option is to organise an internal audit department within each organisation. While this may be a viable choice for delivering audits that fit within the organisational culture of Public Centres for Social Welfare, most of the PCSWs were too small for this. The second option is to outsource internal auditing to a third party (e.g. one of the Big Four firms). As activities of the public sector are not the core competence of the Big Four, there was a risk that audit recommendations were not compatible with the specific structure and culture of the PCSWs. Twelve of the biggest PCSWs in Flanders (northern region in Belgium) chose an innovative third option: the creation of an organisation that performed internal audit services in the 12 member organisations. This organisation was called 'Audio'. While this project was originally conceived as an experiment, in 2010 its member organisations decided to continue the project. Meanwhile, the number of member organisations has grown from 12 to 27. In addition to the PCSWs, the first cities are now joining the project (Turnhout, Eeklo). Audio has a strategy of gradual growth. A maximum quota is fixed for new members to join Audio every year. This organisation was called 'Audio'.

Legally, Audio is an 'organisation Title 8 of the PCSW decree'. This basically means that Audio is a cooperation between local governments. Audio is different from traditional audit organisations (e.g. the Big Four) as it works only for local government organisations. Because Audio is a public sector organisation, making profit is not one of the goals. Members pay for each audit, thus covering the costs. The costs are lower than the costs of private sector alternatives, because of the accumulation of specialised knowledge.

The goal of the organisation is to organise professional audit services for its members, and to stimulate the transfer of knowledge between the members (e.g. by performing the same audit in all member organisations). Audio offers an innovative and cost-effective way of organising internal audit in local government; competences and sector-specific knowledge are centralised within a strong team of auditors; productivity is higher because of the possibility to audit similar services in all or most of the member organisations; and the costs for the member organisations are minimised due to learning effects, VAT exemption and the non-profit nature of Audio.

The results of a recent satisfaction survey show that existing members are very satisfied with the service offered by Audio.



# OPTIMISATION, INTEGRATION AND SETTING UP ELECTRONIC MANAGEMENT OF THE ADMINISTRATIVE AND INFORMATION SERVICES ON RECOGNITION OF UNIVERSITY EDUCATION AND PROFESSIONAL QUALIFICATIONS ACQUIRED IN THE COUNTRIES OF THE EUROPEAN REGION AND IN THIRD COUNTRIES

Submitted by NACID – National Centre for Information and Documentation

## Contact details of lead applicant

**Organisation** National Centre for Information and Documentation  
**Address** 52A  
**Country** Bulgaria  
**Web address** www.nacid.bg

**Contact Person** Virginia Tsankova  
**Function** Chief Secretary  
**Email** nacid@nacid.bg

## Administrative level of lead applicant

National

## Size of organisation

25-50

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Academic recognition, mobility, higher education qualifications, ENIC, NARIC, IMI, Lisbon convention, Europe 2020, knowledge society, eGovernment, electronic management, EHEA, integrated information system, service delivery, service standards, lower cost

## Case description

NACID has been in charge of the academic recognition procedure since April 2009, when a contract was signed with the Managing Body of OPAC for a financial grant. This made it possible to organise the procedure effectively, together with the accompanying administrative and information services, in a way which fully complies with the main political documents concerning recognition of foreign diplomas, namely the Lisbon Recognition Convention, Directive 2005/36/EC and the Bologna Declaration. By means of the organisational, legal and technical measures for analysis, reengineering, and the new improved forms of administrative service delivery, it became possible to guarantee citizens' rights to fair recognition of foreign qualifications, thereby securing equal access to the labour market.

Thanks to the certified unified information system (UIS) and the new public registers it became possible to provide timely and trustworthy information, guaranteeing businesses with a fair and high quality labour market. The well-structured information in the UIS as well as the use of modern information technologies meet the information needs of the State bodies committed to guaranteeing citizens' rights, prevention of corruption and fraud. The fact that NACID's UIS is the first certified system present in the national list of certified information systems shows that it allows modern communication with other information systems and provides the possibility for exchange of data needed by other public institutions. The information supports the State policy for strategic planning of education and labour markets. The implemented electronic services helped the national e-Government to reach a new, higher quality level of services.

The improved internal organisation and administrative capacity of NACID as national ENIC-NARIC centre contributed to an increase in quality and speed of service delivery as well as to the prevention of corruption practices through effective application of the 'Single access point' principle. For the first time, the academic recognition procedure has legally established deadlines: 2 months from the date of document submission, which is considerably shorter than the prescribed deadline for recognition in the Lisbon Convention (4 months).

The UIS already contributes to the increase of student mobility and thus to achieving the goals of the 'Europe-2020' Strategy as well as to the development of e-Government in Bulgaria. The procedure is now fully transparent and fully coherent with the Lisbon Convention. Integrated service delivery is achieved following the 'Single access point' principle in connection to the functions as a National ENIC-NARIC Centre in terms of the Lisbon Convention. For the first time citizens have access to complete information about academic recognition and professional qualifications in Bulgarian and English at NACID's new website, and can receive electronically signed certificates pursuant to LEM and the State administration can check the status and authenticity of the qualifications of their applicants.



# INTRODUCTION OF A CENTRALISED AUTOMATED INFORMATION SYSTEM FOR AN eDOCUMENT FLOW IN THE MINISTRY OF INTERIOR

Submitted by Ministry of Interior

## Contact details of lead applicant

**Organisation** Ministry of Interior  
Address 6-ti septemvri Str. 29, 1000 Sofia  
Country Bulgaria  
Web address www.opac.government.bg

**Contact Person** Emilyan Aleksov  
Function Head of department  
Email ealeksov.skiad@mvr.bg

## Administrative level of lead applicant

National

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Justice, police, human rights and security; Public administration, modernisation, institutional affairs, reform

## Key words of project

Ministry of Interior, centralised automated information system, eDocument, non-paper desk offices, Unified eDocument Exchange Environment, integration

## Case description

The Bulgarian Ministry of Interior (MoI) initiated a programme related to the development of the eServices provided to the citizens and business, in order to implement both the eGovernment Act requirements and the EU standards. This project presents a part of the ministry's efforts to further extend the eServices' scope through development and implementation of a new centralised automated information system for an eDocument flow within the Ministry. The project results address both the issues of eServices' quality improvement and the ideas of facilitating the eServices' end users.

It is expected that the Ministry of Interior will build up an information system dealing with the overall document flow in an electronic format. The system will be used by all the MoI structures, which are widely spread across the country. More than 300 MoI secretary offices now exist in Bulgaria. The implementation of the new approach for dissemination of the eDocumentation both within and beyond the MoI, will supply its officials with a modern communication tool. This new instrument will improve opportunities for prompt and timely reaction; MoI activity and the way the services are provided to the citizens and business will become more transparent; the ministry's leadership will receive clear and accurate information on the most recent developments and trends, which will allow the heads to make the most appropriate decisions; society will be further facilitated in its communication with the MoI and the system will initiate the process of paper-free administrative work, with human interference in the document flow being limited; Opportunities for further extension of the online services provided by the MoI will be created and the operating costs will be minimised.

The main feature of this web-based system is that it is integrated with the other MoI information systems, as well other national systems. It has a number of components and is open to any kind of extension and upgrade. This system maintains and processes data originating from official or working electronic or paper documents. It is designed as a common database, which will present the grounds for eServices to be provided by the MoI. It guarantees a clear distinction amongst different layers of users and the rights they have to process various kinds of documents. For the first time the data structures were standardised in order to allow for a full exchange of information through the Unified eDocument Exchange Environment. The eDocument flow within and outside the state administration – in its communications with the citizens and business – will reach a new level of transparency and accuracy.

The system has the capacity to provide citizens and business with online access to all the services falling within the remit of the Ministry of Interior whilst increasing the speed of the document exchange, decreasing costs and facilitating communication between citizens/business and the ministry. It allows citizens to contact the ministry and receive administrative services from a state structure in time and for free. Meanwhile the financial resources allocated by the ministry for provision of services to citizens and business will decrease. The initial steps towards the non-paper administrative work within the ministry will support the efforts for environmental protection and all the measures undertaken are expected to result in a better and more transparent provision of services.



# BETTER ADMINISTRATIVE SERVICE THROUGH ELECTRONIC GOVERNMENT

Submitted by Municipality of Stara Zagora

## Contact details of lead applicant

**Organisation** Municipality of Stara Zagora  
**Address** Tsar Simeon Veliki Str. 107,  
 Stara Zagora 6000  
**Country** Bulgaria

**Contact Person** Nikolinka Gorova  
**Function** Municipal Secretary  
**Email** sekretar@city.starazagora.net  
 nik\_gor@abv.bg

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

eGovernment

## Case description

The main activity of the Municipality of Stara Zagora is providing administrative services to citizens and businesses. One of the problems for the administration is effectively implementing the requirements of the Electronic Management Act and the related regulations. The most important issue is the implementation of the requirements for gathering and providing data through official channels by different administrations, through internal electronic administrative services, aimed at improving the public service and reducing the administrative burden for business. The objective is to completely reengineer the internal administrative work processes of the Municipality. The project is aimed at transforming the internal and external connections in the public sector through network-based applications, information and communication technologies, in view of providing administrative services, carrying out administrative activities and increasing citizens' participation in governance. The new IT solution provided by this project is an integrated system for public services provision. eAdministration covers all processes of the administrative services provision. The system covers: Request for administrative services *via* multiple channels; Payment for the administrative services: customers are given the opportunity to choose the most convenient payment for them; Internal administrative processes on provision of administrative services: models of the service providing processes are built with their phases, documents, persons in charge and deadlines; Process of results provision of administrative services: the system provides an opportunity for customers to indicate how they prefer to receive the result of the required administrative service. The integration function of the system plays a key role in the project. Integration has been carried out with many internal and external systems for the Municipality. The integrated internal systems are USCRASP, Local Taxes and Fees, and the external systems are Bulstat (Commercial Register, egov.bg integrated portal for access to electronic administrative services, the integrated medium for exchange of electronic documents and the systems of electronic payment operators - ePay.bg (including ePayVoice, ePayGSM) and eBG.bg.

The implementation of the system has contributed to improved efficiency, better accessibility and more flexibility and has led the Municipality administration to make a number of radical changes aimed at improving customer convenience. Concepts such as business model, technological solutions, performance, product, place, time and innovation were profoundly reconsidered. Consequently, the administration made a transition from what is offered by the administration to what customers want; from fragmented proprietary systems to integrated open solutions independent from proprietary technologies; from focusing on activities to achieving results; from paper to electronic documents and delivery; from a limited range of physical locations to the choice of suitable channel for service request and delivery; from limited working time to providing the administrative service to 24/7/365 through internet self-service; and from reactive focus on technical tools to proactive management of the service lifecycle. The system is scalable and allows flexible reengineering and workflow modelling of service provision business processes. Its service-bus based architecture provides ready-made integration with important systems of electronic management, allowing for unlimited means to building integration with other systems if necessary. Essentially, the system is a flexible open platform and can be applied to a random administration.



# CYPRUS ePROCUREMENT TOTAL SOLUTION

Submitted by Treasury of the Republic of Cyprus

## Contact details of lead applicant

**Organisation** Treasury of the Republic of Cyprus  
**Address** 1441 Nicosia  
**Country** Cyprus  
**Web address** www.eprocurement.gov.cy

**Contact Person** Philippos Katranis  
**Function** Project Manager  
**Email** pkatranis@treasury.gov.cy

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Economic affairs, competition, SME; Public administration, modernisation, institutional affairs, reform

## Key words of project

eProcurement



## Case description

In Cyprus there is currently only one eProcurement system, serving all contracting authorities for free, for all types of competition and for all types of procedure; this must be used at least for publishing procurement opportunities. This system was designed, developed and deployed by the Treasury of the Republic with the assistance of the Department of Information Technology Services. The spark for the introduction of eProcurement was given by the EU Action Plan included in the Lisbon Strategy and the developments in the eGovernance and Better Regulation. This system is easily accessible for free from interested economic operators all over the world who can register and receive notifications every time a competition falling under their scope of operations is procured.

In forming the project implementation strategy they have avoided any strict policy or decision-making actions being transferred to the system in order to fit all contracting authority needs, allowing them to use the system in as much depth as they feel appropriate in order to work on change management. However, publication of notices is mandatory to secure at least the initial system utilisation and to concentrate all procurement opportunities in Cyprus in a single web page. In addition, the system functionalities were extended to include the eCatalogues and eOrdering modules, which are incorporated in the core eProcurement System. This enabled the Treasury of the Republic to utilise the potentials and currently there is an electronic shop where all contracting authorities in Cyprus (including local authorities and bodies governed by public law) can click and shop instantly for over 500 products of common needs. Promotion and change management activities were emphasised via a dedicated promotion contract. The system functionalities cover all the procurement procedures covered by the directive on public procurement (*i.e.* open, restricted, negotiated, etc.) as well as Cyprus-specific procedures for low value items (simplified procedures). It also covers repetitive procurement through Framework Agreements with or without eCatalogues' support. Furthermore, specific orders can be concluded either by direct ordering (through eCatalogues or not) or by reopening competitions (through selecting specific products of supplier catalogues and requesting better prices).

The system modules are: eRegistration: Free registration of economic operators – need to be verified by the Administrators; Controlled registration of contracting authorities by the administrators; eNotification: electronic preparation of CfTs and Notices; OJEU, aOG, publication of tender docs, define tender structure; Questions and Answers, Clarifications, Addenda, automated notifications; Upon Publication of a Tender, all EOs are notified if it is in their line of business; eTendering: electronic preparation and submission of tenders; online/offline tender preparation tools, tender verification with immediate EO feedback; tender encryption, tender time stamping; two-phased tender submission for large tenders; eEvaluation/ eAwarding: secure electronic tender opening, automated evaluation using lowest price or MEAT, contract-awarding process handling and communications, support for lots; eAuction: used as extension to the tender evaluation process; Support for three auction types, user's connection monitoring tool, chat-based communication for online support; eCatalogues / eOrdering: support under FAs or for below threshold procurements; UBL support, FA mini competitions (reopening), eAuction on eCatalogue products; eStatistics: statistical analysis and reporting; regulatory reporting on annual procurement activity, regulatory reporting per CfT and possibilities to extract specific customised information.

# AMBIENT ASSISTED LIVING

Submitted by Fredericia Municipality

## Contact details of lead applicant

**Organisation** Fredericia Municipality  
**Address** Gothersgade 20, 7000 Fredericia  
**Country** Denmark  
**Web address** [www.fredericiakommune.dk/egetliv/topmenu/forside/](http://www.fredericiakommune.dk/egetliv/topmenu/forside/)

**Contact Person** Frank Overby Vinding  
**Function** Chief Adviser  
**Email** [frank.vinding@fredericia.dk](mailto:frank.vinding@fredericia.dk)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Rehabilitation, self-reliance, satisfied citizens, satisfied employees



## Case description

By 2020 in Fredericia Municipality there will be at least 2000 more people over the age of 65 and a significant increase in the number of citizens aged over 80. This development presents an economic challenge, which in 2020 will lead to an additional annual cost in elderly care of at least DKK 46 million. Consequently, this is a good time to reassess the interaction between citizens and the municipality. To meet this challenge, the City Council in Fredericia Municipality decided to launch an ambitious project related to its 2008 budget, entitled 'Ambient Assisted Living'. The aim is to develop a model for interaction between senior citizens and the municipality concerning rehabilitation and prevention, rather than traditional and expensive compensatory initiatives. Through this project, Fredericia Municipality has completely turned around the purpose of the meeting between the citizens and the municipality. The intention is to assist senior citizens in mastering their own lives – bringing them greater enthusiasm and self-reliance. The Ambient Assisted Living project began in October 2008 and is expected to be fully operational across all aspects of care by the end of 2011. The overall result constitutes a total saving of approx. DKK 15 million per year.

Based on the policy 'Active throughout life', which has been adopted by Fredericia City Council, the Fredericia Municipality has created a new direction and changed the basic assumption regarding engagement with citizens. Fredericia Municipality's new basic assumption is that age is not a mark of weakness and limited resources. Age is an expression that the citizen has lived a number of years and for many – a long and good life. The new basic assumption is that you have a future, even if you are 80 years old. Ensuring that people can look after themselves for as long as possible is always a worthwhile investment. The new basic assumption is that the elderly also prefer to fend for themselves – nobody wants to be dependent on others before it is absolutely necessary. Therefore Fredericia Municipality has compiled a comprehensive project model to develop a new engagement with citizens based on interdisciplinary efforts that mutually support and complement each other. The greatest benefit of using the new practice-oriented method and rehabilitative approach is: satisfied citizens, who are clearly stronger in their own lives and express pride and improved quality of life by regaining and maintaining their daily functions; satisfied employees in care, who express significantly greater job satisfaction and contentment with the new working methods and the new engagement with the citizen; a clear decrease in absenteeism; and a significantly reduced utilisation of care services in 'Everyday Rehabilitation'. Coordination and implementation of project activities are decentralised and occur with the departments and the personnel involved in interventions of the project. Fredericia Municipality's Ambient Assisted Living project and the sub-project 'Everyday Rehabilitation' have attracted great attention in Denmark and Norway. The Minister for Social Affairs and the Minister of the Interior and Health have visited Fredericia Municipality and found the project to be of interest. The Norwegian Department of Health and Care has also visited Fredericia and been inspired. Around 90% of Danish municipalities request/receive training and support from Fredericia Municipality, since they are considering or have started to implement variations of the 'Fredericia Model'. In 2010 the Fredericia Municipality received Local Government Denmark's (LGDK - the interest group and member authority of Danish municipalities) great innovation prize for the project.

# THE HANDHELD PROCEDURE

Submitted by Danish Immigration Service

## Contact details of lead applicant

**Organisation** Danish Immigration Service  
**Address** Ryesgade 53  
2100 Copenhagen  
**Country** Denmark

**Contact Person** Jesper Larsen  
**Function** Head of Section  
**Email** jwl@us.dk

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Justice, police, human rights and security

## Key words of project

Asylum application processing LEAN handheld



## Case description

On 15 April 2010, the Danish Immigration Service instituted a 'handheld procedure'. The concept is a fundamentally new way of organising the processing of applications for asylum in Denmark, which involves two independent authorities. This has resulted in considerably shorter application processing times for asylum seekers and shorter stays at accommodation centres, as well as lower costs per applicant. These improvements have come without a negative impact on the quality of application processing and without jeopardising the asylum seekers' right to due process. The improvements have required few additional resources for application processing.

The fundamental principle of the 'handheld procedure' is 'pushing'. This means that as soon as one step in the application process is completed, applicants are directed to the next step of the process. During the initial part of application processing immediately after the application is submitted, the applicant, as far as possible, is escorted from one division to the next and from authority to authority. The principles of LEAN have been applied in all relevant parts of application processing – from the procedures authorities follow internally, to the way an application is processed physically. A new joint unit – the Asylum Unit, which is made up of staff from both organisations – has been set up to carry out the procedure in practice. The unit is housed in a shared building and is set up so that it supports collaboration on day-to-day tasks. In the unit's offices, new asylum applicants are registered, their identity and route to Denmark is determined and initial information about their motivations for applying for asylum is collected. In addition, a decision is made on which processing procedure their application falls under. The flexible collaboration within the unit ensures that all relevant enquiries, regarding for instance age, authenticity of documents, and external hearings, are undertaken as soon as possible.

The procedure applies to application processing from the time of registration of an asylum seeker by the Danish police, to the time when a first Instance decision is made on the application by the Immigration Service. The procedure was developed as part of a collaboration between the two authorities on the basis of a thorough analysis using the LEAN efficiency principles. During the procedure, applications are screened by experienced employees. This is done in order to ensure that as much relevant information as possible regarding the applications is available, before the actual application processing phase takes place. During the screening process the applications are also sorted according to how time consuming they appear to be.

As part of the handheld procedure, and with efficiency concerns in mind, the complicated applications are processed by one division and the more straightforward applications by another. The procedure is a new inter-organisational way of thinking and has positive effects for users (asylum seekers) and public agencies, as well as reduced costs. At the same time, the procedure has a long-term perspective, and its underlying principles can readily be adopted by other public agencies. The handheld procedure has given Denmark one of Europe's fastest and most effective procedures for reviewing applications for asylum.

# BORGER.DK MYPAGE – JOINT DEVELOPMENT AND REUSE OF KEY INFRASTRUCTURE COMPONENTS RESULTING IN COST SAVING AND A BETTER, MORE PERSONAL, USER EXPERIENCE

Submitted by National IT- and Telecom Agency, Denmark – Centre for Borger.dk

## Contact details of lead applicant

**Organisation** National IT- and Telecom Agency  
**Address** Holsteinsgade 63  
 2100 København Ø  
**Country** Denmark  
**Web address** www.borger.dk  
 www.borger.dk/minside

**Contact Person** Morten Meyerhoff Nielsen  
**Function** Head of Section  
**Email** mmn@itst.dk

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Joint development, reuse of key infrastructure components, cost savings, WCAG AA, user-centric, online service delivery, personalisation, privacy, security, proven business case



## Case description

The borger.dk (BDK) MyPage initiative focuses on joint development and the reuse of key infrastructure components, resulting in cost saving. As a platform, MyPage enables a better, more personal, user experience online. The economic potential of the joint development of key infrastructure components is illustrated by the cooperation between the Danish national citizen portal borger.dk (BDK) and five municipalities for the development of the MyPage platform. MyPage as a platform is a:

- flexible, robust and tested platform for authorities to showcase personalised information, data, eServices AND enables users to view and act upon these – either to activate an eService or to correct information;
- cost efficient, personal, user-friendly and attractive platform developed with, and for, authorities and citizens to use for free;
- innovative personalised platform enabling authorities to provide relevant, personal content, data and eServices;
- cutting edge technical solution based on MicroSoft SharePoint 2010 technology, coded in .NET, whilst allowing for different integration formats (portal service types or widgets);
- it fulfils all legal requirements including collection and presentation of personal data and WCAG (AA) web-accessibility standards and the EU 'Cookie' Directive.

MyPage allows for a dynamic navigation structure reflecting user profiles, automated personalisation of content, and different integration formats. The flexibility of MyPage and the different technical integration formats enable authorities to present and push useful personalised content, and to improve the quality and service standard online at lower costs. MyPage widgets redefine service delivery by focusing on users and their dependents (e.g. spouse and children) and merging information, data and services into one, which was previously not seen online for the public sector. The economic reward of the BDK MyPage platform and cooperation model is twofold: The primary business case is DKK 1.6 million (€0.22 million) in acquisition, plus a conservative DKK 1.6 million (€0.22 million) cheaper in annual operating costs (incl. support and maintenance) for each municipality actively using MyPage as a personalised online platform. The MyPage business case increases proportionally with each municipality committing to use the platform – for free. The secondary business case centres on MyPage as an enabler allowing authorities to actively encourage increased citizens' self-service online. Copenhagen, for instance, is actively using MyPage to increase online service transactions from 19% of all requests in 2009, to 37% in 2012, thereby saving DKK 23.5 million (€3.2 million) annually. BDK MyPage shows the importance of a good project management model, relevant skills and communication; communication including proactive provision of inspiration, advice, manuals and guidelines for take-up and sustainability; use of open source, recognised standards and flexible technical format for widgets. These are lessons for others to use and emulate and MyPage is only one BDK example of joint development and free reuse of content. Other examples of the joint development model include BDK's Creative Commons licence for all portal content, automated import and syndication of content to other authorities' web pages, etc. As a valid Danish ID number and digital signature is required to login, a tour of MyPage is available in the Guided Tour section on: <http://prezi.com/ay1bum2cerj2/mypage-epsa>

# TALLINN CITY SERVICES ONE-STOP-SHOP

Submitted by Tallinn City Office

## Contact details of lead applicant

**Organisation** Tallinn City Office  
**Address** Vabaduse Väljak 7, Tallinn  
**Country** Estonia  
**Web address** [www.tallinn.ee/eng/teenused](http://www.tallinn.ee/eng/teenused)  
[www.eesti.ee/est](http://www.eesti.ee/est)

**Contact Person** Anne-Mari Vunder  
**Function** Head of General Department  
**Email** [anne-mari.vunder@tallinnlv.ee](mailto:anne-mari.vunder@tallinnlv.ee)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

One-stop-shop for all city services online; 5<sup>th</sup> level of eServices



## Case description

'The Tallinn City Services one-stop-shop' project entails the Tallinn Public Service Database, including 5<sup>th</sup> level eServices delivered to persons with low income. Tallinn Public Service Database is a subsection of the City of Tallinn webpage; it comprises the centralised, categorised and classified information about public services: the offer, target and description of a service, delivery channels, price, list of accordant legal acts, process descriptions dependant on delivery channel, name and contact information of the executive. This standard information is displayed on a so-called service card; there are about 560 service cards in the database. The Tallinn Financial Account System uses the price information from the database for financial transactions, thus guaranteeing exact and updated price information for the service users and providers. The database provides officials with feedback in terms of service usage statistics. The database enables the municipality to coordinate the sales and market its full set of services.

Tallinn City Services One Stop Shop has been an example for Estonia's smaller municipalities in establishing standardised service portals. Their service classification and service card has been considered by the Estonian Ministry of the Interior as a good basis for a sample solution for other cities and rural municipalities. The target groups for 5<sup>th</sup> level eServices vary from families with children to elderly people. These services are: Childbirth allowance from the City of Tallinn. This is granted to parents of a child, provided that according to the Population Register, both parents were citizens of Tallinn before the child was born and at least one of the parents had lived in Tallinn for at least a year before the child was born; Allowance for the first-graders of Tallinn schools. Benefit applications for children attending school for the first time are accepted during the first three months of the school year; My sports club gives the possibility to choose the sports club the person attends; the club will then be subsidised by Tallinn City Government and the user of the club will pay a reduced fee. The sports activity benefit is given to sports clubs to organise activities for Tallinn's amateurs with disabilities and persons with permanent disabilities; Similarly, My child in sports club works in the same way for children, and it is the parents of the child who decide which sports club receives the sports activity benefit to organise sports activities for Tallinn's children; Annual allowance for retired citizens of Tallinn. Pension supplement application can be submitted by persons receiving retirement pension or incapacity pension and adults (from the age of 18) receiving national pension and death pension. Pension supplement is paid once a year in the applicant's birth month. The services are available to groups of population with the forenamed conditions; applications are required. Tallinn City Government has back-office information systems, Sports Support Information System and Subsidy Independent from Income Module to process applications. The delivery channel for the services is the State Portal [www.eesti.ee](http://www.eesti.ee) where the applicant has to log in. There are three different possibilities to access services: with ID-card; with Mobile-ID; or an internet bank link. The logged-in person is authorised as citizen of Tallinn by Estonian Population Registry *via* data exchange layer X-Road. Pre-completed eApplication forms to concrete service open only for entitled persons; compliance with the required conditions is verified automatically by adequate data bases *via* X-road. After submitting the eApplication subsequent processes will be different depending on service, but it will be done automatically and will end with money transfer to the applicant's or sports club's bank account.



# SYSPER2

Submitted by European Commission – Informatics Directorate-General

## Contact details of lead applicant

<b>Organisation</b>	<b>European Commission Informatics Directorate-General</b>
Address	MO34 2/76, 1049 Brussels
Country	Belgium
<b>Contact Person</b>	<b>Philippe Van Damme</b>
Function	Head of Unit Information systems for Human Resource Management
Email	philippe.van-damme@ec.europa.eu

## Administrative level of lead applicant

European

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Human resource management, efficient administration, IT consolidation

## Case description

'Sysper2' is the European Commission's Human Resource Management information system. It covers the vast majority of corporate HR processes such as career management, appraisal and promotion, organisation chart, mobility, entitlements, staff obligations and ethics, time management, competence management and resource allocation. It is a permanent challenge to ensure the smooth operation of the European Commission, given its size and complexity (around 36,000 staff of more than 27 nationalities, in multiple locations around Europe and the world). HR is a modern change agent and strategic partner, allowing the Commission to achieve its objectives, with lower levels of HR staffing and without losing sight of the wellbeing and motivation of the personnel. 'Sysper2' is in this context a cornerstone for staff empowerment, administrative simplification and HR professionalisation in the European Commission.

'Sysper2' focuses on three main areas:

1. End-to-end business processes coverage: By spanning organisational boundaries and covering HR business processes end to end, 'Sysper2' contributes to an increased service level, to harmonisation and simplification, and to more efficiency and user satisfaction.
2. Support for a proactive HR policy: 'Sysper2' goes beyond mere compliance with procedures. It provides the foundation for the HR Directorate-General to transform personnel policy into an efficient instrument contributing to the Commission's priorities and policy objectives.
3. Inter-institutional deployment: 'Sysper2' is also being deployed in other European Institutions and agencies. The inter-institutional deployment represents a significant step towards the harmonisation of administrative practices and improved interoperability between European Institutions with a reduction in administrative expenditure as a result.

The investment costs have been carried by the European Commission – the system owner, while other European Institutions and agencies can use the system, only paying for the cost of the additional service. 'Sysper2' is an example of a successful convergence initiative, aligning business and IT. It has enabled more efficient, effective and transparent HR business processes and led to the rationalisation of the IT system's portfolio. Moreover, the benefits of the investment are being shared with other European Institutions who can profit from the service the Commission is offering to deploy, run and support the system for the interested institutions.



# ITIC – IT Infrastructure Consolidation

Submitted by European Commission – DG DIGIT A – Corporate IT Solutions and Services

## Contact details of lead applicant

<b>Organisation</b>	<b>European Commission DG DIGIT A</b>
Address	Rue de la Loi 200 1049 Brussels
Country	Belgium
<b>Contact Person</b>	<b>Paulo José Santos</b>
Function	Deputy Head of Unit, European Commission - DG DIGIT A1
Email	paulo-jose.santos@ec.europa.eu

## Administrative level of lead applicant

European

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

ITIC (IT Infrastructure Consolidation), European Commission, DG DIGIT

## Case description

This project stems from the IT Governance Communication (SEC(2004) 1267) of the European Commission. Its aim is to achieve efficiency gains and service improvements through the introduction of a new corporate IT service. In March 2007, the IT Department of the EC (DIGIT) launched the ITIC Pilot with the voluntary participation of three other Directorates-General. Later in 2008 another two DGs joined in. The pilot brought about several tangible benefits.

- It enabled the enrolled DGs to fully comply with the binding requirements in terms of Business Continuity Planning.
- Several Pilot DGs emphasised that the enrolment to 'ITIC' was for them an opportunity to focus on their core business (no longer need to worry about IT infrastructure and support).
- There were clear benefits in terms of quality of service, by associating a Service Level Agreement (SLA) to the Memorandum of Understanding signed with each customer DG. The quality of the service is monitored through clearly defined Key Performance Indicators (KPIs), which are measured and reported on a monthly basis to the enrolled DGs. Moreover, an important added value of the project is the homogeneity in Quality of Service, irrespective of the DG, while retaining sufficient flexibility for dealing with ad-hoc requests.
- The pilot demonstrated that a consolidated infrastructure and support service can be provided with a reduced number of IT staff, while preserving close proximity to the end users.
- Last but not least, it enabled infrastructural cost savings. The Pilot completed in April 2009.

After the successful completion of the pilot project, 'ITIC' was officially set as a new Service in production. The ITIC Service is formally defined by the ITIC Service Catalogue that includes the complete range of workstation management and office automation services: first level support service with proximity (for requests for service which require on-site intervention); workstation and peripherals provisioning and administration; user account management; file, print and scan services; terminal services to support remote access and teleworking; and communication services. The ITIC Service Level Agreement (SLA) sets out the service levels and associated metrics – the KPIs. The ITIC Service is compliant with best practices from the industry in IT Service Management (known as ITIL = IT Infrastructure Library). At the time of writing this report, the Service is being used by 12 DGs, representing over 9500 users. From an efficiency perspective, the ITIC Service is currently being delivered with a ratio of IT support staff members per 1000 users supported, down by 30% from the initial ratio before 'ITIC'. This Service is now fully operational and is scalable. Furthermore, it provides to the EC further economies of scale. Maintaining the current Service Levels, the ITIC Service can provide further optimisation of resources used. By enrolling further DGs, recent projections show that the ITIC Service should in another 2 to 3 years be able to achieve an improvement in the ratio of IT support staff per 1000 users of up to 50% in efficiency with respect to the starting point in 2006. This service has the potential to liberate an impressive number of Full-Time Equivalents.



# EUROPEAN COMMISSION JOB SCREENING

Submitted by European Commission, DG Human Resources, Unit HR.A.1.

## Contact details of lead applicant

**Organisation** European Commission  
**DG Human Resources**

**Address** Rue Montoyer 34  
 (07/046), 1049 Brussels

**Country** Belgium

**Contact Person** Antje Collowald

**Function** Human Resources Officer

**Email** antje.collowald@ec.europa.eu

## Administrative level of lead applicant

European

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Efficient allocation of human resources, efficiency gains, efficient delivery model, re-engineering, cost optimisation, business orientation, added value for European citizens

## Case description

Already in 2007 before the financial crisis, the Commission reacted to growing pressure on resources, with a self-commitment to refrain from requesting new posts until 2013 'zero growth'. This, together with the Lisbon Treaty and the Europe 2020 strategy assigning new tasks to the institution, set the framework for an initiative to shift the allocation of jobs from horizontal functions covering 'administrative support and coordination' to 'frontline' activities where they benefit EU citizens directly. A reduction of jobs covering 'administrative support and coordination' tasks is one of the primary objectives of the initiative known under the internal working title of 'European Commission Job Screening'. As a starting point for this exercise, all jobs in the Commission and in the six Executive Agencies are analysed and categorised. Four categories (with several sub-categories) have been established. These are based on the main operational activities of the EC, the support processes and the specific challenges linked to the multi-language and multi-site environment, as well as specific financial and budgetary management to be covered:

- Operational (frontline): Policy Making, Programme Management/ Implementation, Law Making/ Monitoring, Evaluation and Impact Assessment.
- Neutral: Linguistic services, Local Finance, Anti-Fraud.
- Administrative Support: Human Resources, IT, Document Management, Logistics, Security, Budget and Accounting, Internal Audit.
- Coordination: Communication, Publication, Inter-Institutional Relations, Activity based management.

Horizontal support tasks, as described in the categories 'Administrative Support' and 'Coordination' above, are delivered in the EC at corporate level (e.g. HR services for the whole Commission by the central DG HR) as well as at local level (e.g. HR departments in each Directorate-General (DG)). The categorisation of all jobs enables all decision levels to clearly identify the jobs allocated to 'frontline' (operational) activities and the ones covering 'administrative support and coordination' functions. Progress in the reduction of the ratio of these support and coordination jobs compared with the total number of jobs is measured monthly at the level of each DG as well as for the Commission as a whole. The initiative has helped reduce the ratio of functions in administrative support and coordination in the whole EC from 31.8% in 2007 to 29.5% in 2010. A further decrease is expected in 2011. This constant shift from functions in administrative support and coordination to 'frontline' tasks has helped in reaching the Commission's policy objectives in times of 'zero growth', where no additional posts have been requested from the budgetary authority. In addition, the EC managed – without additional heavy IT investments – to overcome a common hurdle: the centralisation of all relevant existing information on human resources in one database, which establishes one global and up-to-date view on the use of resources across the highly diverse and multi-site organisation of the Commission. This has also led to establishment of one common 'language' between all DGs with regard to staff deployment in general. The yearly Job Screening exercise has strongly pushed towards an alignment of the planning processes for activities, the budget and human resources. Last but not least, the ratio of functions in administrative support and coordination has been established successfully as a Key Performance Indicator (KPI) and is used in decision making for allocation of additional posts.



# ePRIOR – THE EUROPEAN ePROCUREMENT PLATFORM

Submitted by European Commission, DG Informatics

## Contact details of lead applicant

**Organisation** European Commission  
**DG Informatics**  
**Address** DIGIT, Rue Belliard 28  
 1049 Brussels  
**Country** Belgium

**Contact Person** Yuliya Krumova  
**Function** IT Officer  
**Email** yuliya.krumova@ec.europa.eu

## Administrative level of lead applicant

European

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME; Public administration, modernisation, institutional affairs, reform

## Key words of project

Public procurement, electronic procurement, policy, standards, interoperability, cross-border, open-source, eInvoicing, DIGIT, eOrdering, eCatalogue

## Case description

Public procurement plays an important role in the development of the single market. In 2009, total public procurement expenditure in the EU was estimated at around 19% of EU GDP (or €2,300 billion). Approximately 18% of this expenditure (3.6% of EU GDP, €420 billion) was above the EU thresholds and hence governed by the EU public procurement legislation. Several studies demonstrate that switching from paper-based procurement to electronic procurement would be highly desirable for Europe. The widespread use of eProcurement would simultaneously result in significant savings in total procurement costs and reductions in transaction costs. Despite the several EU policy efforts to put public e-Procurement at an equal footing with paper-based approaches, its take-up remains low, both within most countries and across the EU as a whole.

The 'ePRIOR' project was started in 2007 by the Directorates-General for Internal Market (DG-MARKT) and Informatics (DIGIT), of the European Commission, to support the objectives of the i2010 EU policy framework and the eProcurement Action Plan. The 'ePRIOR' project was initially sponsored by IDABC to show that emerging standards to enable interoperability in a cross-border environment could be used in a real-life pilot of B2G eInvoicing. In 2008, this pilot was successfully completed between a few suppliers and DIGIT. During the pilot, DIGIT actively contributed to the creation of these standards in close cooperation with standardisation bodies and Member States. This pilot paved the way for the use of these standards by PEPPOL, the eProcurement Large Scale Pilot of the ICP programme. Furthermore, it also showed that the European Commission not only plays a central role in managing the rules of the internal market but also in its creation, by harnessing the potential of technology for better public procurement. With regards to technology, the eInvoices were exchanged *via* the 'ePRIOR' platform, created for that purpose. This system was developed by DIGIT to enable the secure exchange of documents between the systems of the European Commission and those of suppliers or service providers. Today this platform is available for free to Member States, in Open Source, and it offers direct and easy connection to PEPPOL. This open source version of 'ePRIOR' is known as 'Open ePRIOR'.

As of 2009 eInvoicing is live at DIGIT and it has proven to offer significant advantages over traditional paper-based invoicing, such as better data quality, faster processing time, no data encoding, no scanning of attachments, no lost invoices, etc. DIGIT is now mandating its use in all new Framework Contracts and expanding the use of electronic means to all of the post-Award value chain: catalogues, orders, goods receipt, payment reminders, etc. The 'ePRIOR' project is currently being carried out under the umbrella of the ISA programme and the role of the European Commission in leading by example by using eProcurement is today a policy objective stated in the follow-up to the i2010 policy framework, the Digital Agenda for Europe.



# EPSO DEVELOPMENT PROGRAMME

Submitted by EPSO – European Personnel Selection Office

## Contact details of lead applicant

**Organisation** EPSO  
**Address** Avenue de Cortenbergh 25  
 1040 Brussels  
**Country** Belgium  
**Web address** [http://europa.eu/epso/discover/about/mission/index\\_en.htm](http://europa.eu/epso/discover/about/mission/index_en.htm)

**Contact Person** Linda James  
**Function** Policy Assistant to the Director  
**Email** [linda.james@ec.europa.eu](mailto:linda.james@ec.europa.eu)

## Administrative level of lead applicant

European

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Computer-based testing, talent management, competency-based assessment, situational judgment testing, talent screening, streamlining procedures, best practice

## Case description

The European Personnel Selection Office's (EPSO) creation was based in a context of both, great change in EU history, with the enlargement from 15 to 25 and subsequently to 27 Member States, and of modernisation of the European public administration. EPSO successfully met the Institutions' increased demand for competitions to enable enlargement recruitment, but it was clear that the old selection system had several weaknesses: a lack of strategic HR planning led to peaks and troughs in the availability of suitable laureates; the time taken to organise an open competition was too long; the system was almost exclusively based on testing of knowledge and so tended to select people good at getting the job, rather than those who would be good at doing the job.

In an increasingly competitive job market, the European institutions must be able to attract a diverse range of top quality applications and a better, faster, more robust new selection procedure was needed to provide them with the right people at the right time. So EPSO set about developing a strategy to attract the right talent and to position the European public service as an attractive career choice. In 2008 EPSO's Management Board unanimously approved a series of concrete recommendations for changes in the nature and format of selection procedures – the EPSO Development Programme (EDP).

The agreed aim of EPSO's far-reaching modernisation programme was to adapt the methods of personnel selection to meet the Institutions' current and future needs in a more efficient way, while remaining true to the principles of fair and open competition. On 16 March 2010 it launched the first competition for graduate Administrators under the new selection procedure. A cornerstone of the new model is the development of a state-of-the-art IT platform and procedures, linked to the deployment of tailor-made assessment tools and test content. A series of job-relevant competency-based assessment exercises are deployed in a two-phase process (pre-selection and Assessment Centres), to reflect what is required in terms of job performance for different profiles and recruitment levels.

Introducing improved planning and faster and more targeted recruitment, the new system establishes annual competitions for the most common job profiles, thus allowing candidates to plan their applications more effectively and helping strategic human resource planning by the EU Institutions. It shifts the emphasis from knowledge to competency-based assessment. Candidates are tested on a rigorous, objective and fair basis, which allows for immediate statistical feedback and quality control. In this way, EPSO has reformed a significant area of the HR function, in a rational and cost-efficient way, in order to provide the EU Institutions with a new generation of motivated and talented staff members. In 2010 EPSO completed the implementation of a series of operational improvements at all levels of the organisation, including for example, the introduction of a new online application system for candidates, better provision for candidates having special needs, improvements for candidates' management of their own personal account, an improved public website and a simplified 'notice of open competition' – available in 23 languages.



# ISSYSPOTS

Submitted by Issy Média

## Contact details of lead applicant

**Organisation** Issy Média  
**Address** Rue du Général Leclerc 62  
 92130 Issy-les-Moulineaux  
**Country** France  
**Web address** <http://itunes.apple.com/fr/app/issyspot/id378575219?mt=8>

**Contact Person** Eric Legale  
**Function** Managing Director  
**Email** [eric.legale@ville-issy.fr](mailto:eric.legale@ville-issy.fr)

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Information society, technology, media and audiovisual

## Key words of project

Augmented reality, hotspots, 3D, Issy

## Case description

Better than a map and even more practical than a GPS, 'IssySpots' is an enhanced reality application for iPhone – an illustration of future eGovernment. The first enhanced reality application developed by a French local authority, 'IssySpots' enables inhabitants as well as short-stay visitors equipped with an iPhone to easily find their way around the city thanks to enhanced reality. More than 500 points of interest in the city (transportation, businesses, administrations, etc.) are displayed on the user's iPhone in real time according to his location, allowing him to move freely towards the main locations of interest of the city. The application gives particular importance to innovative companies and city services.

With over 70,000 jobs – out of which more than half are in the ICT sector – in a town of more than 64,000 inhabitants, Issy-les-Moulineaux is one of the main technological and economic centres in south-west Paris. Since the mid 1990s the city has developed many innovative services. Today, 85% of the population is connected to the internet. From the youngest up to the oldest, Issy's residents have access to a wide range of electronic services (Cyber-nurseries, cyber senior centres, mobile phone payment of parking fees, videoconferencing for parents with children away at holiday camps, web services to pay for school meals and making reservations for leisure centres, online ordering of documents, Web TV, Facebook and Twitter pages, Issy 3D, etc.) Within this ICT-oriented background, and given that the smartphone apps market is booming, Issy-les-Moulineaux wanted to offer its inhabitants a new innovative and useful service.

Beyond promoting the high-tech image of the City, the purpose of 'IssySpots' is to offer to the 70,000 employees working in Issy, as well as to inhabitants, a true mobile digital extension of the 'paper version' of the practical guide of the City. The application allows them to find their way easily in the city and to identify the main points of interest according to their location. In the long run, the objective is to have the whole of Issy at one's fingertips, whenever and wherever needed: telephone numbers, addresses, websites, email contacts, etc.



# MARKET-BASED CONTROL OF COMMERCIAL-NEAR PUBLIC SERVICES BY MARKET-BASED INTERNAL COST-SETTLEMENT

Submitted by Zentrale Technische Dienste Dresden

## Contact details of lead applicant

**Organisation** Zentrale Technische Dienste  
**Address** Ferdinandplatz 2, 01069 Dresden  
**Country** Germany

**Contact Person** Markus Blocher  
**Function** Director  
**Email** mblocher@dresden.de

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME; Employment, labour related affairs and gender equality; Public administration, modernisation, institutional affairs, reform

## Key words of project

Market-based internal cost settlement of public internal services

## Case description

In 2006, the city council of Dresden decided to set internal operative services into a systematic market comparison procedure, especially those which are close to commercial services, e.g. concierge service. Similar experiences took place in the 1980s in Great Britain, called 'market testing' – with a market comparison of public services by participating in a public tender. However, an adaptation of this approach in Germany has been problematic, since internal public services are not allowed to participate in public tenders. In Dresden, however, outsourcing was not the aim; rather, a comparison between public and private services focused on service level and price. In order to realise a market-based service comparison, participation in public tenders was not the answer, because in Germany a tender of a service leads to an outsourcing solution even if the public service is better in quality and/or cheaper in price. Consequently, the city administration had to invent and implement a new procedure to compare their operative public services with private ones. In 2006 a bundle of internal, commercial operative services were pooled into a new organisation. Services and service-levels were defined, multiple principal-agent-relations were installed, a professional financial accounting was built up and finally – as a national innovation - the traditional way of internal cost-settlement was changed in order to make internal services more cost-effective in comparison with the private sector.

Traditionally, an internal organisation which produces services on a well-defined level, called 'agent', has to settle its effective (actual) costs with a 'principal' organisation, which has ordered these services. After the service delivery, the principal will be charged by these effective costs; but the question of whether these services are efficient in price and quality compared with private services – cannot be answered by analysing these effective costs. In order to answer that question in Dresden, since 2009, the principals are generally no longer charged internally with effective costs, but with prices equivalent to market prices. Due to this, the principals are no longer charged with inefficient cost-elements produced by an internal monopoly. The agent organisation cannot play a monopoly role any more but is forced to optimise its costs and quality on market-price level.

In Dresden, the market comparison can be drawn on multiple levels, at service level, order-level, product-level and finally at the level of the whole agent organisation in which all regarded services are pooled. The city council will be informed about the results of this market-comparison at product level in the course of the discussion on the public budget. The agent is forced to cover his internal effective costs, if the internal market-price-equivalent settlement of all services does not cover the whole effective costs of its organisation. In this case, the agent is forced to optimise its internal services. The market-comparison allows the agent to quickly determine ineffective services, so that these should be outsourced, while those which are profitable can be better in-sourced. What are the results? There is no general answer, but different results depending on service level, motivation of employees, size of order and other factors. There are both efficient and non-efficient internal services. This result supports this market-testing approach, because the answer to the question of make-or-buy is not as simple as ideologists often suppose it to be.



# IP-CENTREX TELEPHONE SOLUTION

Submitted by Landkreis Elbe-Elster

## Contact details of lead applicant

**Organisation** Landkreis Elbe-Elster  
**Address** Ludwig-Jahn Str. 2  
 04916 Herzberg  
**Country** Germany  
**Web address** www.nfon.net/de/telefonanlage/  
 kleine-unternehmen/ueberblick.html

**Contact Person** Ron Lehmann  
**Function** IT specialist  
**Email** ron.lehmann@lkee.de

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

IP-Centrex

## Case description

One of the major problems in this region is migration of young people, meaning that there are fewer and fewer people living there. Consequently, the administration must be dramatically reformed and has to be more efficient. In the future, they will receive less money from the Brandenburg government, so they have to make savings in the right places. One part is staff savings: fewer and fewer staff requires less IT, therefore they must begin to develop strategies for future requirements. Cloud computing and pay-as-you-shrink can help them reach their goals. The prime reason for launching the project was the age of the old analogue telephone system (at that time 12 years), which had many connection problems with the old hardware and impossible requirements as a result of limited upgradeability. There were no documentation and configuration tools, so that there was no chance for modifications. Another problem was the fixed number of telephone substations. Furthermore there was no possibility to use modern telecommunication features like conference rooms, automated call distribution and computer telephony integration. In some locations there were two separate physical networks, one for the analogue telephony and another for the LAN, which caused some difficulties and represented a high volume of work. There was no way to connect the telecommunication network to the digital data network. The second major issue was the insufficient service for citizens and companies. The next reason for change was also the financial outlay: expensive maintenance contracts, high power consumption and charges for calls between five locations. One of their locations was renewed last year with the objective target: 'Drop the telephony network and use the digital data network for all communication'.

So, the aim of this project is to switch the telephone system from an analogue telephony system to a Cloud Solution: 'IP-Centrex'. At that time it was the first administrative district (according to own market research) in Germany, with an 'IP-Centrex Telephone Solution' (650 substations). They saved a lot of money (lower acquisition costs, less costs for maintenance and lower call charges) and can offer new services for citizens. Staff are pleased about the possibilities offered by this solution and for the IT staff, it is much easier to handle this solution. The most interesting solution was somewhere in the cloud (after all in Germany). This choice enables free calls between their locations. Other objective targets are: They don't want a central telephony hardware in their locations (just telephones); Data integrity (End to End Data encryption and the consideration of Federal Data Protection Law); They want to involve all telecommuting personnel without outlay (IP-Phone follow me); Sustainable (SW Upgrade, to enhance the services, big variety of interfaces e.g. SIP-Trunk, CTI); Capability characteristics like major enterprises (e.g. conference rooms, worldwide access); Reduce the supervisor support (less driving and less configuration time); Every employee should be able to configure uniform services and features himself by using a website; The supervisor needs a central web-configuration; Services and possibilities for the citizens and companies for a better communication with government (interactive system).



# IPEMA® – INTEGRATED PERSONNEL MANAGEMENT SYSTEM FOR THE ENTIRE STATE ADMINISTRATION OF RHINELAND-PALATINATE

Submitted by Rhineland-Palatinate's Central Office for IT and Multimedia

## Contact details of lead applicant

**Organisation** Rhineland-Palatinate's Central Office for IT and Multimedia  
**Address** Wallstraße 5, 55118 Mainz  
**Country** Germany  
**Web address** www.zukunft.rlp.de

**Contact Person** Jürgen Häfner  
**Function** CIO Rhineland-Palatinate  
**Email** juergen.haefner@ism.rlp.de

## Administrative level of lead applicant

Regional

## Size of organisation

25-50

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Cost reduction, simplification, IPEMA, ERP, HCM, SAP, modernisation of administration, free of media interruptions, standard

## Case description

The federal state of Rhineland-Palatinate, with some 4 million inhabitants and a yearly budget of approximately €13 billion, is a dynamic region in Germany based on an extensive infrastructure of highways and waterways. The personnel management duties of the state are implemented by an administrative system comprising more than 160,000 people: administrative staff plus teachers, judges, and former employees. In the course of the years, several different and mutually incompatible personnel management systems were established. The uniform, integrated personnel management and payroll accounting system 'IPEMA®' is designed to create a single infrastructure aimed at making administrative duties considerably easier and saving money.

'IPEMA®' is a flagship project within the federal state strategy of creating a networked IT infrastructure by pooling expertise and consolidating the different systems. This is being made possible by Rhineland-Palatinate's Central Office for IT and Multimedia, *Zentralstelle für IT und Multimedia*, which manages the IT of the entire state administration. Key aspects in the success of the project are a teamwork approach and the equality of everyone involved in the project. This is a key characteristic of the working methods of the state's IT department, which, after initial resistance, has won over many supporters with its dialogue-orientated approach, to such an extent that these supporters now actively and willingly draw on the services of the department's IT experts. With 'IPEMA®', there is only one system to administer and maintain; all employees receive the same training, thus improving their mobility as they can be assigned to different government offices without the need for additional training. But above all, 'IPEMA®' results in a uniform data protection concept – an essential feature given the highly sensitive nature of the personal information within the system. All 'IPEMA®' data is kept in the top-security environment of the state's data and information body, LDI. The project can be broken down into three areas: The state's central payroll and pensions' office (ZBV) manages the payrolls of all active employees and pensioners. With a budget of €5 billion and more than 500 employees of its own, it is one of the largest HR departments in the state; In addition, more than 800 employees of the Supervisory and Service Directorate manage the HR and talent management for different parts of the state organisation; The third organisation within the project is the regional finance office (OFD) with 8000 employees responsible for the state tax administration.

The goal of this project is to replace several legacy HR systems with one universal SAP HCM ERP 6.0 system which will contain the following components: personnel administration, payroll accounting, time management, organisational management, personnel cost planning, position management, recruiting, training management, pensioners' administration and personnel development. The project implementation comprises five consecutive rollouts: new pensioners (June 2010), civil servants of the OFD (October 2010), payroll accounting for all civil servants and state pensioners (December 2010), payroll accounting for all state salaried employees (January 2011), and personnel cost planning, position management, recruiting, and training management of the OFD, and personnel administration of the ADD (April 2011).



# PASTIS

Submitted by Konrad-Adenauer-Stiftung e.V. (KAS)

## Contact details of lead applicant

**Organisation** Konrad-Adenauer-Stiftung e.V. (KAS)

Address Klingelhöferstr. 23, 10785 Berlin

Country Germany

**Contact Person** André Drewelowsky

Function Project Manager PASTIS

Email andre.drewelowsky@kas.de

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME; Justice, police, human rights and security; Public administration, modernisation, institutional affairs, reform

## Key words of project

PASTIS, KAS, paperless document management, foundation, global, accounting accuracy, transparency

## Case description

The *Konrad-Adenauer-Stiftung* (KAS) is a political foundation that receives nearly 100 per cent of its €120 million annual funding from German taxpayers, through a variety of German public Ministries. Of that, €70 million goes to European and international cooperation. KAS promotes democratic processes and structures and the rule of law in 75 countries located on four continents. Its mission to promote the rule of law is founded upon principles of transparency and accountability, in order to optimise financial resources provided by the public purse. KAS historical accounting and document management system relied on a variety of disparate paper-based materials and manual Excel spreadsheet processes that required double or triple entry, and manual consolidation of accounting information. Important documents, including receipts and other critical accounting information, were kept at various locations throughout its 75 field offices, as well as the Berlin headquarters. Often, manual consolidation of financial data took many months, meaning that managers did not have quick access to accurate financial and accounting information. Additionally, fund transfers from Germany, made in euro, needed conversion into local currencies. However, the lack of real time currency conversion processes for accounting purposes led to inaccuracies.

To increase accounting accuracy and transparency, provide real time access to accurate accounting information for the Berlin HQ and regional offices, decrease the costs of accounting and bookkeeping processes, and provide more effective and efficient reporting to both internal KAS staff and various Ministries (and the public), KAS has developed 'PASTIS', a paperless, web-based document management solution and workflow system: *Projekt-Abrechnungs-, Steuerungs- und Informations-System* (Project Accounting, Control and Information System). This innovative response to budgetary constraints enables KAS to achieve a number of objectives: greater accounting accuracy; high levels of accounting transparency; lower administrative costs/higher efficiencies and productivity; a 'shared' web-based environment – allowing local and headquarters staff instant access to real time accounting and budget information. Developed with the assistance of EMC Corporation (global leaders in electronic data management solutions) and FAVORIT-Office Flow, KAS is now positioned to increase efficiency across the head office and local offices, thereby also increasing the effectiveness of the programmes and projects which it delivers to a global constituency.



# MUNICIPAL CLAIMS MANAGEMENT – THE WIESBADEN WAY

Submitted by Landeshauptstadt Wiesbaden / State Capital Wiesbaden

## Contact details of lead applicant

**Organisation** State Capital Wiesbaden  
**Address** Kämmerlei, Hasengartenstr. 21  
 65189 Wiesbaden  
**Country** Germany  
**Web address** www.wiesbaden.de

**Contact Person** Thomas Idstein  
**Function** Credit Manager, Municipal Claims  
 Management  
**Email** thomas.idstein@Wiesbaden.de

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Taxation, customs, finances

## Key words of project

Credit management

## Case description

'You must not run after money, you must go to meet it' (Aristotle Onassis). With the introduction of a municipal claims management system, the State Capital Wiesbaden has taken measures to reduce bureaucracy and avoid burdening residents with tax increases. Not only was the financial situation of the city of Wiesbaden improved, but the knowledge acquired was also used to enhance residents' satisfaction. For example, prior to receiving the fee-based reminder notice, residents are advised by phone and the explanations regarding payment history and general suggestions addressed by the residents during the phone call are recorded, processed with the relevant functional areas, and implemented. High levels of outstanding receivables and write-downs were the basis for the project work. Initial analyses indicated a monthly receivables level of €52.6 million. These claims were either not paid or paid with delay. To compensate for the outstanding debt, reserves had to be used, loans had to be taken out, or plans had to be deferred. The result is additional costs in other areas, so that the funds expended for these costs are then not available to the residents. Lowering of receivables and the days outstanding should reduce loan and processing costs. The funds generated in this way will be available to the residents at an earlier stage. The results of the project work should contribute to quality assurance and be implemented as soon as possible. Interfaces between multiple functional areas are identified and optimised, and arising difficulties are communicated.

In contrast to the existing static dunning sequence (30 days after maturity), personal telephone contact with the residents was established through the 'Municipal Payment Counselling Service,' through which in addition to the discussion regarding payment of multiple contributions towards quality assurance (example: understanding of letters) were received. The suggestions from residents to the municipal payment counselling service regarding advising before maturity were also implemented. As a consequence, the resident feels competently advised and pays the amount owed. Whereas in the past claims were value-adjusted and written off after failed enforcement, these claims are now further processed by an external collections company. Similar to the experiences of the municipal payment counselling service, the contact with the resident occurs before being passed to a collections company. Even for claims that have already been processed by the external collections company, questions from the resident are forwarded to the city administration and contact with the resident is initiated from that point. The services are accepted by the residents, not least through the option of arranging individual and affordable payment modalities. Internally, claims are processed more attentively and in part, already secured in the origination process, respectively also being checked for the customer's ability to pay. Through the incorporation of the address-finding office, the City of Wiesbaden obtains the resident's current address, which is often not available in the registry office records, and can therefore send letters that were previously undeliverable to the current address. The various functional areas cooperate more closely than before. This cooperation is particularly evident in the collaboration between the fines office and the office for social work and employment, but also in other areas in which interfaces exist.



# POINT OF SINGLE CONTACT HESSE

Submitted by Regional Councils of Hesse

## Contact details of lead applicant

<b>Organisation</b>	<b>Regional Councils of Hesse</b>
Address	Landgraf-Philipp-Platz 1-7 35390 Giessen
Country	Germany
Web address	www.eah.hessen.de www.dienstleistungsplattform-hessen.de
<b>Contact Person</b>	<b>Joerg Kremer</b>
Function	Project Manager
Email	joerg.kremer@rpgi.hessen.de

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Service-oriented eGovernment, networking via electronic interfaces

## Case description

Entrepreneurs, service providers and citizens can contact the competent authority for their concerns by using an internet platform. A concern can be for example the registration of a new business or an application for a restaurant licence. Originally the platform was developed for the implementation of the European Services Directive by the regional councils of Hesse. But the potential of the platform goes far beyond the very implementation of the requirements of the directive. Complete electronic end-to-end processes by using an electronic interface which connects the platform to all competent authorities in the federal state of Hesse can be or are already implemented.

Generally the applicants, especially the applicants from other European countries, do not know about the country-specific administrative procedures. On the platform, the applicants do not need to know what kind of applications they need to present and which the competent authorities for different applications are. The platform offers the applicants a dynamic questionnaire which identifies the relevant applications including the corresponding documents and forms as well as the competent authorities. During the application process, the applicants can contact the point of single contact in case of questions or problems. The point of single contact can also support the applicants during the application process. Competent authorities are also registered on the platform (if they do not use an electronic interface), so all parties are working and communicating on one platform.

At the moment the project is implementing a registration for applicants by using the new German identity card; with this card it will also be possible to sign official documents, which must be in written form. Therefore, a completely new product was developed in cooperation with two other companies, the so called 'ad hoc-certificates'. If a signature is required for a legal document, applicants can download a certificate – via a secure tunnel – on their ID card and sign documents or forms right before they want to submit their application to the point of single contact and the competent authority. Applicants do not have to leave the platform; the process of signature is directly implemented in the application process.

Due to communication through an electronic interface, processes can be handled completely electronically. Without an electronic interface, the competent authorities have to work in several different systems: one to consider an application and another to transfer the application data manually in their own systems. An electronic interface achieves enormous time saving and assures the quality of the application data. The possibility of using the qualified digital signature directly during the application process allows the handling of the whole process without changing from one medium (e.g. online platform) to another (e.g. paper). Thereby high potential savings arise on the side of the public administration. Application processing time is reduced whilst maintaining the same or higher quality – to the benefit of citizens and entrepreneurs.



# CHANGE<sup>2</sup> – ACHIEVING MORE TOGETHER

Submitted by City of Mannheim

## Contact details of lead applicant

**Organisation** City of Mannheim, Office of the Lord Mayor, Administrative Reform Unit FVA2013  
**Address** E3 2, 68159 Mannheim  
**Country** Germany  
**Web address** www.change2.de  
 www.mannheim.de  
 www.mannheim2020.de

**Contact Person** Ulrich Hörning  
**Function** Head of Administrative Reform  
**Email** ulrich.hoerning@mannheim.de

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

CHANGE<sup>2</sup>



## Case description

In the immediate response to the fiscal effect of the financial and economic crisis of 2008/2009 and facing a budget shortfall of €350m in fiscal years 2010-2013, the City of Mannheim embarked on a five-year multidimensional reform project under the name of 'Change<sup>2</sup>'. A focus on impact and results, together with dedicated fiscal management are the key objectives. 'Change<sup>2</sup>' aims to improve the delivery of public services via outcome targets and to develop a better model of shaping the city by improving democracy in the City Council, promoting participatory approaches with citizens and developing the city in partnership with universities and businesses.

The programme comprises two main action areas: 1. Strategy, targets and outcome-orientation and 2. Sustainable finances through fiscal management and strategy-based budgeting. *Gemeinsam mehr bewirken* (Achieving more together) is the theme for the process. Impact orientation (achieving) and cooperation (together) are the key threads underlying all aspects of the process. Cooperation between administrative units with joint targets (breaking the silos) is key. The seven strategic targets include achieving educational equity, attracting talent, fostering tolerance and growing jobs through investment and entrepreneurs. Operational targets have been set for all administrative and service units of the city, introducing a new culture of results. The 2010/11 budget framework followed the prioritisation of the seven strategic city targets (e.g. focus on educational equity). A new 'traffic light' budget monitoring tool was put into place, covering a set of approx. €36 million in projected revenue increases and savings. The 2012/13 budget will be explicitly based on strategic and operational targets (i.e. linking targets to resources).

'Change<sup>2</sup>' includes more than 30 projects, ranging from restructuring of departments, mainstreaming international/EU perspectives to all policy areas and drafting guidelines on leadership and communication for city employees. They address cross-unit issues and promote the culture of collaboration. The process also requires a new culture in leadership and operations within the city administration. The main instruments for this culture change are new dialogue formats between leaders and employees. The Mayor introduced leadership circles and meets a randomly selected group of employees every quarter for an open discussion and other trans-hierarchical and interactive dialogue formats have also been created. Strategic and operational targets were presented and discussed with all city employees in more than 45 events. The dialogue is supported by an annual opinion survey among employees and a quarterly measurement of the compliance with the city guidelines for 'Leadership, Communication and Cooperation'. A guarantee of no compulsory redundancies for the life of the budget cycle has been given to secure employee engagement in return for acceptance of flexibility in tasks, processes and location of employment. The process is driven by a central steering unit of 10 staff reporting to the Mayor. In parallel to this dedicated unit, a number of organisational changes and new processes have been defined across the municipality, such as a new 'Bureau for International and European Affairs' and a core 'Strategic Steering' unit at the Mayor's Office.

# CHANGE YOUR ATTITUDE, EVERYTHING WILL CHANGE!

Submitted by Government Office for Békés County, Policy Administration Service, Subregional Public Health Institute Service for Szarvas and Orosháza

## Contact details of lead applicant

<b>Organisation</b>	<b>Government Office for Békés County, Policy Administration Service, Subregional Public Health Institute Service for Szarvas and Orosháza</b>
<b>Address</b>	Szabadság Str. 25-27 5540 Szarvas
<b>Country</b>	Hungary
<b>Contact Person</b>	<b>Erzsébet, Tóth MD</b>
<b>Function</b>	Subregional Chief Medical Officer
<b>Email</b>	toth.erzsebet@dar.antsz.hu

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Public health, updating functionality, quality indicators

## Case description

According to its history, the Hungarian National Public Health and Medical Officer Service (NPHMOS) traditionally have a complex and linearly directed structure. In the organisation itself a basic, middle and upper level of institute services can be differentiated. The sub-regional public health institute services (SPHISs) can be defined as 'front offices' of the NPHMOS. The scopes of their duties are as follows: environmental and epidemiologic insurance of public health and the improvement of state health using results of activities on authority and supply. In their field of competency these services are responsible for the whole health administrative and professional control and supply activities which are not involved in the scope of authority of upper level institutes of the NPHMOS. According to these tasks, the administrators realise official field controls, supply and preventive actions related to human health. Until 2005 the SPHIS worked according to the recognised way of the Hungarian authorities. The follow-up of the professional and financial efficiency was not preferred in the environment of the whole organisation. Leadership was organised exclusively vertically. The absence of an innovative approach characterised the whole organisation. Managers and specialists of the operational level played only an executive role during the changes and their initiatives were blocked by the upper level. Nevertheless the supply of information technology (IT) appeared in the operative level, but IT was limited in use, to keep compulsory records of files and professional actions. This year it emerged that positive supply attitudes of the employees were not supported by the NPHMOS, the customer service was completely confused in time and location too, and clients had to revisit the institute during case management.

This situation gave rise to the following observations in the State Report (2005, for Szarvas): supplier service and prevention actions of the sub-regional institute services are inefficiently organised. In the same institute the specialty activities do not meet the requirements. Employees' activities fit the demands of the traditional organisation: they are not efficiency-oriented, and engagement-based self-control is unknown. Changing 'Clients to consumers' was not considered by the organisation.

As a consequence of the dysfunctions, satisfaction and confidence of the clients did not reach the expected level, the activity of the organisation was not traceable, comparable and communicable; and under changing external and internal conditions, the organisation did not achieve efficiency and the expected quality of their professional actions. Overall, these circumstances generated dissatisfied clients and overloaded administrators.

Given this situation, they had to come up with an adequate response and based on clients' feedback in their SPHIS of Szarvas a new trend was introduced under the changing external circumstances: – Update of the organisational functionality, 2005, Szarvas; Introduction of quality indicators – 'Bench-learning', 2006-2007, Szarvas – Orosháza; Efficiency-monitoring. 2008, Szarvas – Orosháza; Common Assessment Framework (CAF), 2008; Extension of the organisation development to the other (81) sub-regional institute services of the NPHMOS; Ongoing monitoring of efficiency using professional and financial indicators; CAF, 2010 Outcome: Hungarian Public Administration Quality Prize, 2009.



# A SMALL CENTRAL EUROPEAN TOWN IN THE STORM OF THE ECONOMICAL DEPRESSION

Submitted by Polgármesteri Hivatal, Jánosháza

## Contact details of lead applicant

**Organisation** Polgármesteri Hivatal,  
Jánosháza

**Address** Batthyány u. 2  
9545 Jánosháza

**Country** Hungary

**Contact Person** Balás Endre

**Function** Town Clerk

**Email** balas.endre@janoshaza.hu

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Narrower resources, save the economical stability, improve quality of services, changing environment

## Case description

The Mayor's Office of Jánosháza acts as public authority and takes part in provisioning the Municipality's cultural, educational, health and social services, whilst performing the management tasks of the local institutions and Municipality. The local industrial tax, paid by local firms, was relatively high. The two biggest employers in the town are suppliers in the automobile industry that was deeply affected by the depression in 2008. The production of other local firms also fell. The depression had a negative influence on the Municipality in two ways: local industrial tax decreased whilst the unemployment rate and number of socially supported people increased. Financial problems arose in public services. At the end of 2008, during the planning of the budget year 2009 – when it became visible that the local industrial tax and the national support would decrease, and the rate of unemployment would increase – the Municipality had three main objectives: they had to save the economical stability of the Municipality; they had to preserve the quality of public services and development funds for the unemployed and save the services provided for the disadvantaged; and they had to help firms to restart investments and gear up production. Even though the Mayor's Office had significantly fewer resources (both personal and material) to perform the tasks than before the crisis, they had to preserve the quality of most of the services and they wanted to improve quality of those services provided to disadvantaged and unemployed persons. The local NGOs participate in the provision of social tasks. Those in very bad social situations need the help of the Municipality. They try to evaluate applications as soon as possible: the administrative deadline is 30 days, but they try to address social cases within 15 days. They also vitalise the system of performance measurement, thereby raising the employees' efficiency. They also discuss the objectives with the employees personally during an individual conversation to make them understand the objectives.

Reportedly employees find this system useful, as the requirements are clear, and they receive feedback about their annual work. The low employee benefits are compensated by soft factors and they try to create a pleasant working environment. The fact that performance measurement plays an important role is innovative in their profession. So they hold conversations at the beginning, middle and end of the year, thereby allowing employees to improve their practice. The Municipality also organises public work for unemployed people and provides assistance to disadvantaged and unemployed people. The administrators are familiar with the clients and there is a trust relationship. The biggest challenge of the organisation was to provide services in a changing environment, at a lower cost but higher quality.

Experience has shown that this structure will also be functional in the future. The personal and material conditions are met to provide public services satisfactorily. The most important success is that the Municipality has no debt and each year they can ensure own contribution to the investments. So they have money for further development and they can perform their public services fully.

# GROWTH-ORIENTED ECONOMY DEVELOPMENT PROGRAMME OF BÉKÉS COUNTY (NGP)

Submitted by Békés County Government

## Contact details of lead applicant

**Organisation** Békés County Government  
Address Derkovits sor 2, 5600 Békéscsaba  
Country Hungary  
Web address [www.bekesmegye.com](http://www.bekesmegye.com)  
[www.turizmus.bekesmegye.com](http://www.turizmus.bekesmegye.com)  
[www.programok.bekesmegye.com](http://www.programok.bekesmegye.com)  
[www.egeszseg.bekesmegye.com](http://www.egeszseg.bekesmegye.com)  
[www.szallas.bekesmegye.com](http://www.szallas.bekesmegye.com)

**Contact Person** H. Kovács Judit  
Function Vice-President in Social-assignment responsible for development issues  
Email [judit.hkovacs@bekesmegye.hu](mailto:judit.hkovacs@bekesmegye.hu)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Science, research, innovation

## Key words of project

Economy development, crisis management, growth-orientation, renewing

## Case description

In 2008, the Békés County Government decided to act proactively to reduce the effects of the crisis affecting Hungary, including the Békés County. Its objectives were to promote sustainable development of the county's economy, enhance competitiveness and the number of added-value producing jobs and to increase the quality of life. One of the means is the Growth-oriented Economy Development Programme of Békés County (NGP). Cooperation, partnership, collaboration, advocacy and enforcement of interest are essentials for the implementation of this Programme, thereby alleviating problems caused by the crisis to municipalities, economic actors and interest representation organisations. Békés County Board of Representatives has allocated a total of HUF 633,375,000 to the implementation of the NGP, entailing the activities of working groups whose tasks consist in elaborating proposals which are affecting certain areas of expertise, serving the implementation of NGP, proposals about instruments and means to achieve goals, activities and required resources.

The working groups and their tasks are: Local government pre-investments: to prepare the advanced realisation of the Békés County Government's investments (from own source); Vocational training, adult training, trades in lack: to reform the previous practice and methods of vocational and adult training; Cost-effectiveness, institutional profit-making activities: to examine a more effective organisation and performance of some 'complementary' activities providing institutional professional services; Common procurements: to enhance cooperation and to centrally acquire services for the operation of the county institutional network; Interest representation and coordination: to prepare proposals and initiatives belonging to the scope of Békés County Government and, in every issue relevant to the county, to report on EU support system documents; Communication and marketing: to strengthen the marketing strategies of Békés County Government and its institutions, to provide for a better availability of products, services, properties, plants and labour force in Békés County, to widen their market opportunities, and to elaborate a complex marketing programme based on tourism marketing. Its tasks have been broadened with greater emphasis on strengthening the presence of the county, development of attractions, event marketing, to enhance the neighbourhood policy; Innovation, knowledge-based development, clusters: to mobilise the innovative capacities of Békés County Government institutions. Areas of innovation and improvement have been defined along such development directions and research areas which are determined and approved as such by the European Union (EU-FP7 programme) and also refer to potential development directions for Hungary; Support of civil organisations: the role of various NGOs participating in the public services performed by local governments has been even more appreciated amidst the global crisis; Support to entrant graduates: help them find their first jobs and acquire labour experience in Békés County. The NGP contains both, the County Council's tasks related to the own task management (cost-effectiveness, improvement of sustainability, expanding profitable operations) and further actions to get out of the crisis (e.g. legislation, initiatives to change various central regulations). Special attention goes to those areas of task management (vocational training, health and social services, health tourism, etc.) that have a direct effect on the growth-oriented development of the economy.



# ÓBUDA-EIR

Submitted by KSZKI – Költségvetési Szerveket Kiszolgáló Intézmény

## Contact details of lead applicant

**Organisation** KSZKI  
 Address Folyamőr u. 22, 1033 Budapest  
 Country Hungary  
 Web address www.kszkioktat.hu

**Contact Person** Kálmán Zoltán  
 Function IT Teacher  
 Email kalman.zoltan@kszki.obuda.hu

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Integrated IT system, eAdministration, increasing of efficiency, digital equal opportunities, digital literacy, IT support, IT training

## Case description

The Municipal Government of Óbuda-Békásmegyér provides for a network of more than 100 institutions (schools, kindergartens, social care and welfare service institutions, etc.) and uses its full capacity to meet its citizens' needs. The nearly 3000 civil servants in the institutions were creating several hundred paper-based documents year after year. The handling of this enormous amount of information was carried out in the most traditional way: manually, by messenger services, often resulting in extended delivery times. The need for development was clear back in 1991; despite considerable inputs the first results fell short of expectations; then during 1993-1994, due to lack of resources, the development process came to a complete standstill. Educational and social institutions were constantly struggling with a lack of resources. The financial and organisational side of the process could no longer be handled manually.

The Executive Board and the Body of Representatives realised the inevitability of change and decided on the following steps: on 1 January 1996, KSZKI (Institution for serving and helping budgetary institutions) was established as a separate legal entity, owned 100% by the Municipal Government, responsible for managing and monitoring financial processes. The 1996 budget allocated HUF 6 million for the purposes of commencing development of the ÓBUDA-EIR (Integrated IT System). The resources and the carefully planned system were well received and opened the way to further development. Thanks to the success of the reference system, in the 1997 and 1998 budget, the amount allocated to finalise the establishment of the IT system increased to HUF 20 million. For the Municipal Government, another step was the establishment of a virtual private network in the district. Users (teachers, executives, institution directors) are now able to work independently on interfaces easily accessible from browsers, executing complex queries safely. The data security classification level of central applications used in this system was in compliance with specifications in force at that time, with information, data and documents being stored in central units avoiding loss or abuse of information in case of a client-side malfunction, breakdown or destruction.

The Intranet structure offers executives and municipal departments email, printing and safe internet facilities, as well as central management and effective search for information and documents on a virtual, city-wide, online private network. The number of client PCs has considerably increased to over 400 end-points. The excess 1-5 end-points set up in the institutions allow civil servants to access the Web with a personal email address, teamwork organising application and remote access. In 2008 the complete server park was upgraded and 400 workstations were reinstalled; there is gigabit network connection between servers and workstations. For security reasons, domains communicate with each other through inner firewalls and a very secure operating system is used on the outer firewall. So far, over 2000 persons (2/3 are civil servants) have been trained to working with client-side applications which form the basics of the ÓBUDA-EIR system; in the summer of 2003 KSZKI became an accredited ECDL Test- and Training Centre. In 2008 a second classroom was opened.

# ESTABLISHING THE 'GOOD STATE' IN HUNGARY – SETTING UP THE CAPITAL AND COUNTY GOVERNMENT OFFICES AND OPENING THE GOVERNMENT ONE-STOP-SHOPS

Submitted by Ministry of Public Administration and Justice

## Contact details of lead applicant

<b>Organisation</b>	<b>Ministry of Public Administration and Justice</b>
Address	Kossuth Lajos tér 2-4 1055 Budapest
Country	Hungary
Web address	www.kormanyablak.hu
<b>Contact Person</b>	<b>Viktoria Zöld-Nagy</b>
Function	Head of Department of Territorial Public Administration Development
Email	viktor.zold-nagy@kim.gov.hu

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Government office, Government One-Stop-Shops, cost-effectiveness, client-friendliness, modernisation, integration, territorial reorganisation



## Case description

The new Government formed in the spring of 2010 considered it an important task to implement the adequate, reasonable and effective operation of the state and to improve the relationship between citizens and public administration. This was also expressed in the government programme titled the 'Programme of National Cooperation'. The fundamental aim of the Government is to establish the 'Good State' by means of the radical reform of public administration and the establishment of a state providing real service. This is why the Government started its public administration reform. The goal is the comprehensive transformation of the regional public administration system on a historical scale. Two major elements of implementing this goal are the integration of the distributed regional public administration organisational system and the establishment of the one-stop-shop administration system.

No additional budget resources were allocated to the implementation of any elements of the project. The basis of the establishment and operative budget of the capital and county government offices was provided by the previous year's budget of the capital and county public administration offices and the integrated administrative bodies. The operative budget was re-allocated from the line ministries providing control of the integrated professional administrative bodies to the budget chapter of the Ministry of Public Administration and Justice. The establishment of the Government One-Stop-Shops (called: 'Government Windows') was financed by the Government from European Union funds instead of budget subsidies.

Performing its duties *via* government offices, the Government is able to ensure uniform and reasonable operation of territorial-level public administration, allowing more efficiency in all fields. As a result of the organisational integration, operation will also become more cost-effective. This is because certain parallel tasks will cease to exist in the field of functional tasks, and the public procurement system of government offices, their financial management and the administration of human resource issues will be unified. By opening the Government One-Stop-Shops, the primary aim was to establish a public administration that is client-friendly. In order to achieve this goal, the selection of locations for client service offices was mainly influenced by the requirement to be easily accessible to citizens, possibly in traffic intersections.

The state administration organisation system resulting from the development is uniform in its organisation and operative policies, and provides more efficient services to citizens. The use of its budget resources is substantially more transparent and easier to plan, its organisation and operative policies are more standardised than before. The continuous expansion of tasks performed by the Government One-Stop-Shops constitutes the fundamentals for the construction of the one-stop-shop administration system. The goal is to achieve one-stop-shop administration by 2013.



# BEST PRACTICE OF ALIEN PROCEDURE

Submitted by Border Affairs Unit Győr

## Contact details of lead applicant

**Organisation** Border Affairs Unit Győr  
 Address Szent Imre ut 2-4, 9024 Győr  
 Country Hungary

**Contact Person** Csaba Borsa  
 Function Head of Unit  
 Email borsacs@gyor.police.hu

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Justice, police, human rights and security

## Key words of project

Irregular migration, border management, task streamline, concentration of the competences, cost effectiveness, improvement of coordination

## Case description

In 2007, as a result of Hungary accession to Schengen, the former independent Hungarian Border Guard Organisation was integrated into the Hungarian Police Organisation by the government of the Hungarian Republic. The main aims were the surveillance of external borders of the Schengen area and also – at the so-called internal borders – to provide the continuous control of compliance with alien rules (rules related to residence, transit, asylum procedure, etc.). Since Hungary joined the European Union in 2004 and signed the Schengen Agreement in 2007, many new international tasks have emerged. The economic crisis that generally influenced Europe was naturally hard on the duties of the former Border Guard, now being integrated into the organisation of the Hungarian Police. Its budget has suffered a steady decrease; however, the tasks related to the internal borders did not reduce dramatically. Owing to the rather similar tasks and taking into consideration the reduced budget, the organisational structure had to be thought over. In the preceding period of integration in the *Győr-Moson-Sopron County*, this task had been carried out by 1102 border guards, 51 of which were immigration specialists. After integration the number of these specialists was limited to 21 people. The organisational structure was required in the interest of continuous supply of tasks to rationalise the allocation and implementation of tasks and to make the system more efficient through the new concept of professional development. In this context, they also had to take into consideration the European Union legal standards (Directive 2004/38/EC of the European Parliament and of the Council, Directive 2008/115/EC of the European Parliament and of the Council) which have considerably unified parts of the administrative laws of the Member States. In addition to the task-system defined by law, financial coverage necessities of performing immigration proceeding was not indicated in the integrated budget as a specific amount. This resulted in the fact that the incidental expenses, generated in the administration of arrested and detained foreigners, had to be rationalised in view of the tasks of other police units. In compliance with it the elaboration of the organisational and technical concept has begun, with the following aims: take account of the legal provisions for the construction of the organisational structure and concentration of the competences and jurisdiction; streamline tasks; elaborate a cost-effective system of procedures; cooperation, improvement of coordination; and follow application systems with due attention to the available resources in the European Union, and submission of applications.

Considering the above-mentioned aims, in 2008 the Border Affairs Unit (hereinafter: the Unit) was created as an organisation of the *Győr-Moson-Sopron County Police*. From 2008 to November 2009, the Unit was working according to a different structure than today. From November 2009, a special migration-related criminal investigation group joined the Unit, which enables it to connect the migration-related policing and administrative tasks with the tasks of irregular migration related criminal procedures. Thanks to the measures taken by this organisation from 2008 to 2009, a well-organised and cost-effective system has been put in place. By finding the best organisational structure and working out the best practice of irregular migration-related procedures, the tasks which were executed previously by the Border Guard Organisation could also be fulfilled in a cold economic climate at the same or even higher level as before.



# LOSINGYOURJOB.IE INITIATIVE

Submitted by Citizens Information Board

## Contact details of lead applicant

**Organisation** Citizens Information Board  
**Address** George's Quay House  
 Townsend Str. 43, Dublin 2  
**Country** Ireland  
**Web address** www.losingyourjob.ie  
 www.keepingyourhome.ie

**Contact Person** Graham Long  
**Function** Information Production Manager  
**Email** graham.long@ciboard.ie

## Administrative level of lead applicant

National

## Size of organisation

50-100

## Number of people involved in the project

6-10

## Type of sector

Employment, labour related affairs and gender equality; Information society, technology, media and audiovisual; Public health and social welfare/affairs

## Key words of project

Reduced hours, reduced pay, redundancy, unemployment, social security, re-training, jobseekers, starting a business mortgages, rent, moving abroad

## Case description

The Citizens Information Board (CIB) provides information on people's rights and entitlements in Ireland, as well as advice on debt issues and household budgeting. The global economic downturn has been particularly sharp in Ireland and unemployment has risen dramatically in the past three years. The live register for February 2011 (the record of people signing on for unemployment benefits) stood at 439,200 people. This represents 13.5% of the workforce compared to only 5.4% in April 2008. In the latter half of 2008 the network of centres began receiving a huge upsurge in queries about entitlements for unemployed people and for people working on reduced hours or wages. Many of these people had had no previous experience of unemployment and were unaware of their entitlements or how to access assistance. The need was felt at CIB to produce a central resource to provide information to the public directly. So they decided to set up a 'microsite', called 'losingyourjob.ie' that would draw together and adapt content from their main website, citizensinformation.ie, and from their list of publications. They also wanted to produce a booklet (to be called 'Have you lost your job?') and to publicise information on entitlements through seminars and events rolled out across the Citizens Information network. As the years prior to 2008 had seen strong immigration in Ireland, particularly from Poland, they also needed to produce a resource for this hard-hit community.

Available since March 2009, 'losingyourjob.ie' was set up in a six-week period. The website aims to cover cross-sectoral information areas such as claiming social security benefits, requesting a tax refund, looking for a new job, starting a business etc. It also provides information for migrant workers returning to EU or non-EU countries and for Irish citizens looking to relocate within and outside the EU. Losingyourjob.ie logged more than 20,000 visitors in its first 12 weeks and has had more than 120,000 visitors (more than 165,000 'visits') in the past two years. Losingyourjob.ie has also proved to be very valuable for the more than 1000 staff of Citizens Information Centres around the country, allowing the centres to better manage demand.

In total the site cost €5000 to produce, most of it spent on translations into Irish and Polish. Losingyourjob.ie was a finalist in the European eGovernment Awards 2009 and in the Irish eGovernment Awards 2010, the initiative also won a Taoiseach's Award for Public Service Excellence in 2010.

CIB has since collaborated with the Money Advice and Budgeting Service (MABS) to build a second microsite, keepingyourhome.ie, aimed at people experiencing difficulties paying their mortgages or rent. In the 9th EC eGovernment Benchmarking exercise, 'Digitising Public Services in Europe: Putting ambition into action', published in February 2011, the report singles out 'losingyourjob.ie' as a best practice model and as being 'complete in scope and includ[ing] information on a wide range of social support services such as debt counselling and guidance related to housing.' (<http://bit.ly/eyh5cB>).



# WWW.CERTIFICATES.IE

Submitted by Civil Registration Service Ireland

## Contact details of lead applicant

**Organisation** Civil Registration Service  
**Address** Health Service Executive,  
 Lombard Street East 8-11, Dublin 2  
**Country** Ireland  
**Web address** www.certificates.ie

**Contact Person** Dennis Prior  
**Function** Superintendent Registrar  
**Email** dennis.prior@hse.ie

## Administrative level of lead applicant

National

## Size of organisation

50-100

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

Public records, online, innovation, efficiencies, savings

## Case description

The website www.certificates.ie was developed in a tight economic climate as a smart way to enable clients to purchase certificates of life events (*i.e.* birth, adoption, marriage, death and still-birth, and more recently Civil Partnership) online from any internet connection in Ireland or abroad. It was a new and innovative way of providing the service, resulting in real savings, both by using an online solution, and also taking the opportunity to re-evaluate the current business model, designing and implementing re-engineered processes which increase efficiency, which was the main goal of this project. The adopted joined-up government approach was led by the Civil Registration Service – Eastern Registration Area (CRS-ERA), on behalf of the Civil Registration Service nationally and the General Register Office (GRO) utilising internal Information and Communication Technology (ICT) resources. The national Civil Registration Service generates significant income – during 2008 around €7.7m was generated, over 591,000 certificates issued, and over 128,000 life events registered. The website was launched in November 2009 and by end of 2010 approximately 5% of all certificates were issued from online applications, turnaround time had reduced to less than 5 working days in 92% of ‘customer not present’ applications (online, by telephone or postal). Previously, to purchase a certificate, a person had to attend in person, post a detailed description/completed downloadable application form with a cheque/postal order, or in more recent times could apply by telephone using a credit/debit card. Within the Civil Registration Service a government approved Modernisation Programme had clearly set out the value of online services and the REACH project had also developed a detailed proposal in this regard. However with many legislative and other large-scale initiatives ongoing, including development of online registers of birth, death and marriage, this project had not been progressed further. Prior to the development of this site the take-up on telephone applications demonstrated that clients welcome Customer-not-Present approaches for purchasing certificates.

Going online delivers savings for the state through reduced staff intervention as clients now input details, and reduced cash-handling through using a secure financial system reduces admin overheads *e.g.* cash counting/balancing. With little available external resources, an innovative approach was necessary to keep costs to an absolute minimum and a partnership approach saw this site being developed locally by an in-house project team comprising of a partnership between ICT and staff from the CRS service. To the client ‘www.certificates.ie’ means that certificates can be bought at any time, from any internet location globally. For the CRS-ERA key advantages include: Improved customer experience – empowering the citizen; Enabling customers to order certificates of birth, adoption, marriage death or still-birth from the comfort of their own home or any location with web access at any time; More effective use of staff resources – ability to manage workloads better, Diminished need for public space at some offices, facilitating better customer experiences. This has been a joined-up partnership approach with other government agencies to benefit both the state and the citizen through exploiting online technology and its application.



# WHEN NATURE CALLS! MANAGING INCONTINENCE

Submitted by Health Service Executive, West

## Contact details of lead applicant

**Organisation** Health Service Executive, West  
**Address** Roscommon PCCC, Office Suite 3  
 Roscommon West Business Park  
 Circular Road, Roscommon  
**Country** Ireland  
**Web address** www.hse.ie

**Contact Person** Margaret Tiernan  
**Function** Continence Advisor, Roscommon  
 Primary, Community & Continuing  
 Care  
**Email** margaret.tiernan@hse.ie

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Sustainable, innovation, change, integration, engagement, efficiency, cost effective, redesigning service delivery, quality, equitable, accountability, information management, ease of access, cost containment, best practice, synergy, client centered



## Case description

The Health Service Executive (HSE) provides health and social services to everyone living in Ireland. It employs over 100,000 people with an annual budget of over €13 billion. There are four HSE administrative areas; the Roscommon Continence Care project is based in County Roscommon which is one of six counties in the HSE West administrative area. Roscommon is an inland county with a population of 58,768, of which 15% is over the age of 65 years. In Ireland, transformational changes are being experienced throughout the health service in order to ensure resources are directed towards providing a better quality of service for everyone. While many aspects of the transformation were planned, the downturn in the economy and its impact on services could not be predicted. If services are to be maintained, judicious decisions on how scarce resources are allocated will have to be made, including reviewing and changing the methods by which services are provided. To this end the HSE are examining innovative ways of streamlining work practices and processes to ensure easy equitable access to high quality care and service. This project is one such initiative providing a framework to improve the delivery of continence care by setting up a primary care-led continence advisory service for the local population.

Bladder and bowel problems may affect anyone of any age and health status and may have a significant impact upon quality of life. A high quality and comprehensive continence service is, therefore, an essential part of healthcare. It is estimated in HSE West that over 10,000 adults and children suffer from bladder problems, based on the number of people who access disposable products through HSE Services. The true figure is probably substantially greater. When left undiagnosed or unmanaged, incontinence can have devastating consequences, and can place a huge burden on healthcare providers and other resources.

The continence care model developed across County Roscommon has significantly improved care for children and adults with bladder and bowel problems by redesigning the way services are provided and delivered in all Primary, Community and Continuing Care (PCCC) settings as well as private nursing homes across the County. This involved the development of continence guidelines/protocols and delivery of a number of education programmes open to staff from all services. Central to the project is the synergy database, an information management system which manages the data derived from clinical assessments. This system leads to the provision of regular home delivery of appropriate products to clients across County Roscommon, either direct to their own homes, residential care units or private nursing homes. This project is a partnership between all clients and healthcare staff across public, private and voluntary sectors. It has been proven to deliver cost-effectiveness and with a focus on prevention and rehabilitation it sets out a model of good practice for continence care, which has the potential for national roll out and has already been replicated in six counties so far.



# A FAIR DEAL – ELECTRONIC CHARGING ORDERS

Submitted by Property Registration Authority

## Contact details of lead applicant

**Organisation** Property Registration Authority  
**Address** Chancery Street, Dublin 7  
**Country** Ireland  
**Web address** www.eregistration.ie

**Contact Person** Peter McHugh  
**Function** Project Manager  
**Email** peter.mchugh@prai.ie

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

Electronic conveyancing, registration of title to property, cross agency initiative, health care, Nursing Home Support

## Case description

The eCharging Orders system, which is the latest generation of a series of successful business projects, developed by the Property Registration Authority over the past decade, is an innovative Government to Government (G2G) service between the PRA and the Health Service Executive (HSE). This is an online system which enables the HSE to apply electronically to register a Charging Order against the interest of a citizen in receipt of Ancillary State Support under the Nursing Homes Support Scheme, which is better known as 'A Fair Deal'. This means that the HSE can register their interest in the legal title of the property, without needing to submit any paperwork. Note that the HSE interest in the property is limited by legislation to 15% of the value of the property. The Nursing Homes Support Scheme began on 27 October 2009. The purpose of the Scheme is to provide financial support for people assessed as needing long-term nursing home care. The cost of care is a co-payment arrangement between the person receiving the care and the State. The scheme is founded on the core principles that long-term care should be affordable and that a person should make the same contribution for care whether they choose a public, voluntary or private nursing home. Since 27 October 2009, the Nursing Homes Support Scheme is the single funded means of accessing long-term residential care services for all new entrants. The legislation governing the Fair Deal Scheme was created by the Department of Health and Children (DoHC) and is administered by the HSE. The development of the capability to register the Charging Orders electronically builds on the infrastructure of an already very successful eDischarges of mortgages system developed within the PRA and is the next step in delivering a national system of electronic registration of property ownership and interests affecting property. The eCharging Order system conforms to both the Irish Governments policy on eConveyancing and the most recent eGovernment Strategy policy document.

The project was developed and delivered using PRA in-house resources. The overall costs were €55,600. These costs are almost exclusively staff costs and a small proportion of the costs are attributable to miscellaneous technical costs including the purchase of an SSL Certificate. The project leveraged existing technical platforms so no new costs were incurred under this heading. Close collaboration between stakeholders at project board and design team level, development by an in-house business team and a high level of commitment within the PRA, HSE and the DoHC ensured a successful outcome without the need to engage external consultants. This approach provides an ideal model and structure for the continued development of electronic registration services in Ireland. The eCharging Orders system was delivered on schedule and slightly under budget, with all objectives being met. Since the launch of the scheme, 100% of Nursing Homes Support Scheme Charging Orders have been lodged electronically by the HSE. Productivity gains in the PRA were set at 100% in the Project Business Plan, but are now calculated to be in the region of 800%.

# NON PRINCIPAL PRIVATE RESIDENCE PAYMENTS SYSTEM

Submitted by Local Government Management Agency – Department of Environment, Community and Local Government

## Contact details of lead applicant

**Organisation** Local Government Management Agency  
**Address** Phoenix House  
Conyngham Road, Dublin 8  
**Country** Ireland  
**Web address** www.nppr.ie

**Contact Person** Claire Gilligan  
**Function** Assistant Director  
**Email** cgilligan@lgma.ie

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances; Transport and infrastructure

## Key words of project

NPPR, charge, second home, shared service, centralised

## Case description

The objective of the project was to provide a speedy, cost effective, efficient and user-friendly system to maximise the income from the new €200 charge for non-principal private residences, both for the customer and for the sector. The project was started in response to the introduction of the charge on Non-Principal Private Residences under the Local Government Charges Act 2009. The legislation placed the responsibility for the collection of the charge with local authorities (LAs). This charge on second homes was designed to widen the tax base and increase the income of LAs. The idea was to 'take' from tax going to the LA in which property is situated. All LAs were keen to maximise take, minimise the work involved and make it easy to pay. Also LAs identified an opportunity for what became a demonstration project. A shared service was the way and a project board would drive the process. All relevant players – with anything to contribute – would be at the table on the basis of partnership. It was fully recognised from the start that the involvement from of all relevant agencies with the potential to contribute would be critical to success. This would avoid duplication, draw on relevant experience and ensure that there was commitment from key agencies to a shared common goal. It was also recognised that the sharing of data and approaches might be possible and, would again, be efficient and effective. The 'digital divide' was catered for through the facility of an offline payment option (as required by legislation), the Project Board wished to reduce bureaucratic procedures as much as possible through the creation of an online payment facility (www.nppr.ie). Adoption of this principle ensured an effective sharing of emerging experience and relevant information between all project board participants to maximise the amount of income collected.

The Government Decision to introduce this new charge was taken in October 2008 and the legislation was enacted in July 2009; €62.5 million was collected in the first year. In November 2008, a critical decision was taken by the County and City Managers Association to develop a national (shared service) system rather than having each local authority acting alone. This decision reflected the confidence of CCMA in the LAs' capacity – through the Local Government Computer Services Board (LGCSB) – to develop and put in place an online system. In January 2009, the Local Government Computer Services Board agreed to create and manage an online payment facility on behalf of the local government system. The decision was then taken to establish a fully representative Project Board to steer the collection of the charge. In March 2009, the inaugural meeting of the Board and the work commenced on web interface design. In April 2009, the Board identified the need for a national bureau service to administer offline payments of charge (alongside online facility) and in July 2009 both the Online and Bureau service payment facilities were completed. The new facility has been widely publicised through media campaigns and in August 2009 the first payments were made online and by post by customers.





# INCOME SUPPORT FOR WORKERS OF COMPANIES IN DIFFICULTY

Submitted by INPS – Istituto Nazionale della Previdenza Sociale – Sede di Bologna

## Contact details of lead applicant

**Organisation** INPS  
Address Via Gramsci 6, 40121 Bologna  
Country Italy

**Contact Person** Francesco Severino  
Function Director  
Email francesco.severino@inps.it

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Income support workers, companies in difficulty

## Case description

Generally speaking, income support for workers depends on regional or ministerial authorisations and it takes many months to be obtained. The employer is in financial crisis and does not anticipate any support. The workers, sometimes entire families, are left without financial support for a long time.

The present project includes an agreement between the social security institutions, the local authority and a consortium of banks to anticipate income support benefits for those temporarily unemployed. Periodical payment of subsidy as salary is guaranteed to the employee at the end of the month, at no cost to the employee and no extra cost to the government since the funding from banks is at zero cost and zero rate.

The aim of this project is to ensure that all employees of companies in financial difficulty receive a steady monthly income support, to reduce the time for payment of support, without causing extra burden on public administration.

The project also aims to wipe out the waiting times for grants by the employees of companies in crisis. The government, through a protocol, allows a group of affiliated banks to provide support. In this way, public administration, at no additional cost, makes a fast and effective contribution to solving the problem.

The costs for administering the protocol are borne by the local government; there is a lot of consent for this project and the banks have renewed the agreement. The workers are satisfied. The agreement will be renewed for the next year.

The monitoring report and survey results showed that there are calls for intervention to support more than 100 companies, for a total of 1376 workers. The average time for payment of the subsidy has been 20 days from the request, and the guarantee fund was not used. The assignment protocol has been renewed for the following years and the unions have praised the public administrations involved.



# DIGIT 2.0 SMART EDITION

Submitted by Tribunale di Cremona

## Contact details of lead applicant

**Organisation** Tribunale di Cremona  
**Address** Via dei Tribunali 13, Cremona  
**Country** Italy  
**Web address** [www.tribunaledicremona.it](http://www.tribunaledicremona.it)  
<https://acrobat.com>  
<https://sendnow.acrobat.com>  
[www.adobe.com/products/lifecycle](http://www.adobe.com/products/lifecycle)

**Contact Person** Pierpaolo Beluzzi  
**Function** Judge  
**Email** [pierpaolo.beluzzi@giustizia.it](mailto:pierpaolo.beluzzi@giustizia.it)  
[pierpaolo.beluzzi@pec.it](mailto:pierpaolo.beluzzi@pec.it)

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Justice, police, human rights and security

## Key words of project

Smart efficiency, justice online

## Case description

Digit is the digital dossier for criminal cases, for internal (Judges, Public Prosecutors, Chancellors) and external (Lawyers) users, as the first solution of Enterprise Content Management within the Italian Justice Department. Starting in September 2003, from May 2007 (after the EPSA 2007 diploma) the project was improved to Digit 2.0 – with web conferencing tool, and sharing procedures to reach the goal of realising a fully integrated trial *via* web for criminal cases, in which judges, public prosecutors, lawyers, detainees and parties can discuss among themselves and share documents *via* the web, without the ‘costs’ of a physical presence. It is an efficient solution which removes the entry costs for the Freedom of Services inside the European Union.

Now, at the Court of Cremona, each lawyer, expert and interpreter from his European home country can offer his professional services for a case pending in Cremona, without ‘transaction cost’ (physical transfers costs, difficulties of translation, long delays and costs for the delivery of paper materials and so on). Digit 2.0 reduces the delays and the costs of the Italian Justice, while improving quality of judicial cooperation. The video-based trial system was developed using Adobe technology and eliminates physical distance, as well as reducing costs and delays associated with transferring detainees, lawyers, witnesses, judges, and the court chancellor. Web conferencing and collaborative features of the system bring together remote parties securely. Hardware requirements are minimal, necessitating only a computer with broadband internet access and equipped with a webcam and a microphone. The ability to hold a trial with virtual participation of all the parties greatly improves citizen perception of the justice system in Italy. In some validated international cooperation cases (from German, Danish and also Moroccan Authorities) Digit 2.0 allowed the acts and the activity of Italian delegated Judges (questioning of witnesses) to be shared in real time, and delivery of the official dossier (using Qualified Electronic Signature (Q.E.S.) and the Certified Email/Legal mail) the same day to the Requesting Authority. Digit also aims to keep all the documents, at the end of their natural use, only in a digital format. To this end, they use the PDF/A format (ISO 19005 – the specific format for long-term archiving). They have built an efficient system of Digital Document Management within the Italian Justice system, where all stakeholders can share information and documents, criminal digital dossiers of thousands – or millions of pages in a very short time, easily, without relevant costs. They have built this project to reach the ‘Pareto efficiency’ for all their users. They have built something incredible, with a positive return on investments (R.O.I. positive). First electronic court papers, then web conferencing-based court trials give the Italian justice system a new image: fast, efficient, and on time.

*Tribunale di Cremona* was a finalist at EPSA 2007 (Diploma), and also Finalist at the eGov2009 Award in Sweden. Now they want to show the sustainability and creativity of their innovation. They are convinced that their approach, pursuit of the ‘Pareto efficiency’, method of collaboration between public and private, and their innovative policies of reintroducing the prisoners in the social ‘network’ are very interesting and positive, not only for the Italian judicial system but also in other countries. Digit 2.0 Smart Edition is also the evidence that by following the ‘Swarm’ of Innovation (Swarm Economic Theory), ‘serendipity’ solutions can be found.

# SOCIAL SHOCK ABSORBERS 'IN DEROGATION' – REGIONAL MANAGEMENT IN PIEDMONT IN 2010

Submitted by INPS – Istituto Nazionale della Previdenza Sociale – Direzione regionale Piemonte

## Contact details of lead applicant

**Organisation** INPS  
**Direzione regionale Piemonte**  
 Address Via S. Frola 2, 10122 Torino  
 Country Italy  
 Web address [www.inps.it/portal/default.aspx](http://www.inps.it/portal/default.aspx)  
[www.regione.piemonte.it/lavoro](http://www.regione.piemonte.it/lavoro)

**Contact Person** Giorgio Peruzio  
 Function Deputy Director  
 Email [giorgio.peruzio@inps.it](mailto:giorgio.peruzio@inps.it)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Social shock absorbers, derogation from ordinary law, compensation for the wages of laid off workers, shared management procedures

## Case description

In response to the economic crisis, since the second half of 2008 the Italian government has introduced special measures to extend the coverage of income protection schemes to many segments of enterprises and workforces previously excluded, in order to maintain employment and to protect human capital during the recession. These measures are known as shock absorbers' system in derogation from the law in force on the ordinary and extraordinary Wage Guarantee Fund, mobility and unemployment schemes. Substantial funds, charged to general taxation, have been made available on an annual basis by the Ministry of Labour to support the enlarged social shock absorbers' system. The resources settled by the national government were proportionally distributed among the Regions, which decided upon the allocation, designing their own training policies and employment services. The Regions, which are responsible for the management of the actions, were also asked to give a financial contribution through the activation of ESF resources.

In accordance with EU (ESF) requirements, income support measures have been closely linked with training and employment policies, ensuring a proper balance between passive policies (the payment of benefits) and active ones (vocational training and employment and re-employment projects). In order to lay down management rules of the new schemes and to clearly define the target beneficiaries, a general agreement has been signed by the Piedmont regional administration, social partners (representatives of the main trade unions and employers' organisations) and the National Institute for Social Security (INPS), responsible for the payment of the benefits. The main measure put in place was the so called 'CIG in derogation' *Cassa Integrazione Guadagni in Deroga* (CIGD), which is a monthly compensation for the wages of workers temporarily laid off due to the crisis by firms (mainly small firms) excluded from the ordinary social shock absorbers, or who can no longer apply for standard benefits, because they have exhausted all their treatments.

Several social and institutional actors are involved in the system. After specific negotiations with trade unions, firms apply for CIGD to the regional administration, which examines and approves the demands and authorises INPS to pay the benefits to each laid off worker, according to the monthly application forms sent by the employers, stating the number of non-working hours and providing all other useful data. In order to administer this new system, Piedmont Region and INPS shared and activated a set of common procedures. In spite of a rather difficult start and the constantly increasing number of hours authorised for suspension, the implementation of special shock absorbers could be judged positively, reaching definitely high standards of efficiency. The synergic system developed by the Piedmont Region and INPS has played a key role as a fundamental tool limiting unemployment during the economic crisis and ensuring wage support for workers.



# METHODOLOGY AND TOOLS FOR OBJECTIVE MEASUREMENT OF OPERATIONAL PERFORMANCES

Submitted by INPS – Istituto Nazionale della Previdenza Sociale

## Contact details of lead applicant

**Organisation** INPS  
Address Via Ciro il Grande 21  
00144 Roma  
Country Italy

**Contact Person** Gianni Scopetani  
Function Area Manager  
Email gianni.scopetani@inps.it

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Measuring performances

## Case description

The methodology in the subject concerns the operational management assessment, particularly regarding those processes in which the human role has primary importance (all sectors of public administration and public services in general). This methodology was planned and carried out by the INPS Inspectorate, Audit and Security Department; it consists of an objective assessment process based on measuring operational performances. Features and content: improving process quality needs the dossier analysis to focus on the most specific operational performances; according to this methodology, they have to be objectively measured to determine whether the process is compliant with the assigned targets. Then, scoring indicators are assigned to each performance. At the basis there is the assumption that each performance leaves a 'trace' in the dossier or information procedure. These traces are the objective feedback on which the indicators are defined to score each performance within the process. Therefore, it is necessary to exactly and exhaustively define a set of indicators to be utilised to measure performance.

There are a high number of performance variables for each activity; the quality of these variables is defined by the gap they have from the standards. Tools refer to each indicator; the calculation algorithms are defined. Starting from the traces left in the processed dossiers/application, they allow the examined performances to be enhanced. Such algorithms, included in specific processing software, are customised in relation to each process feature. They enable the assessment of the quality of the process itself, appraised by a synthetic indicator and by a set of indicators reporting different levels of detail. So the gap between the existing and standard behaviour can be measured. Following this approach a closed and immediate link between production quality and evaluation of the existing processing modalities is achieved. The outcomes of the processing software can be compared to the examined process performance and reported in a table, from which can be directly read: the trend of the performances; the process quality, by the level of correct performance implementation in comparison with the standard ones; the effectiveness of the performed process model (by crossing the reached performances with the level of achievement). The technique and the related tools are utilised for monitoring in real time the production management or for the ex post control, and measure both the organisation compliance level in comparison with the adopted management (process models) and the organisation effectiveness in relation to the defined targets. At INPS such technique and the related tools are utilised in order to assess the performance compliance, to measure the gap from the standard models, to focus the main criticisms and to consequently adopt the appropriate corrective actions. The achieved results are excellent with reference to the performed improvement, to the capacity of performing the process models and to the improvement of the corporate working environment, in relation to the possibility offered by such transparent and objective technologies of informing the operator precisely about its own working ways and its own improvement margins.



# BLENDED LEARNING IN THE SELECTION AND PLACEMENT PROCESS

Submitted by Agenzia delle Entrate / Italian Revenue Agency

## Contact details of lead applicant

**Organisation** Agenzia delle Entrate  
 Address Via Giorgione 159, 00147 Roma  
 Country Italy

**Contact Person** Rossella Conforti  
 Function Head of Selection and Placement Office  
 Email rossella.conforti@agenziaentrate.it

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Selection, placement, training, eTutor, blog, web 2.0, learning community, effectiveness, efficiency, innovation

## Case description

In 2009 the Italian Revenue Agency experimented with a Blended Learning training course for the candidates of a public selection for the recruitment of new officials. The experimental phase was conducted in two regions: Piemonte and Toscana. The project was awarded by the Ministry of Public Administration and Innovation during the Public Administration Forum in May 2010. In 2010, the Italian Revenue Agency developed a new edition of the Blended Learning Project in four regions (the 2 mentioned above, plus Lazio and Emilia-Romagna). The Blended Learning training courses have been delivered by 48 eTutors (expert officials specifically selected and trained for this activity) through a thematic blog on the Revenue Agency main activities: Tax Assessment, Fiscal Dispute and Tax Refunds. The eTutor interacts with the candidates through the online publication of case studies, supporting learning with explanations, reflections and elaboration of the content. Each blog involves the participation of a group of 30 candidates, who create a learning community. Each candidate participates in three blogs, one for each activity. The project, including the selection and training of eTutors, is entirely created from internal resources.

This Agency publishes a public notice to recruit new staff. The procedures are characterised by a theoretical-practical training period of six months. The candidates suitable for the training period are those who have passed two knowledge-assessment and skills tests. The training period aims at the appraisal of workplace performance and organisational behaviour. The assessment of the training period is made by the Director of the Office to which the candidate is assigned. At the end of the training period, the candidates face the final oral examination. The winners are then hired with a permanent contract. A significant injection of new resources in the organisation, determined by the need to enhance the activities of tax assessment and prevention of tax evasion, made it necessary to properly train the candidates and select the best ones.

In summary, the idea behind the project is to meet the goals of the training period, both in terms of selection and training, reducing costs and experimenting new ways of training. The general objective of the project is to improve the effectiveness of training of new staff and significantly reduce the costs. The 'Blended Learning' allows the need for equality of a public selection to be combined with the need to ensure adequate theoretical and practical training – in line with the human resources policies adopted by the Italian Revenue Agency – without burdening the activities of the offices, which will receive a large number of candidates in the training period. The specific objectives of the project are: significant reduction of direct and indirect costs linked to training; faster job placement; development of innovative training tools; enhancement of high potential internal resources (eTutors).



# SOCIAL SECURITY – INCOME INTEGRATION IN DEROGATION

Submitted by INPS – Istituto Nazionale Previdenza Sociale / Italian Social Security Administration

## Contact details of lead applicant

**Organisation** INPS  
**Sede Regionale Puglia**  
 Address Via Putignani 108, 70121 Bari  
 Country Italy

**Contact Person** **Azzollini Sergio**  
**Amodio Marcello**  
 Function Social Security, income integration regional references  
 Email sergio.azzollini@inps.it  
 marcello.amodio@inps.it

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

Social security

## Key words of project

Wage continuity

## Case description

This project aims at demonstrating that Italian Social Security Administration (INPS) can combine social assistance with a quality public service. In particular, the INPS Apulia has achieved brilliant results in a short time thanks to the optimisation of the resources it has at its disposal and employees who have the right management ability and skills. The financial and economic world crisis has led to a situation of local crisis, which can now also be felt as a production crisis. In Italy, and in particular in the Apulia region, important productive sectors have suffered (and continue to do so) heavy reductions of orders and, as a consequence, many companies still face many difficulties in recovering. The idea behind this project is to safeguard the contractual position of workers from company market fluctuating situations in application of an important principle of labour law: wage continuity, which found its maximum expression in the system of ordinary and extraordinary income integration. According to the model applied by this project, if the term established to benefit from the allowance has expired, the rules permit deviation from the law and so to grant a further period (income integration in derogation, in Italian called *cassa integrazione guadagni in deroga*).

INPS has equipped itself with a telematic infrastructure to face an extraordinary crisis in a very short time, using the human resources available in the different INPS offices allocated all over Apulia region. This telematic equipment is used both in application reception and processing and for the final communication to the worker. This system allows direct access to the databases by the authorised parties (companies and advisers). These financial supports are paid by INPS, *Istituto Nazionale Previdenza Sociale*, and, in Apulia by 'INPS Puglia' to (financially) support the employees of companies that, because of the mentioned global crisis, would be expelled from the world of workers. To avoid that, as a result, companies, because of reduced production, would give up professional skills of their workforce. All of this is guaranteed by the intervention tool called 'income integration in exception'. The intervention tool of income integration in derogation is temporary, as it lasts only for an established period.

As statistical statements can confirm, Apulia INPS has reached brilliant results in the management of an income integration tool, and, above all, in terms of application average waiting period (meaning the time that is necessary for granting the required authorisation): the national average waiting period is 190 days, whereas in Apulia the waiting period has been reduced to 38 days! It is the best performance in the whole of Italy and of absolute value. This successful result was achieved thanks to a constant monitoring system of this tool; performance systematic checks; constant efforts to improve work organisation and the availability of a number of skilled assistants who, thanks to experience, diligence and ability, can optimise the resources available to Apulia INPS. This makes INPS proud, because it means that welfare can really work (and workers can really be helped) if employees have the right management-resources-organisation-diligence-ability.

# EFFECTIVENESS IN HEALTHCARE – COMPUTER SYSTEM TO MANAGE THE SURGICAL PROCESS

Submitted by AUSL Forli

## Contact details of lead applicant

**Organisation** Morgagni-Pierantoni Hospital  
**Address** Via Carlo Forlanini 34  
**Country** Italy

**Contact Person** Buccioli Matteo  
**Function** Data Manager  
**Email** matteo.buccioli@gmail.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Public health and social welfare/affairs

## Key words of project

Innovation, ergonomics, effectiveness in healthcare, patient safety



## Case description

The main priority of the political system, not only in Italy but also internationally, is to reduce public debt and to streamline National Health Service (NHS) costs. Consequently, health managers need to acquire operating methods within their managerial structures so that all available resources are better planned in terms of effectiveness and efficiency, without compromising patient safety. In recent years, scientific and legislative landscapes have focused attention on the activity of the hospital surgical unit, considering it to be high risk, both in economic-financial and patient safety terms. This has motivated the requirement to closely monitor all tasks performed by the various health professionals involved in the complete path of the surgical patient. In the operating room, monitoring of total process time and collecting data are difficult to obtain because of the complexity of the system with many ORs and collateral areas.

What this hospital produced is a collecting operating rooms data system, represented by logistic and human resources. They use a univocal identification of each operative room using a barcode image that is located on the main door of every OR and a univocal identification of each anaesthetic nurse using a Personal Digital Assistant. The nurse is logged in and the PDA software produces a connection between the nurse and the patient; univocal identification of the patient is created using a barcode bracelet. The main component of the logistic support is the PDA, which uses the infrared technology to check the patient identity (barcode) supported by a wifi connection. This system allows to determine in real time the timing of all movements of the patient from ward to OR, and the identities of the team. The ORs Board decided to use the efficiency indicators defined by Dexter et al<sup>2</sup>: OR time of a case; Turnover time; Over-utilised OR time; Allocated OR time. In this way the patient is safe from risks; the 'outcome' becomes the possibility to check and make revisions of the whole ORs management process. The result of the first 18 months (January 2009 to December 2010) of activity is: 10495 surgical procedures recorded in 8 ORs; of which 85% is completed data. It is now possible to define what happens when 'over-utilised OR time' becomes excessive or if it is necessary to schedule an additional case or if an 'overbooking' is necessary. The 'determining optimum operating room utilisation' can now be provided.

The results of the study were presented by the surgical unit board to the different department directors, which enabled an improved performance through shared, rather than the previously devolved, organisational-management reviews. This real-time analysis system has increased the level of surgical activities (rate of occupation in the Operating Room) from 71% in 2009 to 79% in 2010. Meanwhile, the number of emergency procedures performed has been reduced from 25% to 16%, while at the same time maintaining the same level of complexity of operations performed. Through the implementation of this IT system, all stages of the surgical process have been made transparent and analysed in an objective manner, allowing the surgical unit board to implement actions to significantly improve performance.

## WEB SECTION 'MOBILITY & DISABLED PEOPLE'

Submitted by Automobile Club d'Italia

### Contact details of lead applicant

**Organisation** Automobile Club d'Italia  
**Address** Via Marsala 8  
**Country** Italy  
**Web address** [www.up.aci.it/pescara](http://www.up.aci.it/pescara)  
[www.up.aci.it/catania](http://www.up.aci.it/catania)

**Contact Person** Beatrice Bisogni  
Vincenzo Pensa  
Saverio Amato  
Barbara Falcinelli  
Antonina Pennacchio  
**Function** Managing Director  
Managing Director  
Officer  
Officer  
Officer  
Officer  
**Email** [b.bisogni@aci.it](mailto:b.bisogni@aci.it)  
[v.pensa@aci.it](mailto:v.pensa@aci.it)  
[a.pennacchio@aci.it](mailto:a.pennacchio@aci.it)  
[s.amato@acii.it](mailto:s.amato@acii.it)  
[b.falcinelli@aci.it](mailto:b.falcinelli@aci.it)

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

11-15

### Type of sector

Public health and social welfare/affairs

### Key words of project

Mobility and disability



### Case description

On 27 October 2009, the Italian Government approved Legislative Decree 150/2009 (the Reform Decree), implementing Law 15 of 4 March 2009 on a comprehensive reform of the public administration. The reform includes three pillars: modernisation of the public administration; innovation and digitalisation within the public administration and throughout the country; and development of a relationship between the public administration, citizens and businesses. In this context, *Automobile Club d'Italia* (ACI) has created an initiative called 'The Portal for disabled people' in which it has implemented some framework of the reform, better quality of services and more efficient offices serving citizens, in particular citizens with special needs, monitoring with indicators, customer satisfaction, transparency, and equal opportunities for all citizens.

The current Italian legislative and administrative system is extremely fragmented and is split into several levels of competence. For this reason, it is very difficult for disabled people to find relevant information to the different themes across the different public administrations fields. The strategy of ACI with this Portal is to design a new digital administration. In order to create 'The Portal for disabled people', ACI has studied everything about them and their mobility issues.

The web section is aimed at offering a total overview of benefits, services, news and events about the mobility of disabled people, both nationwide and in several local regions. Its final beneficiaries are: disabled people and their parents; disability associations; other associations and social community care; public administrations, national agencies and other public local authorities. The Project has involved all public institutions and countrywide authorities whose main objective is to provide a complete picture of the subject so as to facilitate the accessibility of disabled people and/or their parents, by using and taking advantage of these benefits and services. ACI has already subscribed two protocol agreements with all their public administrations and local authorities.

In the web section for disabled people, it is possible to find all information about: tax breaks; medical acknowledgement of the disability; special driver's license for disabled people; technical adaptations and modifications to vehicles; identification marks for the vehicles; public services; social and health services; travelling and tourist features permitting disabled access; automobile sport; non-profit making organisations and associations; driving and transport with security; and useful links. The section 'Mobility and Disabled People' has already been realised on the website of two ACI Provincial Offices: Pescara (Region: Abruzzo) and Catania (region: Sicily) and it will be replicated on the website of every ACI Provincial Office in Italy. This web section is only a part of a wider project of the ACI: its general plan is to set up the same section for disabled people on the national website ([www.aci.it](http://www.aci.it)). In fact, with a link between the national and provincial website it will be possible to collect all useful information about mobility, both at national and local level. The national website will publish the whole law of national interest and there will be a link to the same section on the provincial websites for local information.



# DEVELOPMENT AND IMPLEMENTATION OF ELECTRONIC SICK NOTES AND MATERNITY LEAVE CERTIFICATES MANAGEMENT APPLICATION SYSTEM

Submitted by State Social Insurance Fund Board

## Contact details of lead applicant

**Organisation** State Social Insurance Fund Board under the Ministry of Social Security and Labour  
**Address** Konstitucijos Ave. 12  
 09308 Vilnius  
**Country** Lithuania  
**Web address** <http://epts.sodra.lt>

**Contact Person** Valdas Zekonis  
**Function** Head of Informational System Development Section  
**Email** [valdas.zekonis@sodra.lt](mailto:valdas.zekonis@sodra.lt)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Social security

## Key words of project

Introduction of an electronic certificate of incapacity  
 Lithuanian health care institutions



## Case description

Sickness- or maternity leave benefits can only be allocated after submission of the following documents to the administration of the State Social Insurance Fund (hereinafter – the Fund Board): Sick note or maternity leave certificate issued by the doctor sustaining the temporary incapacity to work of the person; Document issued by the employer, containing information on the time period not worked, and sickness benefit for first two days allocated from the employer's funds; Person's application to allocate the benefit.

During the project, the Electronic Sick Notes and Maternity Leave Certificates Management application system (hereinafter – EPTS) was developed and deployed in order to computerise the issuing process of sick notes and to improve the services provided by the Fund Board for the insured, doctors and insurers. It enables the healthcare establishments to automatically receive information about a person's insurance, previously registered periods of incapacity to work and other data required to create the electronic sick notes, sign them with a qualified electronic signature and automatically transfer them to the information system of the Fund Board. Since 1 July 2010, paper sick notes are no longer accepted.

During the project the previously created systems of electronic services – Electronic Insurers' Service System (hereinafter – EDAS) and Electronic Population Service System (hereinafter – EGAS) – were extended with new functions. With the assistance of EDAS, the employers (insurers) can obtain information on the sick notes issued to employees, to form and supply the electronic documents to the Fund Board justifying the period not worked by the employee and sickness benefits paid by the employer to the employee. Using the EGAS the beneficiaries can view the information on the sick notes issued to them, and submit to the Fund Board the electronic applications to allocate the relevant benefits. The implementation of EPTS has modified the benefits allocation process and all the required processes can be performed on the internet. If the doctor deems the person as temporarily incapable to work, he prepares the electronic sick note with the assistance of EPTS and submits it to the Fund Board electronically. Customarily, the sick person, after being declared as temporarily incapable to work by the doctor, called or contacted by email his employer informing about his sickness. Now, in case it does not happen, the employer has the possibility to connect to the EDAS system and view the periods of temporary incapacity to work of his employees established by their doctors. The individual may always view his sick notes data by accessing the EGAS. If the person wants to receive the sickness benefit, he shall submit electronically to the Fund Board the application to obtain the benefit.

In the past, a sick person had to visit his doctor at least twice – during the first visit it was identified whether the person was sick and to register the beginning of the period of sickness leave, and during the second – to register the end of this period. Now there is no need to visit the doctor again and 'to close' the sickness period, submit the certificate to the employer and to the territorial division of the Fund Board.

# MORE WITH LESS / MEER MET MINDER

Submitted by Province Zeeland

## Contact details of lead applicant

**Organisation** Provincie Zeeland  
**Address** Postbus 165, 4330 AD Middelburg  
**Country** the Netherlands  
**Web address** [www.energieloket.nl/zeeland/thuis](http://www.energieloket.nl/zeeland/thuis)

**Contact Person** C.M. van Campen  
**Function** Spatial Planner  
**Email** [cm.v.campen@zeeland.nl](mailto:cm.v.campen@zeeland.nl)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Regional policy and development, decentralisation

## Key words of project

CO<sub>2</sub> emission, economic regional impulse, regional and national budget for private house owners, cofinancing by decentral government, online service

## Case description

The 'More with Less', or in Dutch 'Meer Met Minder', project focuses on CO<sub>2</sub> emission by giving an impulse to private house owners in Zeeland to implement energy-reduction measures in their dwellings. This is due to a co-financing system in which the Province of Zeeland provides 50% of the budget and the other 50% comes from the municipalities. All the municipalities of the Zeeland region are involved. The co-financing system is based on so called 'Label jumps'. The energy-reducing labels are related to European directives on energy efficiency. For instance: due to energy-reducing measures, private house owners can make a shift from label E to C, or even better from C to A. Besides the regional budget (municipality + province), private house owners can obtain a part of the national budget for energy reduction. The 'More with Less' project not only focuses on CO<sub>2</sub> emission, but also on giving an impulse to the regional economy. This is achieved by involving local building contractors who are working with the up-to-date 'More with Less' energy-reduction measures, for example new orders for building contractors to add insulation materials, better heating systems or HR++ windows in private houses.

The online registration system ([www.energieloket.nl/zeeland/thuis](http://www.energieloket.nl/zeeland/thuis)), where the contractor applies for the private house owner, is a unique system in the Netherlands. Thanks to this portal people are aware of what can be added or changed in their houses (insulation, etc.), to achieve energy reduction (and as a result, low electricity bills). The website provides up-to-date information as well as having a registering database. Municipalities, the Province of Zeeland and the 'Meer Met Minder' Foundation have direct access to the database behind this online registration system. Information and news will be put on the website to give an actual overview of energy-reduction, measures, rules and the latest news about meetings. Furthermore a helpdesk (by phone) can be reached for particular questions. Both, the Province of Zeeland and the municipalities have organised special information meetings about this project and how it works. Furthermore, announcements in regional newspapers were used. The regional TV channel (Omroep Zeeland) will broadcast a programme called 'Klus je Rijk' during spring 2011. In this programme, families will be followed along their journey to incorporate the 'More with Less' energy-reducing measures in their dwellings.

In short:, the 'More with Less' project leads to a reduction in CO<sub>2</sub> emissions, impulse to the regional economy and gives the inhabitants of Zeeland a unique website with both information about energy reduction and registering access. In fact, due to a regional (province and municipality) and national ('Meer met Minder' foundation) budget, private house owners will get an (financial) impulse to implement energy reduction measures in their houses. The project started on 6 July 2010 following the signature of the 'More with Less' agreement by involved municipalities, the Province of Zeeland and the 'Meer Met Minder' foundation. The project will officially end on 31 December 2011, but an extension to 2012 has not been excluded.

# BUREAUCRATIC SIMPLIFICATION OF SOCIAL ASSISTANCE

Submitted by Dutch Ministry of the Interior and Kingdom Relations

## Contact details of lead applicant

**Organisation** Dutch Ministry of the Interior and Kingdom Relations

**Address** Schedeldoekshaven 200

2511 EZ the Hague

**Country** the Netherlands

**Contact Person** Milan Jansen

**Function** Program Manager

**Email** milan.jansen@minbzk.nl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Compliance costs, high trust, efficiency, bureaucratic simplification, administrative burden reduction, public service delivery, social assistance



## Case description

In 2007, the 4th cabinet under Prime Minister Balkenende committed itself to a real, noticeable reduction of administrative burden to citizens by resolving the ten major bottlenecks experienced by citizens in their contacts with the government, one of the most prominent being the process of applying and accounting for social assistance benefits. At municipal level, this process accounted for roughly 40% of the total administrative burden placed on citizens. Four themes were identified that were crucial in improving the social assistance delivery: Less burden of for proof of eligibility; Speeding up procedures; Legality; Control and accountability.

Emphasis was placed on the 'noticeability' of improvements: not only would a reduction of total minutes spent by the public be judged a success, but a marked change in the experience of the individual claimant would also have to be realised. A project to bring about these changes was set up by the Ministry of the Interior and Kingdom Relations, in cooperation with a large number of municipalities all over the Netherlands. Objectives of the project were manifold: noticeably improving the quality of social assistance services by municipalities, reducing administrative burden for citizens applying for and receiving social assistance benefits, but also bringing about a change in the culture in which social assistance applications were assessed. This involved moving from a system of suspicion and control, in which every claimant was viewed as potentially fraudulent, to a system of so-called 'high trust', where applications are viewed as principally legitimate. One notable specific objective was the abolishment of the monthly entitlement form.

The ministry adopted a 'seduce and support' approach, whereby municipalities, which have responsibility for social assistance, were persuaded to implement improvements by showing them the advantages and the progress made in other municipalities. This was done at a number of workshops and conferences, and through widely disseminated brochures detailing best practices throughout the country. Regional Red Tape Ambassadors were deployed to assist municipalities in the implementation. All the while, the project was part of a much wider effort to reduce administrative burden on citizens, professionals and administrations. In terms of measuring results, the main quantitative indicator used was the Standard Cost Model for citizens – a tool which enables the quantification of administrative burden on citizens in both time and monetary costs. Results of the project were substantial on an individual, local and national (aggregate) level. For individual social assistance claimants, administrative burden was reduced by as much as 40% in time and 20% in out-of-pocket expenses. For the total administrative burden placed on citizens in the Netherlands, this translates to a reduction of about 3,500,000 hours. At municipal level, yearly savings of between €100,000 and €1,000,000 million can or have been realised, depending on the size of the municipality and the degree of implementation. More than 60% of municipalities now no longer require the monthly entitlement form. The ministry continues to monitor administrative burden placed on citizens by municipalities, and many municipalities are conducting follow-up projects to the ones described here.

# INDIVIDUAL AUCTION OF MOBILITY – DISABILITY AIDS AND HOUSEHOLD SUPPORT

Submitted by Gemeente Spijkenisse / Municipality of Spijkenisse

## Contact details of lead applicant

**Organisation** Municipality of Spijkenisse  
**Address** Raadhuislaan 106  
3201 EL Spijkenisse  
**Country** the Netherlands

**Contact Person** Annemiek Roerhorst  
**Function** Advisor  
**Email** a.roerhorst@spijkenisse.nl

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Public health and social welfare/affairs

## Key words of project

Optimally market-driven, allocation, innovation, efficiency, rewarding good service

## Case description

Since the Law on Social Support, in Dutch: *Wmo*, was passed on 1 January 2007, the city of Spijkenisse has been using a reverse eAuction to purchase household assistance. Spijkenisse wanted to carry out a responsible, customer-friendly and future-proof policy, and in the past four and a half years the system has proven to yield the desired results. The delivery of certain mobility and disability aids (from now: MDAs) has become the responsibility of the city of Spijkenisse since 1997: *i.e.* wheelchairs, power wheelchairs, bath and toilet aids (for instance: bathroom chairs and toilet seats), mobility scooters, patient lifts, adaptive bicycles (for instance: tandems and tricycles). These devices used to be purchased from one supplier.

Because of the success of the eAuction for household support and the Best Practice Certificate received at the EPSA 2009, it was decided that the MDAs should be purchased using a similar auction system. To this end, an innovative tender system was introduced. In the usual tender, a certain quantity of MDAs is granted to the winner of the tender for a specific number of years. In Spijkenisse the object of the tender is formed by the admittance to the internet auction through a framework agreement. The framework agreement will be granted to all suppliers that agree with the maximum all-in monthly rental price for the different MDAs and that meet the quality demands in the specifications. The individual applications for the MDAs are put on the internet auction and contracted suppliers can offer discounts on the all-in monthly rental price, which has been maximised in the tender beforehand by the city council. In this way, suppliers themselves can try and obtain their desired market share in the city. The reverse auction can be seen as an awarding of contracts at customer level. How the reverse auction works: The personal details of the customer are not visible in the auction. Suppliers only see the requested MDA, the necessary options, information about the required sizes of the MDA and the first three digits of the postal code. Based on this information, they decide on their price. In order to prevent a situation in which customers are not catered for (which is unlikely, because there is always one supplier interested in the order), all suppliers are obliged to bid on every application. If the application does not appeal to a supplier (because, for example, they do not have a matching second-hand MDA in their depot), they can offer a minimal discount.

The concept of the internet auction is that the MDA is bought at a price that conforms to the market, and that second-hand MDAs which are still in a good condition will be used. The system offers the opportunity to include robot variables (additional criteria) that may lead to a supplier other than the cheapest. Experience shows that adding any extra criterion results in a (slight) rise in cost. At this point, the average customer satisfaction is an additional criterion.

# INNOVATION IN ACQUISITION, DEVELOPMENT AND DISTRIBUTION OF DIGITAL LEARNING RESOURCES

Submitted by NDLA – Norwegian Digital Learning Arena

## Contact details of lead applicant

**Organisation** NDLA  
**Address** Hordaland Fylkeskommune  
 Ndlå V/Øivind Høines  
 P.O Box 7900, 5020 Bergen  
**Country** Norway  
**Web address** <http://ndla.no>

**Contact Person** Øivind Høines  
**Function** Chief Executive Project Manager  
**Email** [oysteinj@cerpus.com](mailto:oysteinj@cerpus.com)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Innovation, smart delivery, increased volume and value, complexity, distributed organisation



## Case description

The overall goals of the Norwegian Digital Learning Arena (NDLA) initiative are to develop open, high quality digital learning resources for all, and to involve teachers and students in active and participatory learning processes. The specific objectives are to develop open and accessible digital learning resources in all upper secondary education subjects that can be accessed free of charge for everybody; to facilitate upper secondary education characterised by interaction and sharing; to engage teachers and students in active and participatory learning processes; to use communities and networks as a driving force in the development; and to develop and contribute to a marketplace that delivers content and services attuned to the needs of teachers and learners.

In 2010 NDLA had a total operating budget of 62 MNOK. This equals approximately 20% of the total allocation of public funding for learning resources in upper secondary education in Norway. NDLA is co-owned by 18 county councils in Norway out of 19. The further operation and sustainability of operations, development and innovation capacity will be secured through political process involving all 18 county councils. NDLA is fully owned by the 18 county councils behind the initiatives. All political self-governments on county/regional level have made identical political decisions to anchor this joint ownership. The 18 county councils agree on the level of budget and ambition for the NDLA collaboration. All county councils have an administrative contact point for NDLA. As a public entity, NDLA transfers the legal entity from one of the county councils. NDLA has no permanent employees; those working for NDLA are lent out from their respective employers, *i.e.* county council. NDLA is a virtual organisation without physical headquarters. Necessary support systems are available through a county council or *via* ICT tools such as Skype, Jira and Google Apps.

NDLA is a unique collaboration between a large number of county councils, enabling and empowering them to carry out a task they are obliged to carry out according to the education and training legislation of Norway. NDLA has evolved as a virtual organisation with a small administrative core. The administrative resources are pooled from existing resources in order to keep the need for investments in administrative software and services to a minimum. Within the current level of expenditure NDLA has increased the volume, diversity, the perceived quality and the awareness among NDLA constituents. This unique collaboration has managed to balance growth, innovation, participation, complexity and quality. Some of the key results achieved by NDLA are that the number of subjects has risen from 2 in 2007, to 37 subjects in 2011, of which 29 are accessible *via* the NDLA website. The user statistics show an increase in traffic over the last year in by approximately 50%, with a daily number of visitors reaching approx. 16,000. Awareness among teachers has increased considerably: more than 70% of the teachers are aware of NDLA. The number and scope of services have also increased, which allows for sharing, co-creation of content, re-use and the phasing in of user-generated content.



# BETTER ACCESS TO ADVANCE PAYMENTS FOR THE BENEFICIARIES OF THE POLISH OPERATIONAL PROGRAMME INNOVATIVE ECONOMY 2007-2013

Submitted by Ministry of Economy

## Contact details of lead applicant

**Organisation** Ministry of Economy  
**Address** Plac Trzech Krzyży 3/5  
 00-507 Warszawa  
**Country** Poland

**Contact Person** Małgorzata Potocka  
**Function** Specialist in the European Funds  
 Department  
**Email** malgorzata.potocka@mg.gov.pl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME

## Key words of project

Advance payments, Polish Operational Programme Innovative Economy



## Case description

In Poland, the European Funds for the period 2007-2013 have been implemented within the framework of the National Cohesion Strategy (NCS). The main objective of NCS is to create conditions for the improvement of competitiveness of the economy based on knowledge and entrepreneurship, ensuring the increase of employment and the higher level of social, economic cohesion. The NCS is implemented *via* Operational Programmes managed by the Ministry of Regional Development (the so-called Managing Authority). One of the responsibilities of The Ministry of Regional Development is to set some common rules for the process of co-financing the expenses within the projects. These questions have been covered by the ministerial Regulation issued in September 2007. Several rules of the above Regulation concerned paying advances to the Beneficiaries of a project on the account of their future expenses. The possibility for the Beneficiaries to be paid in advance had existed, to some extent, since the beginning of implementation of Programmes, nevertheless, the application of the advanced payments was very limited because of the relatively high cost of collaterals (e.g. bank guarantees, etc).

The attempt to facilitate and broaden the usage of advance payments was implemented in the beginning of 2009. However, the Polish Ministry of Economy, acting as the Intermediate Body in the process of implementation of the Axes III-VI of the Operational Programme Innovative Economy, had observed that, until the middle of 2009, the interest of Beneficiaries to take advantage of this solution had still been minor. The entrepreneurs couldn't afford securing advance payments. This became a barrier for implementation of their projects particularly during the period of the economic crisis. They had to face the unfavourable trends of financial markets, poor economic performance of certain business branches and depreciation of Polish *złoty*, influencing raise of cost of investments. The Ministry of Economy observed such difficulties particularly with regards to those projects implemented within the framework of the Operational Programme Innovative Economy that required constant access to financing.

As a response to the threat for implementation of projects, in the beginning of 2009 the Ministry decided to propose a change to the rules concerning the security coverage of the advance payments. In particular, it proposed to raise the threshold of the amount of advance payment, for which the bill of exchange in blanco provided by the Beneficiary would constitute a collateral (from *złoty* 4 to 10 million). The proposition of the Ministry of Economy was implemented and the amended Regulation entered into force in July 2009. The amendment allowed more Beneficiaries of the Operational Programme Innovative Economy to be paid in advance. This, in turn translated into an increase of their financial liquidity, which is crucial for the implementation of projects particularly during the period of turndown in the world and Polish economy.



# INCREASE OF THE ALLOCATION FOR THE ACTION 4.4 OF THE POLISH OPERATIONAL PROGRAMME INNOVATIVE ECONOMY AS A MINISTRY OF ECONOMY' RESPONSE TO NEGATIVE TRENDS IN THE ECONOMY IN THE PERIOD 2008-2009

Submitted by Ministry of Economy

## Contact details of lead applicant

**Organisation** Ministry of Economy  
**Address** Plac Trzech Krzyży 3/5  
 00-507 Warszawa  
**Country** Poland

**Contact Person** Małgorzata Potocka  
**Function** Specialist in the European Funds  
 Department  
**Email** malgorzata.potocka@mg.gov.pl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME

## Key words of project

Operational Programme Innovative Economy,  
 facilitation of implementation



## Case description

The Polish Operational Programme Innovative Economy 2007-2013 is co-funded by the European Regional Development Fund (ERDF). The overall objective of the Programme is to stimulate development of the Polish economy based on innovative enterprises. The Managing Authority of the Programme is the Ministry of Regional Development. Three intermediate bodies: the Ministry of Economy, the Ministry of Science and Higher Education and the Ministry of Interior and Administration, in cooperation with several Implementing Authorities, share the responsibility for implementation of the particular Priorities of the Programme. In the beginning of 2009, the Ministry of Economy observed that a threat for proper implementation of projects appeared within Action 4.4 of the Programme: new investments of high innovative potential. For instance, the Polish Agency for Enterprise Development – Implementing Body of the Action, received several requests from Beneficiaries to postpone starting dates of implementation of their projects and increase their co-financing due to difficult economic situation. Particularly, Beneficiaries put stress on the unfavourable trends of financial markets, poor economic performance of certain business branches and depreciation of the Polish zloty, influencing raise of cost of investments. These factors affected specifically projects co-financed within the framework of the Priority Axis 4 of the Programme – requiring relatively significant financial contribution along with maintenance of enterprises' liquidity. Knowing that responsibility for the above difficulties had not lied on the Beneficiaries' side and that these problems were effects of a general slowdown in the world and Polish economy, the Ministry of Economy decided to request the Managing Authority to introduce certain solutions to this issue in the implementing system.

In reply to the request of the Ministry of Economy, the Ministry of Regional Development not only allowed the starting dates of implementation of the projects to be postponed, but also agreed to increase the allocation of funds for those Beneficiaries of the Action 4.4 who had not been able to predict the economic crisis and the euro currency fluctuations at the moment of application for co-financing. It was therefore agreed that allocation amount for this Action for 2008 would be raised by 5%. It was decided that it would be possible to grant additional co-financing for a project only on the individual request of its Beneficiary, and that these requests would be analysed case by case.

The change of institutional practices in the implementing system concerned: Increased elasticity of payments during the period of implementation of projects that required relatively high constant financial inputs; Introduction of the possibility of extra co-financing, compensating negative effects of the economic crisis while maintaining intensity of support.

With the sources allocated additionally for the Action 4.4 in 2008, approximately 90 Beneficiaries of the Action 4.4 of the Operational Programme Innovative Economy took advantage of the extended co-financing and received in total zł 103,7 million in order to continue with the implementation of their projects.



# CKI – COORDINATION AND INFORMATION CENTRE

Submitted by Krotoszyn Municipality

## Contact details of lead applicant

**Organisation** Krotoszyn Municipality  
**Address** Ul. Zdunowska 12  
 63-700 Krotoszyn  
**Country** Poland  
**Web address** www.cki.krotoszyn.pl

**Contact Person** Agata Kajewska  
**Function** Adviser  
**Email** cki@krotoszyn.pl

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Regional policy and development, decentralisation

## Key words of project

Coordination and information



## Case description

The CKI association was established as a result of cooperation between the community represented by the municipal self-government and local entrepreneurs. The association realised the project 'Forge of Entrepreneurship', managed local trust fund for business start-ups, promoted Krotoszyn companies' products, organised local fairs and exhibitions. Another activity was to help the unemployed; these issues are dealt with 'By fits and starts Work Agency' and Work Club. The association, in partnership with Krotoszyn Municipality and Krotoszyn District Authorities, acquired an EU grant for a project entitled 'The third sector to support local initiatives' under the PHARE 2003 program 'NGOs for Sustainable Development', the implementation of which lasted until August 2006. The budget amount was directed to NGOs and helped to create the Coordination and Information Centre for NGOs (CKI). Under the CKI, two bureaus were opened: Project Office with advisers for EU-fund applicants and NGOs organisations and Krotoszyn Volunteering Centre. Another association – Krotoszyn 'Amazons' Club and Polish-Turkish Cooperation Society 'Bosphorus' found a place in CKI's seat.

The aims of the association are, among others, to support the development of initiatives for activation, self-organisation and integration of local communities; to build local partnerships and alliances to solve key problems in the community; to activate local residents focused on the development of human capital, education, qualifications, public awareness to meet certain social, cultural, economical and sport tourism-related needs; to contribute to the growth of economic competitiveness, entrepreneurship and the labour market etc.

Currently, the CKI pursues the project 'Local cooperation opportunity for development' under the open tender process announced by the Mayor of Krotoszyn. Office personnel are responsible for free information and advisory services to local representatives of the sector III and I, applying for grants, project management, or the registration of associations; running the CKI website, with up-to-date information about currently advertised programmes and contests to which one can apply for grants; assistance in completing applications for grants; assistance in the implementation of funded projects; organising informational meetings about the possibility of applying for grants, etc. The Association was also a partner in the project 'From the circular letter to a mail' implemented by the European Social Fund - Human Capital Operational Programme, Priority IX. Development of skills and competences in the regions; Measure 9.5 Bottom-up education initiatives in rural areas. The association carried out a project entitled 'Plan your future' an educational programme for low-income people from rural areas. The project was financed by the Rural Development Foundation. Together with the District authorities, they organised 'Support for Third Sector Krotoszyn District'. This project was financed by the Fund for Civil Initiatives. Thanks to those funds, the Information Point for NGOs was opened, where NGOs can get free help and information on opportunities to acquire external funding (including from the European funds, foundations and organisations and public institutions supporting third sector activities, etc.), competitions and grant programmes; project preparation, filing of applications for grants and the implementation of funded projects; management of projects; creation and registration of new associations and foundations.



## ON THE SPOT HOUSE

Submitted by Instituto dos Registos e do Notariado, I.P. / Institute of Registries and Notary

### Contact details of lead applicant

**Organisation** Instituto dos Registos e do Notariado, I.P.  
**Address** Av. D. João II, 1.8.01D  
 Edifício H, Campus da Justiça  
 Apartado 82, 1803-001 Lisboa  
**Country** Portugal  
**Web address** www.casapronta.pt/CasaPronta

**Contact Person** Filomena Rosa  
**Function** Advisor  
**Email** filomena.s.rosa@irn.mj.pt

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Public administration, modernisation, institutional affairs, reform

### Key words of project

Ecoveyancing, single window service



### Case description

'On the spot house', or in Portuguese, *Casa Pronta*, is a public service which allows all the necessary formalities to be performed for the purchase and sale of homes (buildings), with or without a mortgage, the transfer of a bank loans to purchase a house and other housing contracts, in a single window service.

Before the implementation of the 'On the Spot House project', to perform legal transactions on immovable properties, such as the purchase and sale or simple loan with mortgage, citizens and companies had to contact several public entities, such as: tax authorities; notaries; land register office; municipal services; entities responsible for the management of the historical and cultural patrimony; commercial Register Office and Civil Register Office. For a simple purchase and sale of a property it was necessary, for example, to obtain several certificates from the Land register office, the Commercial Register Office or the Municipal Council. In addition, a property's tax document from the Revenue Office was also required. It was also necessary to conclude a deed in the notary office and to request and wait for the registries and the availability of the certificates, since the registries are carried out immediately and the certificates delivered to the interested parties.

Business in an immovable property implied, in short, frequent and repeated visits to several public services to request and later on to obtain documents, to schedule acts and later on to materialise them, and so on, which had high costs. This situation represented a major weakness within the Portuguese real estate market and, consequently, within the economic activity in general.

This project was based on the analysis of the then existing situation, evaluating the need of each formality associated with businesses in immovable properties, in order to eliminate useless steps and to concentrate the ones which were necessary into a single place, thus avoiding repeated dislocations, saving time and money. There is a Simplification Commission in the Ministry of Justice, essentially for representatives of all civil society areas, including employees' and employers' associations, legal practitioners and representatives of several economic activities. This commission identified excessive bureaucracy associated with businesses in immovable properties as an important barrier to the economic activity, with costs to citizens and companies. Once the problem was identified, a work group was created within the Portuguese Ministry of Justice, which included registrars from the land registry and other experts from the Portuguese Institute of Registries and Notary, and it became the entity responsible for rethinking the process within the land register offices and proceeding to the respective re-engineering, as well as, as a result, preparing the necessary legislative amendments. At the implementation stage, this work group was also integrated by ITIJ technicians, for the design of technological solutions supporting the project. This service became available on 24 July 2007, at seven land register offices, five Portuguese municipalities, covering only purchase and sale, simple loan and any other credit and financing contracts concluded by credit institutions, mortgage and transfer of credits.



## ON THE SPOT FIRM / EMPRESA NA HORA – ENH

Submitted by Instituto dos Registos e do Notariado, I.P. / Institute of Registries and Notary

### Contact details of lead applicant

<b>Organisation</b>	<b>Instituto dos Registos e do Notariado, I.P.</b>
Address	Av. D. João II, 1.8.01D Edifício H Campus da Justiça Apartado 8295, 1803-001 Lisboa
Country	Portugal
Web address	www.empresanahora.pt/ENH/ sections/EN_homepage
<b>Contact Person</b>	<b>Filomena Gaspar Rosa</b>
Function	Advisor of IRN President's Cabinet
Email	filomena.s.rosa@irn.mj.pt

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Justice, police, human rights and security

### Key words of project

Single window service for companies creation, one-stop-shop for companies, simplification of companies' incorporation

### Case description

The 'On the Spot Firm', or in Portuguese *Empresa na Hora*, initiative makes it possible to create sole quota-holder companies, public limited companies and private limited companies on the spot, in just one office (one-stop office) in a single day (36m). Interested parties no longer have to obtain in advance a certificate of company admissibility from the National Registry of Companies (RNPC). Nor it is necessary any longer to sign a public deed. During the incorporation procedure, the definitive legal person identification card will be handed over, the Social Security number will be given, and the company will immediately receive its memorandum and articles of association and an extract of the entry in the Commercial Register.

Procedure for incorporating a firm:

1. A name must be chosen from the list of pre-approved names given on this site, or check the list that is available at the 'Empresa na Hora' desk. The name chosen will only be kept when you get to the desk and start the setting-up process. And so the name that you want to use, even though it might be available on this site or on the list provided, may not be available when you arrive at the desk. A phrase alluding to the object of the company can always be added to the pre-approved name. For instance, if the chosen name is 'ABCDE', and the company is going to be involved in the catering sector, the name can be changed to 'ABCDE- Catering'. From January 2006 the use of Certificates of Admissibility of a Name will be allowed;
2. Choose one of the pre-approved standard memorandum and articles of association packs, available on this site and in the portfolio of packs available in the offices;
3. The members of the future company should go to an 'Empresa na Hora' desk to start the incorporation process. A list of available desks can be found in the Contacts area of this site.

Items needed: If the members of the future company are private individuals, they will need to take with them their tax identification card, an identification document (identity card, passport or driving licence), and their social security card (optional). In the case of legal persons/corporations, they need to show the legal/corporate person tax identification or identity card; a current extract of the entry in the Commercial Registry; and the minutes of the general meeting granting powers of company incorporation. This service costs €360. This amount is payable at the time of incorporation, in cash or by cheque. For firms whose company object is technological development or research the cost of the service is €300.

The memorandum and articles of association will be prepared and the registration of the company will be carried out there and you will then immediately be issued with a copy of the entry in the commercial register, the legal/corporate person identification card and the social security number of the company.



## ONLINE COMPANY / EMPRESA ONLINE

Submitted by Instituto dos Registos e do Notariado, I.P. / Institute of Registries and Notary

### Contact details of lead applicant

**Organisation** Instituto dos Registos e do Notariado, I.P.  
**Address** Av. D. João II, 1.8.01D  
 Edifício H Campus da Justiça  
 Apartado 8295, 1803-001 Lisboa  
**Country** Portugal  
**Web address** <https://www.portaldaempresa.pt/cve/Login.aspx?page=1>

**Contact Person** Filomena Gaspar Rosa  
**Function** Advisor of IRN President's Cabinet  
**Email** [filomena.s.rosa@irn.mj.pt](mailto:filomena.s.rosa@irn.mj.pt)

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Justice, police, human rights and security

### Key words of project

eGovernment, creating a company online

### Case description

Since 30 June 2006 it is possible to start up commercial companies through the internet. Through this service it is possible to anonymously create commercial and civil societies in the form of trade, the type of quota shares and individual ownership *via* the internet without going to any public service. Since 27 September 2007, there is also the possibility to obtain a Trademark at the time of establishment of an online company that, in the case of incorporation, is equivalent to the firm chosen. This service also allows the incorporation of companies following a merger or division.

This service may be used by lawyers, solicitors and notaries with a digital certificate. It is also available to any citizen, provided that they carry the Citizen Card (in this case, it is clarified that all members must be holders of a Citizen Card, so that they can digitally sign the pact) and it is not necessary to attach documents beyond the social pact. The interested parties must have a digital certificate and authenticate at the site. Then, they choose a company name from the pre-approved list or use instead a certificate of admissibility. A pre-approved standard memorandum and articles of association can be used, or one made by the interested parties which will be analysed at the register office. After entering and validating all the information about the company, an email and SMS is sent to the interested parties confirming the incorporation request and another one is sent once the incorporation is successfully completed. The social security number is immediately generated. The Permanent Certificate access code is sent by the commercial register office to the interested parties. The collective person's card is sent by post.

An automatic domain name registration starts with the chosen company name, free of charge for one year. With this service it is cheaper to start up companies: the formation of an 'Online company' costs €180, publication included (plus stamp duty) if you choose a model memorandum and articles of association. The establishment of an 'Online company', whose purpose is to promote technological innovation, research or development, costs only €120, publication included (plus stamp duty). This service is available at the site: [www.empresonline.pt](http://www.empresonline.pt).

Until February 2011, a total of 18,518 companies had been created online.



## SIMPLIFIED CORPORATE INFORMATION

Submitted by Instituto dos Registos e do Notariado, I.P. / Institute of Registries and Notary

### Contact details of lead applicant

<b>Organisation</b>	<b>Instituto dos Registos e do Notariado, I.P.</b>
Address	Av. D. João II, 1.8.01D Edifício H Campus da Justiça Apartado 8295, 1803-001 Lisboa
Country	Portugal
Web address	<a href="http://www.ies.gov.pt/site_IES/site/home.htm">www.ies.gov.pt/site_IES/site/home.htm</a>
<b>Contact Person</b>	<b>Filomena Gaspar Rosa</b>
Function	Advisor of IRN President's Cabinet
Email	<a href="mailto:filomena.s.rosa@irn.mj.pt">filomena.s.rosa@irn.mj.pt</a>

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Public administration, modernisation, institutional affairs, reform

### Key words of project

Simplified Corporate Information (IES), single declaration, process reengineering, legal framework

### Case description

In 2007, Portugal created the Simplified Corporate Information (or in Portuguese, *Informação Empresarial Simplificada*, IES). This project is a public service which allows, in a single act, fulfilment by companies of four legal obligations that were previously scattered. Until the entry into force of IES, companies were required to provide the same information on their annual accounts to various entities, through various means: they had to make a deposit of annual accounts and registry, on paper, in the Commercial Registries; they had to make delivery of the annual accounting and tax information to the Ministry of Finance (Directorate General of Taxes); they had to submit annual accounting information on their annual accounts to Statistics Portugal (INE) for statistical purposes; and they had to submit annual statistical nature of information about their accounts to the Bank of Portugal. Now, with the IES, all obligations are performed only once and submission of accounting information on companies is fully electronic.

The IES is a new form of fulfilment, exclusively through an electronic and totally intangible process, of these legal obligations. This measure has significant impact on businesses and the public administration departments responsible for collecting this information are now able to direct the available resources for purposes of added value thanks to the reduction of charges associated with the paperwork.

Forms are available at the following sites: [www.ies.gov.pt](http://www.ies.gov.pt); [www.dgci.min-financas.pt](http://www.dgci.min-financas.pt); [www.portaldasfinancas.pt](http://www.portaldasfinancas.pt). The only obligation which is integrated in the IES is paying the deposit accounts. After the electronic submission of IES, a reference is automatically generated that will allow payment upon registration of the ATM or through home banking, within five working days. The price that companies pay only for the registration of accountability is €85 – cheaper than the price paid by the deposit of paper bills at the Commercial Registry Office.

As the process is exclusively electronic, there is no need for entrepreneurs to physically go to the various state agencies. Entities that are subject to checks and balances are: commercial companies and civil societies in commercial form; European stock corporations; public enterprises; companies with headquarters abroad and permanent representation in Portugal; and the establishment of limited liability. The Institute of Registries and Notaries, IP (which belongs to the Ministry of Justice) is responsible for the registration of accountability. As stated above, following this registration, no physical document is necessary. Models that are filled out and submitted in electronic form, condense information regarding the following documents: minutes of approval of the account of the exercise and application of results; balance sheet, income statement and balance sheet and attached to the income statement; statutory audit; the opinion of the supervisory board, if any.

IES is a good example of a model of proactive approach and an innovative project of a public institute that is recognised by those who are involved with it.



# DEVELOP RURAL AREA IN ALBA COUNTY – NEW STEPS TOWARDS GOOD PRACTICES AND SUSTAINABILITY

Submitted by Alba County Council

## Contact details of lead applicant

**Organisation** Alba County Council  
**Address** I.C. Bratianu Square 1, Alba Iulia  
 Alba County  
**Country** Romania  
**Web address** www.investalba.ro

**Contact Person** Oprean Lorena  
**Function** Counsellor  
**Email** lorenaoprean@yahoo.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Public service delivery, cold economic climate, good practices, sustainability

## Case description

The project included the following activities: promo materials, nine seminars, field visits, information point at 22 temporary markets, an information stall at Apulum Agraria Fair, the Conference 'Not for farmers but with them – ways of approach of CAP in Romania', an audio-visual production 'Alba rural – another way of farming'. The nine seminars dealt with carrying out the agricultural activities according to European rules, meaning application of CAP in the specific branches of Alba County agriculture. The theoretical approach was completed by examples of good practices from Alba County, Romania and/or the European Union, presented by experts. Seven of the nine seminars were followed by field visits to local farms that meet European standards in order to promote the European model of agriculture that reach closer to the farmers. The information point at the 22 temporary markets from every Friday organised in the June-October 2010 period in Alba Iulia was the framework where information on the CAP and its application in specific branches of Alba County agriculture were disseminated to the farmers and also to the general public. The specialists from Alba County Directorate for Agriculture, Agency of Payments and Interventions in Agriculture and Alba County Chamber of Agriculture, offered consultancy on specific agricultural problems. Leaflets with general information on the CAP and folders with information on the CAP in specific branches of Alba county agriculture were distributed to the buyers and farmer sellers.

The information stall at Apulum Agraria Fair, on 18-19 September 2010, allowed the representatives from Office for Payments for Rural Development and Fishing in Alba County, Agency of Payments and Interventions in Agriculture and one of the public relations assistants from the management team, to inform the visitors and exhibitors about the opportunities that CAP offers in the field of direct payments and rural development. The Conference 'Not for farmers but with them – ways of approach of CAP in Romania', concluded on the application of the CAP in Alba County, on the challenges ahead of farmers and other relevant stakeholders in order to ensure a sustainable agriculture, on the farmers' role in the sustainable development of rural areas. On this occasion the audio-visual production 'Alba rural – another way of farming that includes good practice models of implementing CAP in Alba County', was presented focusing on the development prospects in specific branches of Alba County agriculture. At the conference brochures were distributed that include the most frequent questions and answers on the CAP, previously identified in the seminars conducted in the project.

Through this project farmers achieved required standards and acquired experience in the practice of the European model of agriculture, while having opportunities for contacts between farmers and acquiring new knowledge about the used technologies, modern machinery and equipment, farm management, etc. The fact of working mainly with professional associations guarantees the multiplier effect of information.



# ADVANCED TECHNIQUES TO PROVIDE EFFICIENT SERVICES TO CITIZENS IN CONDITIONS OF MAXIMUM SECURITY

Submitted by Cluj County Directorate for Persons Records

## Contact details of lead applicant

<b>Organisation</b>	<b>Cluj County Directorate for Persons Records</b>
Address	Aviator-Badescu Str. 7-9 Cluj-Napoca, Cluj County
Country	Romania
<b>Contact Person</b>	<b>Police Chief-Commissioner Viorel Sirca</b>
Function	Executive Director
Email	djepcluj@mail.rdcscj.ro

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Modernisation, Phare funds, pilot project, new informational technology, advanced techniques, efficient services, citizens, virtual private network, identity document, civil status, person records, county database, mobile station

## Case description

For years, there have been attempts to reduce the number of people who do not have a valid identity card, but this work has been hampered by the lack of a proper infrastructure and by the impossibility of movement in some areas of Cluj County. As a consequence of the analysis of the current situation regarding personal records within Cluj County, a series of problems have been identified: Lack of concrete data of the people in the territory required by the database of population recordkeeping; An increased number of people without identity documents; The existence of a large number of citizens within Roma communities who do not have identity documents or civil status certificates; A large number of unregistered Roma citizens, especially children. Before the application of the Virtual Private Network (VPN) it was necessary for every Head of the local community public service for person records to go to the Cluj County Office for Person Records and Database Management and bring, on electronic devices, the documents required to complete identity card applications, returning after a few days to get the identity cards and hand them to the applicants. This work of issuing identity documents was time-consuming and required many resources, both human and financial.

The Cluj County Directorate for Person Records in collaboration with Cluj County Office for Person Records and Database Management decided to create a Virtual Private Network (VPN) to facilitate the connection between the existing local community public services for person records in Cluj County since 2006, including also the possibility of extension to other local community public services. Since March 2007, the Virtual Private Network (VPN) runs in good condition, with Cluj County being chosen for the online testing of the pilot project of updating the National and Local Register of Person Records. The RJEPEX application reduced the time required to issue identity documents, achieved a real-time updating of the central database of person records and led to efficient and qualitative services towards citizens. In the future, as the VPN will also be implemented in other counties, this project will be expanded nationwide.

The development of the pilot project of modernising the National Information System of Population Records (SNIEP), through the Virtual Private Network (VPN) and through the new infrastructure for communication between Cluj County Directorate for Person Records and the local community public services for person records in the county, gave this institution the possibility to issue, since 14 January 2010, identity cards for the residents of the county, according to the law. Another fundamental target was also testing and analysing the performance of the new computing applications, aiming at the same time at solving some special cases as well as at supporting non-transportable citizens or those interned in social care institutions or who live far away from the premises of the local community public services. The main objective of the proposed actions carried out by workers of Cluj County Directorate for Person Records is to reduce the number of people possessing unavailable documents; identify citizens without civil status certificates or identity documents; and support people of this social category to obtain such documents. Another objective of this action aims at the legality of Roma communities from the same point of view. In order to achieve even better results, the Directorate keeps in touch with all stakeholders dealing with Roma citizens.



# DIFAIN CSA – INITIAL DECREASE OF THE CURRENT PHENOMENA ENCOUNTERED IN SUPERVISING CHILDREN LEFT HOME ALONE

Submitted by Iasi Municipality – Primaria Municipiului Iasi

## Contact details of lead applicant

**Organisation** Iasi Municipality  
**Address** Stefan cel Mare si Sfant Boulevard 11, Iasi  
**Country** Romania  
**Web address** www.singuriacasa.ro

**Contact Person** Sisiac Oana  
**Function** Communication Adviser  
**Email** oana.sisiac@primaria-iasi.ro

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Children left home alone, development issues, poor academic performance, school drop, community development, diversification of social services, community centre for kids, social and educational assistance.



## Case description

Situated close to the Eastern border of Romania, Iasi has become, after Romania's accession to the EU, the main development pole of the Eastern part of the European Union. The Republic of Moldova and Romania are part of the countries of South-Eastern Europe that have a wide range of differences in terms of low levels compared to Western standards. Border cooperation and partnership are complex tools, which are absolutely necessary to harmonise the communication mechanisms and to promote regional development. The project falls within the contemporary priorities targeting the common problems of the two border regions: increased absorption of severe social exclusion, and liquidation of extremely serious social problems with devastating moral impact. Both Romania and the Republic of Moldova are facing serious problems regarding children left home alone who do not benefit from social programmes.

Legal or illegal emigration from Romania and Moldova is accompanied by problems and disorders, and children abandoned by parents that leave temporarily to work abroad, represent a dilemma. The situation of 80,000 children (according to data of the National Authority for Child Protection) or 170,000 according to the estimates of a recent research (Soros Foundation Romania) is troubling, considering the effects that the lack of a parent or both has: low school performance, truancy, dropping out of school, deviant behaviour or the risk of being abused. In areas affected by massive migration, the school dropout rate is significantly higher in families where at least one parent works outside the country. Education is not highly valued and high social status is obtained by accumulating more material values. An imposing house or possession of performance cars translate into a model for migrant children. These children feel abandoned and isolated, become irritable and are convinced that a great injustice has been done. The lack of parental affection may have long-term consequences and can influence a child's normal development, both physical and psychical.

The project is a response to the problems of children whose parents are working outside the country, by improving conditions and psychological effects of this phenomenon seen both in Iasi and Chisinau. Its specific objectives are community development and diversification of social services on both sides: Romania and Republic of Moldova; to set up an internet centre and a library; to reduce emotional, intellectual, communication and behaviour problems of the children; and to improve school results. The expected results are: improvement of the psychological, emotional, communication of children, finding creative solutions to the problems faced; easier integration in social and school community; the development of the communication skills and communication on the internet – the ability to see their parents online; intervention in crisis situations. The teachers will develop their consultancy skills for children and parents, will recognise more easily children with emotional deficiencies and will become more receptive to and tolerant with this group of children. Another result with a trans-frontier impact will be a portal for kids and for specialists, which includes educational components (interactive games, encyclopaedias, skill tests, multimedia applications) and a forum for communication, interaction and advice.



# ONE DESK OFFICE THROUGH THE IMPLEMENTATION OF AN INTEGRATED INFORMATICS SYSTEM AT THE LEVEL OF CARACAL CITY HALL

Submitted by Caracal City Hall

## Contact details of lead applicant

**Organisation** Caracal City Hall  
**Address** Piața Victoriei Str. 10, Caracal  
 235200 Olt County  
**Country** Romania

**Contact Person** Sorina Varia  
**Function** Inspector Caracal City Hall  
**Email** varia.sorina@yahoo.co.uk

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

One desk office, eAdministration



## Case description

The objective of this project is to set up a 'One Desk Office' through the implementation of an Integrated Informatics system to manage in a unique manner all categories of data and information available within Caracal City Hall (PMC), to address all requests sent by any of the departments, services or directions, and to provide correct, complete and timely information to citizens.

The introduction of the 'One Desk Office' system will contribute, on one hand, to improving transparency and efficiency in the relationship between local government and the citizen, and on the other hand, it will provide quick access to all administrative information in a short period of time. The idea is to relieve citizens of the effort they have to make in order to obtain the documents that support the resolution of their claims. In the 'One Desk Office', citizens will be welcomed, receive the requested information and be informed about the procedures.

The general objective of the project is to contribute to the realisation of local public administration reform priorities connected to the public services decentralisation and relaxation through stepping up the administrative capacity of Caracal City Hall and optimising material and human resources within the City Hall, thus to be harmonised with EU standards and values of transparency, predictability, responsibility, adaptability and efficiency promoted by it. The specific objectives of the project are: increasing institutional capacity of Caracal City Hall in fulfilling its specific attributions, in the context of public services decentralisation and necessity to harmonise with EU standards, through the extension of a modern information management system at all levels of the City Hall and for all its administrative procedures; improving services quality and accessibility through the development of local public administration capacities; modernising instruments and mechanisms to improve public services management; and developing communication and information systems for citizens.

The accomplishment of 'One Desk Office' through the implementation of an integrated informatics system will contribute to the development of local government by introducing new tools, procedures and mechanisms that will lead to good management of public services. The concept of 'One Desk Office' places people (users) in the centre of local government, so that the quality of services and user satisfaction become the main concern. The key to success lies in providing quality service to the citizen.



# ACT – ACT FOR COMPETENCE IN TRAINING

Submitted by EIR – European Institute of Romania

## Contact details of lead applicant

**Organisation** EIR  
 Address Elisabeta Blvd 7-9  
 Country Romania

**Contact Person** Gabriela Dragan  
 Function General Director  
 Email gabriela.dragan@ier.ro

## Administrative level of lead applicant

National

## Size of organisation

25-50

## Number of people involved in the project

6-10

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Methods to develop training activity with scarce resources

## Case description

Act for Competence in Training (ACT) is an initiative of the European Institute of Romania to develop training services and enlarge revenues in order to improve professionalism in training and sustainability. The purpose of the project is to raise visibility of the EIR in the training area on EU affairs and other subjects related to training. The project included, among others, organisation of the training programmes based on yearly planning and needs assessment of the public administration; developing partnerships with the European Studies Centre from Strasbourg, the French Embassy in Romania, the French Institute of Bucharest and EIPA; developing the partnership with the Association for Professional Training of the Adults to organise certified training programmes; campaign of trainers' recruitment; applying for certification of two new training programmes to be included in the EIR curricula. The resources allocated to the project were the internal resources of the departments involved in the project (Translation Department and Training Unit), whose personnel worked on the project as part of the job at the institute. There were no funds allocated for this project, the project was seen as a solution to the scarce budget and to the reduced allocations from the public sources. The change of the vision in EIR started with the change of the statute which made it possible to have other sources of funding independent from the public budget. This meant that EIR could charge for training, for books published and to sell its studies. It also meant a change in paradigm from a passive institution to a proactive one, capable of predicting the market trends and able to respond to market needs. This entailed the delivery of training sessions appealing also to target groups other than public bodies, to have interesting study themes and to cooperate with institutions that would pay for the translation service.

ACT has been viewed as a project that would increase the visibility of the European Institute of Romania to private bodies and civil society and attract these institutions as clients. ACT is a method to decrease the dependency level on the public funds and diversify activities and projects. The development of alternative training programmes with various granting sources is a committed activity of EIR in order to pass over the crisis period and improve the training offer to its beneficiaries. In quantitative terms, the implementation of ACT made it possible to increase the main indicators of quality in terms of measuring the performance of training activities – number of days of training, number of sessions, and number of participants. Although increasing, the share of self-generated revenue versus the budgetary allocation is still in favour of state resources. In 2010, during ACT implementation, the self-generated revenues were 20% of the total budget and 86% of the funds came from training activities.

The aim for EIR in the following years is to change that share and have the self-financed activities be the major component of its budget, thus creating as little a need as possible for state financial support, without losing its focus of delivering quality services related to European Affairs to the Romanian public administration. EIR is also focused on opening up new avenues for collaboration and involvement with as many institutions as possible – universities, similar research institutes in Romania and in other countries, private sector partnerships or civil society engagements.

# KEP – KNOWLEDGE-BASED ECONOMY PROJECT

Submitted by Ministry of Communications and Information Society, The Project Management Unit

## Contact details of lead applicant

**Organisation** Ministry of Communications and Information Society, The Project Management Unit  
**Address** Libertatii Blvd. 14, Sector 5 050706, Bucharest  
**Country** Romania  
**Web address** www.ecomunitate.ro  
www.mcsi.ro

**Contact Person** Diana Voicu  
**Function** Director  
**Email** diana.voicu@mcsi.ro

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Information society, technology, media and audiovisual

## Key words of project

Knowledge-based Economy Project (KEP), Local Communities eNetworks (LCeNs), Public Point of Access to Information (PPAI), digital access, digital literacy, eCommunity, eGovernment, information society, innovation, knowledge disadvantaged communities



## Case description

The 'Knowledge-Based Economy Project' (KEP) is a strategic pioneering project for the knowledge society in Romania, developed and carried out by the Ministry of Communications and Information Society (MCIS). The project is financially supported by a loan worth \$60 million from the World Bank, with a participation of the Government of Romania of \$9.4 million. Since its beginnings in 2006, the project aimed to support a better use of knowledge by reducing the digital information gap that exists in villages and small towns in Romania.

By its primary objective – ensuring social development by supporting digital access to information for creating knowledge capital with the help of ICT, the KEP selected 255 Romanian communities with a population less than 30,000 inhabitants. Targeting 1.8 million inhabitants and approximately 20% of rural Romanian population with low and very low access to knowledge and ICT skills, KEP is determined to sustain the digital revolution in the current rapidly changing social, economic and environmental context and become a part of the strategy of the European Digital Agenda 2020 by implementing knowledge, competitive local development and digital inclusion. The primary step was reducing the digital divide between urban and rural society by developing a Communication Infrastructure. KEP financed the establishment of 255 Local Communities eNetworks (LCeNs) in order to provide support for the social and economic development of the community, the implementation of the ICT tools for digital literacy, introducing ICT in the process of education in schools, promoting and providing local eGovernment services, stimulating entrepreneurial initiatives and local businesses.

The KEP is an alliance between the strength of the knowledge-based economy vision and the results already achieved by this project, which put Romania on the list of best practices in Europe. To this end, KEP formed a strong coalition within each of the 255 communities who benefit from the Project, between four important nodes: school, library, Town Hall and Public Point of Access to Information (PPAI). Within every local network, KEP introduced and developed over the years public services addressed to each disadvantaged community to reduce the digital information and knowledge gap that have existed for so many years in Romania, with the full support of local authorities.

By introducing novel solutions, starting in 2010, every 255 KEP community delivers, throughout every LCeN centre, basic and specific public services geared to local needs: consultancy services for accessing funds, ICT services, website development, ICT training services, Job Club assistance, tourist information and promotion, assistance for making online applications of grant files, etc. Launched in 2009, the eComunitate portal ([www.ecomunitate.ro](http://www.ecomunitate.ro)) is the most complex content site founded by the Government. It offers digital access to all 255 communities, a social network where users transfer knowledge and generate content using Web 2.0 technologies. eComunitate portal holds all the functions of a virtual platform for all public sector innovators, but also hosts specific features about areas of interest in all 255 KEP communities, from economics, to education, culture and most importantly, public administration.



# LIFE LESSONS

Submitted by Poarta Alba Prison

## Contact details of lead applicant

**Organisation** Poarta Alba Prison  
**Address** Poarta Alba 90  
 7245 Judetul Constanta  
**Country** Romania

**Contact Person** Catalin Claudiu Bejan  
**Function** Deputy Director for Education and  
 Psychosocial Assistance  
**Email** catalinbejan2004@gmail.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Justice, police, human rights and security

## Key words of project

Prevention, education, accountability, communication, high school students, risk behaviour, inmates, recidivism, involvement, rehabilitation

## Case description

Nowadays we have to do things to prevent rather than to cure. This was the main reason for starting this project, because the staff of the Poarta Alba prison trust in their noble mission to provide smart public services to community.

It is well known that the concept of 'secure community' is preferable to 'protecting community'. But such an idea cannot be put into practice without the beneficiaries: high school students. Youngsters are vulnerable to risk behaviours located at the boundaries between freedom and jail. So an agreement was signed with the Resource Centre and Educational Assistance of Constanta County and a team was built with school psychologists and a prison psychologist. All psychologists are enthusiastic and energetic young women.

Then the project started and high school students from all over the county came into the detention area to talk with young inmates who had been carefully selected. These exchanges and sharing of personal life experiences help young peoples to stay away from jail. Over five hundred high school students visited the prison. The project ended on 25 May 2011 with a regional conference to disseminate the results and the best practices. A contest of literary and artistic creativity (poetry, essays, drawings, paintings and posters) for the high school students will have the award ceremony in the same event. The topic of the contest is also life lessons. The speakers (judges, policemen, prosecutors and professors) will highlight the main problems that they are dealing with, regarding teenagers. Improvisational theatre played by young citizens (high school students and young inmates) will guarantee entertainment.

The project is a support for the national re-entry strategy for inmates (a draft document pending for a final approval), another initiative of the National Administration of Penitentiaries as a main social actor in the public policy arena.

Lower costs, regional impact and prevention are the main reasons for the strong belief that 'Life Lessons' is a project that fulfils all the requirements of 'Smart Public Service Delivery in a Cold Economic Climate' theme.



## EXCLUSIVE OFFICE

Submitted by SPITVBL Constanta – Public Authority for Taxes and other Revenue for the Local Budget

### Contact details of lead applicant

**Organisation** SPITVBL Constanta  
**Address** Constanta, Str. Sulmona 22  
**Country** Romania  
**Web address** www.spit-ct.ro  
<https://etax.spit-ct.ro>

**Contact Person** Virginia Uzun  
**Function** Executive Manager  
**Email** office@spit-ct.ro

### Administrative level of lead applicant

Local

### Size of organisation

>100

### Number of people involved in the project

1-5

### Type of sector

Taxation, customs, finances

### Key words of project

Tax payers, administration

### Case description

From 2001 to 2011, public administration in Constanta developed payment types such as cash payment at the counter, POS payment at the counter, payment order, online payment with credit card; it also increased the number of counters for collection by another 16 in the Romanian Post and five at Guarantee Bank; and, more importantly, it also set up 32 exclusive offices where tax inspectors were trained to guide, collect and record tax returns for both individuals and legal entities.

This project Exclusive Office presents the evolution of tax inspectors from an office with split-off operation divided into individual entities, legal entities, payment and record of tax returns, to exclusive offices that provide all these services.

Basically from 2011, any citizen can go to any of the 32 counters (exclusive office) of The Public Service of Local Taxes, Fees and Other Revenue in Constanta, where any issue related to local taxes can be solved on the spot at the exclusive office without going to other counters. This project contributed to reducing the citizen's waiting time at the counter and to standardising the work processes. The Public Service of Local Taxes, Fees and Other revenue offers to citizens 32 exclusive offices, 50 offices where local taxes can be paid, and more importantly an online office (<https://extas.split-ct.ro>).

This project was developed over time through training of tax inspectors, through software modification and by informing citizens of the facilities that the system offers.

Also the need was felt to focus the work when the Romanian government decided in 2010 that public sector employees should be dismissed, including SPIT. The main objective of this project implemented since 2011 is to increase citizen satisfaction by decreasing the number of claims or complaints. Increasing the number of counters and payment methods should also lead to an increase of revenues from taxes and local taxes.

The overall objective is to ease up the necessary procedure for recording, tracking and collecting local taxes. This project Exclusive Office will continue to grow by simplifying work procedures and also by introducing an online declaration system for local taxes and fees. Statements of changes in data can be submitted online with username and password of the account, without the need for tax payers to go to the agencies.



# HOW DID THE PUBLIC ADMINISTRATION OF POPESTI SUCCEED IN DELIVERING SERVICES TO CITIZENS IN THIS PERIOD?

Submitted by Primaria popesti, Valcea County

## Contact details of lead applicant

**Organisation** Primaria popesti, Valcea County  
**Address** Popesti, Valcea  
**Country** Romania

**Contact Person** Popescu Elena  
**Function** Legal Adviser  
**Email** asapopesti@yahoo.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Partnership public-private, collaborate for citizen health

## Case description

The locality of Popesti is situated in the county of Valcea, Romania, and has seven villages, with 3100 citizens. In this area, medical services are provided in a local dispensary, where two doctors and two nurses provide first aid in urgent cases. The space where the dispensary is established belongs to Popesti City Hall. As the funds of local public administration are insufficient to endow this, the project team of the Popesti City Hall identified other resources to solve this situation. Since they are not eligible to access funds on some financing lines, they entered into a partnership with a local NGO and accessed funds together; the NGO was the applicant and the Popesti City Hall was partner and coordinator in this project. They obtained €15,000 to modernise (to buy an ultrasound) and repair their building. Also, they will organise public conferences, meeting with people on health issues, presentations in schools about the importance of being informed about diseases, how to prevent and heal, etc. The ultrasound service will be very useful for all people, especially for elderly and pregnant women, because the nearest hospital where this service is available is 40 km away.

This project came about as a result of a reflection that people in Romanian villages are old, poor, sick; they don't have enough money to go to the nearest city to have an ultrasound, or to go to doctor in the ultimate stage. Prevention is easier than treatment; if a disease is detected in time, the patient has more chance of living and recovering. This project was presented three times to obtain funding (two times on Rompetrol), and the third time it was approved by a programme for mining areas. Until 1989, there was a coalmine in Popesti, which is now closed, but the Romanian government initiated a programme for all mine areas, where local NGOs can obtain funds to aid people to redevelop the zone. This was therefore a good opportunity to push through the project.

The project aims at helping disadvantaged groups and offering health services at low costs. The goal is also to rehabilitate and modernise the dispensary in Popesti by purchasing an ultrasound and renovating the building. All these activities will be carried out by volunteers, because another objective of the project is to make people accustomed to getting involved in local activities, to taking initiative and to changing things. Finally, the project also intends to promote a healthy lifestyle among teenagers, children and people living in community.

Information dissemination and awareness-raising actions will be supported by the doctors involved in the project

# BQC – BENCHMARKING QUALITY CIRCLES FOR LOCAL PUBLIC SERVICES

Submitted by Diputació de Barcelona / Barcelona Provincial Council

## Contact details of lead applicant

**Organisation** Diputació de Barcelona  
**Address** Rambla de Catalunya 126  
5a planta, 08008 Barcelona  
**Country** Spain  
**Web address** [www.diba.cat/menugovernlocal/cci.asp](http://www.diba.cat/menugovernlocal/cci.asp)

**Contact Person** Gemma Frances  
Enric Benet  
**Function** Economists  
**Email** [s.programacio@diba.cat](mailto:s.programacio@diba.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Local public services, performance indicators, methodological innovation, ongoing improvement, best practices, benchmarking

## Case description

The Benchmarking Quality Circles for Local Public Services (henceforth BQC) are an innovative managerial tool involving a comparison of local public services using performance indicators in order to improve the efficiency, effectiveness and quality of the management and standard of public services in municipalities with over 10,000 inhabitants in the Barcelona province. They are run by *Diputació de Barcelona* (henceforth DIBA) and managed by its Programming Service which implements the BQC on a crosscutting basis in 14 different local public services: local police, waste management and street cleaning, day nurseries, music schools, sports facilities, social services, municipal markets, municipal employment offices, public lighting, etc.

DIBA is a local public government institution that promotes public progress and welfare in the province of Barcelona. Barcelona province covers an area of 7,719 km<sup>2</sup>, has a population of 5,332,513 inhabitants, a population density of 690.8 inhabitants/km<sup>2</sup>, and is divided into 311 municipalities, 80 of which have over 10,000 inhabitants. DIBA's mission is to provide technical, economic and technological support to local public governments so that they may offer quality local public services of a similar standard throughout the region. It also coordinates local government services and organises supra-municipal public services. DIBA uses a managerial model based on networking among local public governments. This entails working jointly to share targets, to improve local public service standards, to share the know-how of public professionals, and to disseminate best practices. The bottom-up design of performance indicators for the management of local public services is a very appropriate, efficient way of giving the citizens better welfare. DIBA has a long experience of incorporating benchmark performance indicators as a key issue in local public government economic management. In 1998, work began to gather comparative information using the Performance Indicators for Local Government Service Management (henceforth IGSM). The year 2001 saw a qualitative leap and the start of the BQC, which involved the active participation of managers of local services in defining and validating performance indicators, comparing services among the municipalities, and implementing measures for improvement.

The main values of the BQC are: Innovation, as they provide a methodological model based on a bottom-up process for the development of performance indicators, crosscutting collaboration among the managers of local public services, benchmarking in identifying processes of ongoing improvement for service efficiency and effectiveness; Focus on public interest, as they improve the quality of the public services provided by local public governments by establishing and continuously improving measures to increase public service standards; Sustainability, as they optimise the use of resources on the basis of economies of scale and have a track record of 10 years and foreseen growth in the future; Results-oriented approach, as they yield proposals that prompt a better public service standard at a very low cost compared to the benefits obtained; Focus on learning and knowledge transfer, as they train in techniques applied to improving service standards and disseminate best practices; Application of cutting-edge technology in IT systems, as they involve the use of networked data transmission systems for processing BQC-generated information.

## eCERTIFICATES SERVICE

Submitted by Ministry of Justice – Directorate of Modernisation of Justice Administration (DG MAJ)

### Contact details of lead applicant

<b>Organisation</b>	<b>Ministry of Justice – Directorate of Modernisation of Justice Administration (DG MAJ)</b>
Address	San Bernardo 19 28015 Madrid
Country	Spain
Web address	<a href="https://sede.mjusticia.gob.es">https://sede.mjusticia.gob.es</a>
<b>Contact Person</b>	<b>Gemma del Rey Almansa</b>
Function	Technical Advisor
Email	<a href="mailto:gemma.delrey@mjusticia.es">gemma.delrey@mjusticia.es</a>

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Justice, police, human rights and security; Public administration, modernisation, institutional affairs, reform

### Key words of project

Modernisation, eCertificate, criminal records, last wills, life insurance contracts

### Case description

The Spanish public administration is subject to profound changes that are the result of a wide process started in 2007, when Law 11/2007 on Citizens' Electronic Access to Public Services was passed and the Common Communications Infrastructure Network (SARA Network) was implemented to enable secure exchanges of information and services among the different bodies of the Spanish public administration and with other Members States' networks through the European eGovernment Network TESTA. At the same time, the Ministry of Justice launched in December 2008 the Strategic Plan for Modernising the Justice System 2009-2012, with a budget of more than €300 million for the technological modernisation of the justice administration.

The 'eCertificates project' is a decisive driver for this change that will transform the way the Spanish justice administration works. The objective is to provide electronic certificates to citizens and other public administrations. Amongst all the certificates supplied, three were chosen for a first implementation of eServices as they are the most demanded: extracts of criminal records, acts of last wills and certificates of life insurance contract: during the last three years, more than 2 million extracts of criminal records, more than 1.5 million acts of last wills and around 1 million certificates of life insurance contracts have been issued. The project was approached in two phases; the first one, fully operational in September 2010, allows the automatic transfer of eCertificates to other public administrations (totalling up to 50% of the certificates). The second phase allows citizens, both from Spain and from other countries, to request certificates online and to obtain them electronically through the electronic office of the Ministry of Justice.

This project supports a critical change in the way services are delivered by the public administration as citizens only need their electronic ID card (the Spanish DNI-e). The certificates can be downloaded and used as the paper certificates due to the verification secured code (CSV) which allows third parties to verify through the electronic office the authenticity of the documents provided. The interconnection of the various registers of the Ministry of Justice, Ministry of Internal Affairs, General Directorate of Police, Tax Agency and the Central Civil Registry has been necessary for the implementation of the electronic service for these three types of certificates. The eCertificates service assures accessibility and data reliability, and it also speeds up the process, providing the required documents in only three days, compared to 10 days previously.

The results achieved by the project are: 49% of the total certificates issued by the Ministry of Justice are eCertificates for other public administrations (certificates that citizens no longer have to request); 9% of the 51% of the total certificates issued to citizens were requested electronically and issued during the two months that the complete eService was running. All in all the quality of the issuing certificates' service delivered to citizens by the Ministry of Justice has been improved at the same or lower cost, implying an important budgetary effort of €670,000 just in project expenses in a cold economic climate. The return of investment is expected to arrive in approximately three and a half years time thanks to the savings made.

# MOU-TE – AN INTEGRATED PLATFORM GIVING CITIZENS ACCESS TO PUBLIC TRANSPORT INFORMATION

Submitted by Catalan Ministry of Territory and Sustainability

## Contact details of lead applicant

<b>Organisation</b>	<b>Catalan Ministry of Territory and Sustainability, Government of Catalonia</b>
Address	Av. Josep Tarradellas 2-6 08029 Barcelona
Country	Spain
Web address	www.gencat.cat/mou-te www.gencat.mobi/mou-te
<b>Contact Person</b>	<b>Francesc Vilaró Casalinas</b>
Function	Head of the Technical Unit at the Catalan Ministry of Territory and Sustainability
Email	francesc.vilaro@gencat.cat

## Case description

'Mou-te' (Get Moving) is an internet-based public transport trip planner promoted by the Catalan Ministry of Territory and Sustainability with the aim of incorporating all forms of public transport operating within Catalonia. The data included in this system are provided by various public service agencies and transport operators. This is a key element that makes the project unique, since it includes information from more than 150 operators. The trip planner provides several multimodal transportation routes based on specified search criteria, considering both city and intercity public transport, and including sections on foot. It allows users to obtain up-to-date information on schedules, transportation routes, incidents and service alerts. Its main features are: door-to-door multimodal schedules (train, bus, tram, sections on foot, etc.), it includes city and intercity transport, is accessible *via* the website and mobile devices, it displays incidents and public transport service alerts in real time and is multilingual (Catalan, Spanish and English). Catalonia has several government agencies with public transport data, and different modes of transport operated by a wide variety of companies.

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Transport and infrastructure

## Key words of project

Integrated platform, public transport, sustainable mobility, citizen information system, participation and collaboration

'Mou-te' provides information on services belonging to concessions that are owned by the government of Catalonia (autonomous community government); Barcelona's Metropolitan Transport Entity (EMT); the Metropolitan Transport Authority (ATM); the Ministry of Public Works (Spanish government); and City councils. The different modes of transport included are: rail (metro, train, tram), intercity bus and city bus. To date, 'Mou-te' covers 100% of the municipalities and railway operators in Catalonia (5 different operators); 100% of the municipalities and intercity bus operators in Catalonia (947 municipalities and 109 different operators); 66% of municipalities with city buses in Catalonia (82 municipalities and 39 different operators). The system uses maps (topographic, orthophoto and satellite images), address geocoding services and municipality coordinates provided by the Cartographic Institute of Catalonia. Points of interest (hospitals, airports, schools, public bicycles, etc.) included in 'Mou-te' mostly come from the resource portal of the government of Catalonia.

'Mou-te' is unique in Europe since it includes so many operators (multi-operator), it incorporates data from several agencies and serves a region the size of Catalonia, which has 7.5 million inhabitants and where in just one working day, 3.8 million trips are made *via* public transport. The main features of 'Mou-te' are: returning data to the operators, agencies and organisations for internal uses; multiple channels: the data can be used in multiple information channels (website, mobile, phone, information screens in vehicles and stations, etc.); integration with user-generated data from social networking sites; linking statistical data with dynamic data provided by Operating Support Systems (OSS); application of augmented reality systems on mobile devices and other innovations. The application is based on a very powerful product implemented in several cities and regions around the world (London, San Francisco Bay Area, Melbourne, Munich and 50 other places). The product allows for incorporation of many more features, such as information on fares, accessibility of stations for people with reduced mobility, etc. 'Mou-te' already has a simple mobile platform, but it is currently being reworked and improved to work with the government of Catalonia's mobile portal.

# COMMON SHARED SYSTEM FOR PURCHASING TELECOMMUNICATIONS SERVICES TO BE PROVIDED AT MUNICIPAL LEVEL

Submitted by LOCALRET

## Contact details of lead applicant

**Organisation** LOCALRET  
**Address** Llacuna 166, 9<sup>th</sup>  
 08018 Barcelona  
**Country** Spain  
**Web address** [www.localret.cat/serveis/ambit-juridic/contractacio-de-serveis-de-telecomunicacions](http://www.localret.cat/serveis/ambit-juridic/contractacio-de-serveis-de-telecomunicacions)

**Contact Person** Joan Miquel Piquè  
**Function** General Director  
**Email** [jmpique@localret.cat](mailto:jmpique@localret.cat)

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

1-5

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform

## Key words of project

Framework, telecommunications, services, procurement, aggregation



## Case description

'Localret' is a local consortium of more than 900 municipalities (90% of the municipalities of Catalonia, 99% of population) set up to create services for the municipalities and turn these services into value, helping them to be adaptable and ready for changes of the information society. With this aim, 'Localret' proposed to all local entities from Catalonia the necessity to join efforts to achieve a common shared system for purchasing telecommunications services provided at municipal level, 'Localret' is acting as 'central purchasing body' with two features: it concludes a framework agreement for services and acquires such services on behalf of the municipalities. It should be noted that since 1998 it became compulsory to purchase telecommunications services by means of a public tender, but usually each municipality decided to purchase according to its own procedure. Therefore, 'Localret', aware of the costs of telecommunications services that municipalities must bear and the need to achieve economies of scale, promoted the achievement, in 2006, of a Homologation Framework Agreement for telecommunications services providers. Thus, 'Localret' studied the needs of municipalities and established three batches:

1. Fixed telecommunications services.
2. Mobile telecommunications services.
3. Internet access and data transmission services.

To this effect, the homologation process took into account several aspects: technology, service quality, SLA's or penalty mechanism. After prequalifying providers through the homologation process, it is stated that the preselected providers of the corresponding batch hold a mini-competition, where they submit their bids for the particular call-off and the contract is awarded to the provider which has submitted the most economically advantageous tender on the basis of the award criteria. Therefore, all municipalities from Catalonia may use a single procedure to purchase their telecommunications services based on a Homologation Framework Agreement for telecom service providers, which is fully adaptable to their needs and features (territory, population, etc.). Nevertheless, the homologation was thought as a first step and, at a second stage, 'Localret' implemented the features of a central purchasing body in order to gather the telecommunications services needs of several municipalities and purchase them in a joint public procurement procedure. As a result of this initiative to cut red tape, it is possible to quote better use of taxpayer's money by means of the incipient economies of scale, getting lower prices for the same or even better services. This joint public procurement system also has an important impact on local economic policies as it allows the savings to be invested in other actions. Nowadays, the solution of 'Localret' has become a one-stop-shop for the telecommunications services of municipalities and 'Localret' is successfully deploying a new version of the Homologation Framework with the consent of the service providers. This commitment to improve the efficiency and the cost-based results of the purchasing process was recognised last December in the Interconnèctes Forum held in Lyon (France) organised by the *Réseau des Territoires innovants*. Currently, 'Localret' has become a reference in Spain thanks to the wide usage of its service addressing the Digital Agenda and its model of public cooperation. Furthermore, 'Localret' has been entrusted by several public bodies in Spain to check adaptability and implementation of its model for purchasing telecommunications services.

# EUROPEAN GEN – DEVELOPMENT OF A NORMALISED BPM EXPEDIENT MANAGER TO ADAPT PROCEDURES TO SERVICES DIRECTIVE IN ENERGY SECTOR

Submitted by Ministry of Industry, Tourism and Trade

## Contact details of lead applicant

<b>Organisation</b>	<b>Ministry of Industry, Tourism and Trade</b>
Address	Castellana 160 28046 Madrid
Country	Spain
Web address	<a href="http://oficinavirtual.mityc.es/ServicioGEN/sw_Procedimiento.asmx">http://oficinavirtual.mityc.es/ServicioGEN/sw_Procedimiento.asmx</a>
<b>Contact Person</b>	<b>Pablo Burgos Casado</b>
Function	Area Manager
Email	<a href="mailto:pburgos@mityc.es">pburgos@mityc.es</a>

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Economic affairs, competition, SME; Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform; Other: energy sector (electricity, gas petroleum)

## Key words of project

BPM engine, XPDL, multi-channel, Directive 2006/123/EC, single market, service for business

## Case description

GEN is a workflow engine created to manage the states or phases of the various administrative procedures developed for the Ministry of Industry, Tourism and Trade. It has been developed using the methodology of Business Process Management (BPM). The application was developed in order to support electronic access by citizens to public services. The use of standards (web services, SOAP, XML, BPMN and XPDL) facilitates interoperability with the various applications. The target users of the applications are the citizens and enterprises that could take advantage of this BPM engine for using the public services with modern and electronic procedures.

GEN allows the flow of procedures to be controlled, including the various web services consultation of information processing contained in each procedure as well as the users in each of them. GEN is composed of three main modules:

1. Administration of BPM engine: the access is done with secure connection (https) and through the use of digital certificates.
2. Multi-channel access module for different mobile devices and through Internet.
3. Module of generation of forms. It also includes a multi-language option (English, French, German, Italian and Spanish, but other languages can be added).

GEN objectives are: Make information about administrative procedures accessible through the Internet, or from any mobile device (smartphones, pda...), thus saving considerable costs by implementing channels that increase efficiency and effectiveness; Use a multi-channel strategy in order to improve the services provided to the user community and/or to reduce the costs of providing its services; Provide users flexible, accessible, complete, easy and secure services. The advent of the EU Services Directive led to a considerable change in the Spanish energy sector and meant radical changes to current regulations in the electricity sector, hydrocarbons and Spanish mining. Opening trading and distribution activities to community enterprises, not only Spanish ones, was made possible by the application EUROPA that allows those interested in offering their services as actors in the energy sector in Spain to conduct all business with the Ministry of Industry, Tourism and Trade. EUROPA has been developed through invoking GEN. Its objectives are among others the simplification of repeated, superfluous and unnecessary procedures; the replacement of the approval process for a communication process start and statement of responsibility; the emergence of single points of communication that allow the operator to focus on their business; freedom of establishment, whenever possible.

GEN was selected as the Best Project in 'Innovation and internal service delivery' in Spain in the 2010 ASTIC Awards, as Case of Success Finalist in the 2010 SITI/asLAN Awards, and in Tecnimap 2010 as one of the most important projects of the year as an example of efficiency. GEN was also Editor's Choice 2010 of the month of August, the European Observatory epractice.eu. The application Europe received the award for best partnership ASTIC ICT project innovation and improvement in general government in 2010.

# POLITICAL MANAGEMENT BASED ON ECONOMIC STRINGENCY AND STRATEGIC BUDGETS

Submitted by Bilbao City Council

## Contact details of lead applicant

**Organisation** Bilbao City Council  
**Address** c/Plaza Ernesto Erkoreka 1  
**Country** Spain  
**Web address** www.bilbao.net

**Contact Person** Andoni Aldekoa  
**Function** Delegated Head, Mayor's Office  
**Email** direccion@alcaldia.bilbao.net

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Political management, economic stringency, strategic budgets



## Case description

Despite the current global economic crisis, which has led to a widespread increase in public deficit and borrowing, Bilbao was the regional capital in Spain with the least debt, €3.94 million, thanks to the enormous efforts made in recent years to fight heavy municipal borrowing (€200 million in 1999). Bilbao's economic situation in 2011 can be considered to be extremely favourable: Bilbao is the only large municipality at national level that is debt-free (zero debt as of April 2011). The city has come a long way from the 1980s, when it was immersed in a profound crisis and decline, which it has managed to overcome almost 30 years later, reinventing itself as a city, and adapting to the new times. Bilbao has based its transformation on the changeover from its industrial past to an economy based on the Tertiary Sector. This transformation has been achieved through support for emerging sectors with a high level of R+D+I. This dramatic urban transformation enables Bilbao to face the challenge of becoming a knowledge society city from a certain position of comparative advantage. To this end, it has designed a strategy based on an economy in which productivity, creativity, new technologies, innovation, emerging clusters and international networks prevail.

Bilbao City Council has designed a strategy based on economic austerity and stringency for its political management, enabling it to respond to the commitments acquired to citizens, through ongoing monitoring of the actions developed with as much transparency as possible, fostering citizen participation and seeking 'zero' public borrowing. The strategic planning is based on two tools which allow for progress, not only in efficiency and good political management, but also in ensuring transparency and the trust of citizens: Governance Plan 2007-2011 and Strategic Budgets. The monitoring and control of the level of progress of Bilbao City Council's Governance Plan 2007-2011, which provides a full view of the actions developed based on the management structure and the indicators defined in the Plan: for this purpose, both the System of Indicators defined by the City Council Departments and the analysis of the focal points, objectives and strategic action lines adopted for the current legislature have been used. The economic crisis situation has led Bilbao City Council to adjust the municipal budget since 2009 in anticipation of a worsening of this situation. Given the severity and far-reaching effects of the crisis, Bilbao City Council has approved the Efficiency and Austerity Plan as an additional tool to help its management, including measures focusing on the limitation and reduction of spending, intending to use the different municipal resources in such a way as to increase the efficiency of the City Council without affecting effectiveness in the fulfilment of objectives and the sustainability of the municipal finances through the introduction of austerity criteria in municipal spending. For this purpose, Bilbao City Council's Efficiency and Austerity Committee (CEA) has been set up for the preparation, coordination and monitoring of a municipal programme that has been specifically prepared for its adaptation to this situation. In recent years, Bilbao City Council has implemented different initiatives of a permanent nature to improve transparency for citizens and it has also promoted and developed its own participation model for the citizens of Bilbao, through the District Councils. As a result of this, Bilbao has been awarded several international prizes in recognition of its integrated and holistic approach to urban transformation (LeeKuanYew WorldCity Prize).

# GET MOVING TOWARDS EMPLOYMENT

Submitted by Barcelona Activa

## Contact details of lead applicant

**Organisation** Barcelona Activa – SAU SPM  
**Address** Carrer Llacuna 162-164  
08018 Barcelona  
**Country** Spain  
**Web address** [www.barcelonactiva.cat/  
barcelonactiva/es/oportunitades\\_  
profesionales/activate/index.jsp](http://www.barcelonactiva.cat/barcelonactiva/es/oportunitades_profesionales/activate/index.jsp)

**Contact Person** Marc Sans Guanabens  
**Function** Institutional Cooperation Officer  
**Email** [marc.sans@barcelonactiva.cat](mailto:marc.sans@barcelonactiva.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Employment, labour related affairs and gender equality

## Key words of project

Vocational guidance, employment, awareness of new professional opportunities



## Case description

'Get moving towards employment' (*Activa't per l'Ocupació* in Catalan) is a programme promoted jointly by Barcelona Activa (local development agency of the Barcelona City Council) and the Catalan Employment Service (Catalan Government) to provide vocational guidance and improvement of professional skills aimed specifically at the city's newly unemployed, offering them tailor-made attention to get to know the professional opportunities that Barcelona offers, to have access to training for their employability improvement and to know the city's resources available for getting back into the labour market.

The programme's aim is to face the current economic crisis that has considerably increased the unemployment figures in Barcelona in the last years. It is crucial to avoid all this unemployment becoming structural if Barcelona wants to maintain or increase social cohesion. In order to achieve this goal, two different public administrations (Barcelona Activa and the Catalan Employment Service) have developed an effective inter-institutional cooperation that has resulted in an effective tool to fight unemployment. The programme 'Get moving towards employment' is part of a city strategy to raise awareness about the municipal resources for professional guidance.

The main objectives of the programme are to attend as soon as possible the newly unemployed, with the intention of keeping people active in their search for work; to raise awareness of the professional opportunities in the city of Barcelona; to facilitate access of the target group to innovative tailor-made training actions; to provide the programme's participants with innovative tools, knowledge and skills to enable them to address their job search with better success chances; to make visible the city's resources in the field of employment; to optimise the professional guidance and innovative self-use resources developed by the city council and Barcelona Activa, its local development agency; to send a confidence message to the people who are suffering the current difficult labour situation and to show that the Barcelona City Council is standing by the citizens who lost their jobs.

Get moving towards employment is aimed primarily at the new wave of unemployed citizens within working age, who are living in Barcelona and who have recently lost their jobs. A second phase of the programme has evolved and widened its scope to also prevent long-term unemployment and to maintain proactive attitudes of jobseekers. The programme was launched in November 2008 in the Framework of the Agreement for Quality Employment in Barcelona 2008-2011; since then, the programme has had 21,999 participants, far more than the initial forecast of 16,000. The Agreement for Quality Employment is the instrument promoted jointly by the Barcelona City Council, UGT and CCOO trade unions, the employers' association FNT, the SME association PIMEC and the Catalan Government to set the framework and priorities to develop active employment and local development policies in Barcelona. In short, the Programme 'Get moving towards employment' is an example of effective and flexible inter-institutional cooperation between administrations of different territorial levels, and has benefited also from the co-funding of the European Social Fund.

# HIGH TECHNOLOGY AT LOW COST IN THE MANAGEMENT OF CAP SUBSIDIES IN CATALONIA

Submitted by Generalitat de Catalunya – Departament d’ Agricultura, Alimentacio I Acció Rural / Catalan Government – Department of Agriculture, Livestock, Fisheries, Food and Environment

## Contact details of lead applicant

**Organisation** Catalan Government – Department of Agriculture, Livestock, Fisheries, Food and Environment  
**Address** Gran Via de les Corts Catalanes 612-614, 08007 Barcelona  
**Country** Spain  
**Web address** www20.gencat.cat/portal/site/DAR

**Contact Person** Valenti Marco Sanz  
**Function** Head of Service Aid Agricultural Sector  
**Email** vmarco@gencat.cat

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

IACS, on-the-spot checks, aerial image, DMC, UAV, ortoXpress

## Case description

It is never easy for an administration to reinvent itself. Nevertheless, in such socioeconomic contexts as the current one, public administrations need to advance mechanisms and procedures which enable them to simplify tasks, increase productivity, use resources efficiently as well as keeping material costs down. The administration, as a public body, needs to ensure its objectives are fulfilled at all times. In this project, all these ideas are realised.

The pioneering approach of the Department of Agriculture, Livestock, Fisheries, Food and the Environment (DAAM) is designed for the management and control of the Common Agricultural Policy's (CAP) agricultural subsidies. The approach consists of carrying out on-the-spot (OTS) checks through the use of recently captured aerial images in the same year for which the subsidies are sought. Different platforms are used such as Unmanned Aerial Vehicles (UAV) combined with other air-borne sensors of the Catalan Cartographic Institute (ICC). Through the use of this working method, the simplification of management, minimisation of costs and an extraordinary increase in performance have all been achieved. It also allows for 90% of the inspections of land parcels to be carried out from the office, separating the checks from climatic and orographic considerations and providing an objective portrayal of the farming exploitation. The administrative processes that affect the recipient are also simplified. What the European regulations envisage for the adjudication of the subsidies has been rigorously applied using this methodology. Several factors have been crucial in the success of this project. The opportunity of having flight expeditions and its innovative OrtoXpress services available from the ICC, which have enabled access to images in only a few weeks after the flights have been made; the integration of orthophotographs through the WMS protocol in the application of management controls (CON); the willingness and involvement of the design team behind the project and the involvement of the rest of the organisation that has participated in it.

All of these circumstances have made this innovative project a European reference, recognised at Bergamo in November 2010 with the prize awarded for the best paper at the 16<sup>th</sup> Annual International Conference on Geographic Information Systems (SIG) Teledetection and the CAP organised by the Joint Research Centre (JRC), the European Commission (EC) advisor in aspects related to the management and control of CAP European agricultural subsidies.





# EDUCATIONAL AND SOCIAL SERVICES OF MARESME

Submitted by Consell Comarcal del Maresme / Maresme County Council

## Contact details of lead applicant

**Organisation** Maresme County Council  
**Address** Pl. Miquel Biada 1  
 08301 Mataró (Barcelona)  
**Country** Spain

**Contact Person** Eladi Torres Gonzalez  
**Function** Manager  
**Email** educacio@ccmaresme.cat

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

1-5

## Type of sector

Employment, labour related affairs and gender equality

## Key words of project

Education, social, leisure activities monitor

## Case description

The Maresme County Council exercises its powers in the territory of the region, which covers 30 municipalities. It is a young administration that has been committed since its establishment in March 1988 to a model of managerial and organisational management services. All local councils must have a regional action plan (PAC) which includes the services, activities and works to be carried out. The Maresme PAC has five main objectives: sustainability; mobility; communicability, social cohesion; and education. In the field of education, Maresme wants to be the leader in improving the quality of its schools, and in adapting its offer to the needs and specificities of its economy. To this end, the planning and management of schools should be much closer to the local reality. Maresme County Council made an assessment of monitoring services reality in Maresme schools in order to streamline, simplify and organise the service map. In this sense, a regulation of the service operation was approved, which defined overall objectives of the project, the qualified child and youth social and leisure activities monitor functions, structure and relationships between partners and public and private schools. It also created educational profile monitors, with specific functions to ensure quality monitoring services in order to tend to excellent work. A new management model was introduced based on a public-private partnership, with the creation of a mixed capital company, SESMAR, SL, which is responsible for provision and implementation of services. It also increased the stability and employability of SESMAR, SL staff, with more efficiency, optimising resources and reducing structural costs. An integral and absolutely innovative learning path was also introduced that ensures that SESMAR, SL staff achieve the educational skills of monitors. The specific courses consist of 108 hours of classroom theory and 100 practices in Maresme schools. Moreover, there is the possibility to complete a specific course for educational assistants through an online platform. This training was also open to the Maresme population, with special priority given to unemployed women.

The project has achieved the following objectives:

- Increased number of educational and social services; Currently, SESMAR, SL is offering a service of home care for dependent people living in the region and a morning supervision service in schools, before classes start.
- The number of persons employed in different services has been reduced. So, the project has reduced structural costs: on one hand intermediaries have been decreased as well as their business structures. On the other hand, the initial staff number has been also reduced, although the current monitors have extended their working hours.
- Management level has increased in the two years of project implementation, while costs have remained stable.

Maresme County Council has designed a communication plan to publicise the service to schools and administrations of the region in order to expand the services offered and the number of centres in which County Council is working with the results obtained so far, and to present the project to other administrations who may be interested, such as different regional councils (42) and the Education Department of the Generalitat of Catalonia.



# DELTA BUSINESS CENTRE

Submitted by Ajuntament de Viladecans / Municipality of Viladecans

## Contact details of lead applicant

**Organisation** Municipality of Viladecans  
**Address** Jaume Abril 2  
 08840 Viladecans  
**Country** Spain  
**Web address** www.deltabusinesscenter.com

**Contact Person** Carmen Pérez Figueras  
**Function** Responsible for European Projects  
**Email** cperezf@viladecans.cat

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME; Employment, labour related affairs and gender equality

## Key words of project

Business development, private-public collaboration, networking, entrepreneurship, economic promotion

## Case description

Delta Business Centre is an initiative developed through a private-public collaboration system. The agents responsible for the project are the municipal company of the City Council of Viladecans, Vimed SA, the department for economic promotion of the City Council of Viladecans and the private company Promotora Bali, SA. Material and human resources are provided by the private company Promotora Bali, SA. The coordination of the Businesses Centre is carried out by the figure of the Coordinator, who is a staff member of the public company Vimed, SA. This coordination includes preparing agreements, organising events, networking between the companies and the needs of the Delta Business Centre daily activity. The department for economic promotion offers its services to the companies including, amongst others, information and advice customised on legal options, markets, legislation, suppliers, labour, public taxation, subsidies, orientation and support in the procedures for financial support and other incentives, design and preparation of feasibility plans, entrepreneurial training mentoring, creation of groups of business collaboration. Viladecans is a Mediterranean city with 64,000 inhabitants that has a privileged location, being near to the city of Barcelona and directly connected to the airport and the city harbour. During the last decade, different lines of economic development have been promoted, taking advantage of the physical features of the territory (important agricultural area, natural areas and land for offices building). With regard to the agricultural area, the collaboration between the traditional agricultural cooperatives and the University researchers has been promoted, establishing greenhouses and laboratories, with the aim of improving the quality of the agricultural products as well as the productivity of the sector. In relation to the natural areas, the city has made a huge effort for preservation, despite the metropolitan pressure and the proximity to large infrastructures, such as the airport. In this sense, an environmental education has been promoted, also as a business line, by creating a Centre of Fauna Recovery that attracts visitors and contributes to the sustainability of the territory and is also important from the financial point of view.

Regarding the development of the office area, Viladecans has decided to create, through a public-private partnership, an Offices Area which in its first phase provides 35,000 square meters of services for companies. In January 2011 a new space of economic activity has been created inside, as a reinforcement of the public politics for talent attraction and innovation projects. In its 1,782 m<sup>2</sup> the Business Centre offers to companies a complete catalogue of services such as offices furnished, equipped, with internet connectivity, calls reception and all the necessary services included. The companies have immediate access to, for as long as they require, functional offices, appropriate to their space needs. This offers a lot of advantages, since it is not necessary to make an initial investment and it implies important savings on the monthly costs with regard to a traditional office. The Centre has a co-working area where there are different 'desks' sharing an open space and they have the same services as a traditional closed office. Different meeting rooms, conference rooms for meetings, presentations, training, etc. are also at companies' disposal.



# W! LADECANS, VILADECANS DIGITAL CITY – SMART CITY

Submitted by Ajuntament de Viladecans / Municipality of Viladecans

## Contact details of lead applicant

**Organisation** Municipality of Viladecans

Address Jaume Abril 2  
08840 Viladecans

Country Spain

Web address [www.wiladecans.cat](http://www.wiladecans.cat)  
[www.viladecans.cat](http://www.viladecans.cat)

**Contact Person** Carmen Pérez Figueras

Function Responsible for European Projects  
Email [cperezf@viladecans.cat](mailto:cperezf@viladecans.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning;  
Information society, technology, media and  
audiovisual; Public health and social welfare/affairs;  
Public administration, modernisation, institutional  
affairs, reform

## Key words of project

Digital city, smart city, territory, citizenship, services  
and applications, training, connectivity



## Case description

Viladecans has begun the journey towards smart cities, starting with a first scanning process of the city in all its aspects: territory, citizenship, services and applications. This is the reason and purpose of this project 'W! Ladekans. Digital City Viladecans. Smart City' that is based on three clear subjects and a final goal: infrastructure, training and education, applications and services. Infrastructure: with the name of W!FI, W!CABLE and W!HOME they started three projects in the short or medium term by providing telecommunication infrastructures in Viladecans that allow the connectivity demands of enterprises and households to be met. W!FI is a project that provides free wireless connectivity for all citizens of Viladecans in public facilities, parks and green areas of the city. 'W!CABLE' is a network project open to all telecommunication operators to send fibres to the home (FTTH). In a first stage, completed in February 2011, it provided fibre connections to 100 Mbps symmetrical; in successive stages the objective is to reach the 23,000 dwellings in the municipality. At this moment, the service reaches 2,662 homes. W!HOME is a project aimed at fighting against the digital divide by providing wireless connectivity to homes in those neighbourhoods of Viladecans where there is a great risk of social isolation or no access to technology. The first phase completed in March 2011, has provided coverage to 2,300 homes and by the end of 2011, the project will reach 6000 homes.

By 2020 all houses in the city will be connected by a FTTH network; the wireless public space access will be mainly dedicated to the provision of public services, typical of a smart city (internet of things, M2M); and free access to all citizens in public facilities. XPLAI, which means 'network of public internet access', is the entity entrusted with training and awareness-raising of internet use. It is specially aimed at those who have more difficulty accessing the internet and that are subject to an increased risk of digital divide, either due to social, economic or generational reasons. Viladecans has launched eGovernment projects with the implementation of the public folder administrative formalities online. The municipality has started work on eEducation with the digitisation of all schools in the city (incorporating digital whiteboards, computers and wifi connectivity) developing collaborative applications to support teaching.

An eHealth project is being promoted from the Viladecans' Hospital and the CAP (Primary Care Centres) and the City Council is streamlining the institutional structure of the city by setting up social networks for collaborative work of all entities. Beyond the goal of 'Smart City', Viladecans wants to become a 'Living Lab' in which the municipality is a test where products and services can be developed based on a new telecom infrastructure. Viladecans has all the elements to develop innovation and development projects using the methodology 'Living Lab': it hosts a Campus of the Polytechnic University of Catalonia (UPC); it has research centres in the country (CTAE, Agropolis, I2Cat), a very active business community with two local business organisations (Viladecans Business Association, Viladecans Entrepreneurs Club).



# ERDF HELPDESK FOR CATALAN BUSINESS – ACC1Ó SUPPORT SERVICE TO COMPANIES BENEFICIARIES OF ERDF FUNDING UNDER THE GLOBAL GRANT

Submitted by ACC1Ó, Competitiveness for Catalonia

## Contact details of lead applicant

**Organisation** ACC1Ó, Competitiveness for Catalonia

**Address** Passeig de Gràcia 129  
08008 Barcelona

**Country** Spain

**Web address** www.acc10.cat

**Contact Person** Marta Esteves Castro

**Function** Director of Organisational Unit

**Email** mesteves@acc10.cat

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Regional policy and development, decentralisation

## Key words of project

Competitiveness, Catalan business, encouraging innovation, European regional development fund, free public support service, facilitate management, efficient use, transferable methodology, European Union role



## Case description

ACC1Ó has the mission to position Catalonia amongst the world's leading economies by facilitating the competitive differentiation of its companies *via* two fundamental vectors: internationalisation and innovation. To achieve utmost compliance of the mission and to offer a large number of initiatives to stimulate and renew Catalan businesses, ACC1Ó has participated in all ERDF programmes offered thus far in Catalonia since 1993. In the current programming period of Structural Funds, ACC1Ó has been awarded with the Global Grant for Business Innovation as one of the main lines of action of Priority 1 (actions to support innovation) of Catalonia's Operational Programme for the ERDF (2007-2013): 'Research, technological development and innovation, business development and the information society'. This priority is coordinated and linked to the remaining policies regarding innovation and company support in Catalonia. The Global Grant is a contribution from the Operational Programme and amounts to €50,000,000, with 50% of the eligible expenditure being reimbursed by the ERDF. The ERDF contribution is an additional resource within the ACC1Ó budget and significantly increases the contribution to the funding lines towards innovation. For the first time, the volume and type of ERDF funding lines are different from those financed thus far, allowing the companies to become direct beneficiaries of the grant. However, becoming beneficiaries require strict compliance with regard to European Union regulations in the management and control of activities co-funded by the ERDF. Often companies don't have a lot of experience in this field. So, in order to help them, in June 2009 ACC1Ó put in place the 'ERDF Helpdesk For Catalan Business - ACC1Ó Support Service to Companies Beneficiaries of ERDF Funding under the Global Grant', as a free service addressed to all Catalan business and entities benefiting from the grant co-funded by the ERDF.

The ERDF Help Desk is an innovative public administration sustainable project put in place by the Government of Catalonia which is adapted to existing resources and involves the acquisition of internal and external knowledge regarding European regulations; increased dissemination of European Union activities to promote company competitiveness and to encourage investment in innovation for businesses in Catalonia; the resolution of all doubts expressed by final beneficiaries; high yield of public resources; and profitability of business resources. By optimising a current human and financial resource within the organisation, a complete and personalised service has been designed by ACC1Ó that includes information, training and assessment to ERDF beneficiaries. Presentations and also training sessions have been put in place for companies and entities that are beneficiaries of ERDF as well as all ACC1Ó staff involved in administrative and technical management and general coordination. The ERDF Help Desk is potentially addressed to 1,500 target users. From June 2009 until December 2010 it reached a total of 773 users. From 2008 until December 2010 the ERDF Help Desk provided services to Catalan entities beneficiaries amounting to €44,812,084 in total from ERDF funding, which represents a total investment of €113,518,344 in the same period. The ERDF help Desk will still be in place until the end of ERDF Operational Programme in Catalonia (2007-2013).



# ELECTRONIC AUCTIONING

Submitted by Barcelona City Council

## Contact details of lead applicant

**Organisation** Barcelona City Council  
**Address** Pl. Sant Jaume 1  
08002 Barcelona  
**Country** Spain  
**Web address** [http://w3.bcn.es/V01/Serveis/Noticies/V01NoticiesLlistatNoticiesCtl/0,2138,1013028362\\_1118177750\\_3\\_1119956516,00.html?accio=detall&home=](http://w3.bcn.es/V01/Serveis/Noticies/V01NoticiesLlistatNoticiesCtl/0,2138,1013028362_1118177750_3_1119956516,00.html?accio=detall&home=)

**Contact Person** Sergio Jerez  
**Function** Director, eGovernment  
**Email** [sjerez@bcn.cat](mailto:sjerez@bcn.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform

## Key words of project

Auctioning, contracting, bidding, electronic, procurement, savings, tenders

## Case description

The project consists of the dissemination of the conducting of electronic auctions, at the different financial offices of the Barcelona City Council, in order to save on public procurement. The electronic auctioning processes are held by means of PECAP – the Electronic Public-Administration Hiring Platform – an internet portal which allows public authorities to carry out, electronically, certain stages in the administrative purchasing of supplies, works and services, through the tendering procedure.

In 2004, the LOCALRET organisation developed PECAP (acronym of 'Electronic Public-Administration Procurement Platform') in order to provide a means for all public administrations in Catalonia to carry out through the internet certain stages of public procurement. This platform is a portal that can be used by all public administrative bodies. It allows them to carry out electronic auctions in the tendering processes of supplies, works and services, under the legal environment of public procurement and the European eGovernment strategy. In order to be able to participate in such an auction, tendering applicants must be registered in the Catalan Government bidders' registry; they must also have a digital certificate in order to identify themselves. The bidding companies must be previously approved in the documental stage of the tendering process; then an online negotiation is convened through PECAP, which provides a safe, transparent and neutral environment in which to conduct this negotiation. The system unites transparency with anonymity, since every bidder can see all the bids in real time but cannot know the identity of each bidder, thus guaranteeing competition among them. Participating companies are able to improve their bids every five minutes until the end of the process. Since the release of the platform, LOCALRET has successfully promoted its use, resulting in more than 100 administrative bodies having used PECAP, as well as 105 registered suppliers.

This project was awarded a 'Good Practice Case' mention in the 2005 eEurope Awards for eGovernment. The Barcelona City Council played a key role in the process of designing and implementing PECAP, participating in the role of business expert, setting business requirements for the system and performing user acceptance tests. As such, Barcelona City Council was well aware that PECAP could be a very effective tool in considerably lowering its purchasing costs, especially those of supplies, and began promoting the use of the platform among its financial officers.



# E-DIBAM PROJECT – A DECISIVE STEP TOWARDS LOCAL eGOVERNMENT THROUGH EFFICIENCY AND SUSTAINABILITY

Submitted by Diputació de Barcelona / Barcelona Provincial Council

## Contact details of lead applicant

<b>Organisation</b>	<b>Gerencia de Serveis d'Assistència al Govern Local - Diputació de Barcelona</b>
Address	C/ Comte d'Urgell 187 Edifici 14, Recinte Escola Industrial 08036 Barcelona
Country	Spain
Web address	<a href="http://www.diba.cat/en/web/eadministracio/eadministracio/dibam">http://www.diba.cat/en/web/eadministracio/eadministracio/dibam</a>
<b>Contact Person</b>	<b>Francesca Alaminos Escoz</b>
Function	Head of eAdministration Services Office
Email	<a href="mailto:alaminosef@diba.cat">alaminosef@diba.cat</a>

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Free software, cloud computing, modernisation, innovation, virtual desktop, collaborative environment, records management policy, efficiency, accessibility, assistance, multi-channel platform, multi-entity platform

## Case description

E-dibam is a project implemented by the Barcelona Provincial Council and is based on several pillars of the European Digital Agenda, such as: making full use of the cost-effective route offered by eGovernment for providing better service to citizens and society as a whole, providing participatory open and transparent government; reinforcing citizen confidence and strengthening their rights in the eGovernment environment through policies and actions that guarantee the protection of personal data and through legal regulations governing identity authentication and administrative procedures; it also contributes, again through other Barcelona Provincial Council projects in this context, to making sure that public sector websites and websites providing basic services to citizens are fully accessible by 2015.

E-dibam aims to implement a pilot test of the basis of the introduction of eGovernment in small and medium-sized town councils (between 5000 and 20,000 inhabitants = 86% of the 311 municipalities in the province of Barcelona). To do so, 19 town councils have been selected based on selection criteria such as size, geographical coverage, openness to ICT and provision of tools and infrastructure. This project respects the local autonomy through an integrative model that utilises the experiences, tools and functionalities already in place within the town council. The technological options chosen, cloud computing and free software, are intended to optimise resources. It offers an opportunity to set up a records management model. It supports modernisation of government by revising the models of internal management and organisation of town councils and optimising the processes in place. E-dibam has a multidisciplinary focus: documentation, organisation, the legal framework and technology. It also seeks synergy and collaboration with other stakeholders in the field of eGovernment, both public and private.

The general objective is the implementation of a group of options and solutions that enables the model of service provision and assistance in eGovernment to all of the municipalities in the province to be designed and scaled. The project is being developed with due consideration of the legal framework in the field of eGovernment. It ensures records management and implements technological tools using training and communication activities. E-dibam uses a technology that allows unifying the environment in which municipal technicians communicate with information systems, while segmenting the software architecture of the different components to encourage interoperability. E-dibam aims at administrative simplification of the procedures subject to incorporation into the platform. It establishes the requirements for the life of an electronic record during its management and storage. There is collaboration with a variety of supra-municipal administrations to reuse resources. The second phase of the project provides new functionalities and applications; functionalities in the cloud with a high level of availability, 24/7. The general purpose is that desktop e-dibam users have only one point of contact between themselves and all of the information systems. Expert staff in the different areas will support town council staff. Data confidentiality and security will be integrated into the platform. A common language will be used for communication between components which allows interoperability between different technologies and different suppliers.

# CONTINUOUS EDUCATIONAL TRACK FOR PUBLIC ADMINISTRATION MANAGERS IN JUNTA DE CASTILLA Y LEÓN

Submitted by ECLAP – Escuela de Administración Pública de Castilla y León / School of Public Administration

## Contact details of lead applicant

**Organisation** ECLAP  
Address Santiago Alba 1  
47008 Valladolid  
Country Spain  
Web address <http://eclaponline.jcyl.es/directivos>

**Contact Person** Juan Carlos González González  
Function Director of ECLAP  
Email [gongonju@jcyl.es](mailto:gongonju@jcyl.es)

## Administrative level of lead applicant

Regional

## Size of organisation

25-50

## Number of people involved in the project

1-5

## Type of sector

Education (higher and lower), training and learning;  
Information society, technology, media and  
audiovisual

## Key words of project

Collaborative learning, internal tutors, internal  
learning materials, case studies, web 2.0, excellent  
managerial education, cost saving

## Case description

The School of Public Administration of Castilla y León (ECLAP) has developed a continuous educational track for the public administration managers of the regional government. This continuous educational track focuses on strengthening the managerial soft skills and behavioural competences that are required in the public administration (such as leadership, people management, time management, flexibility, self confidence, communication, negotiation, etc.). 300 top regional public administration managers were invited to join this learning project in 2010 and 95 of them enrolled in the 2010 edition. 93 of them re-enrolled in 2011. In total, 151 participants have enrolled in 2011. The educational track presents the following innovations:

- Individual diagnosis: a competence test and individual interview are applied with each individual participant by an external expert, at the beginning of each annual track (January 2010 and January 2011).
- Individual modular proposal for each participant: 3 multi-channel modules (face to face, blended or online), to be completed each year, trying to strengthen 3 specific competences of each participant. These 3 modules are proposed (out of 12 possible modules) to each manager, according to his/her individual diagnosis, trying to cover the gaps in his/her competence profile as fully as possible.
- Individual closing interview that closes the annual track and is also carried out by an external expert. This individual interview evaluates managerial improvement and proposes 3 new modules for the next annual track.

This programme also provides managers with a deep informal learning platform, using internal resources and saving costs at the same time, which is complemented by:

- An individual data page: in which each participant can follow his/her personal progress, the annual modules to be completed and competence test results.
- A virtual classroom based on a virtual forum (groups of 16-18 participants): in this forum, enhanced by web 2.0 tools, participants can discuss their learning experiences, their working problems and concerns, and their professional good practices. They can also find virtual coaching and professional help offered by colleagues (peers) of the same public organisation. This allows, at the same time, deep informal learning possibilities (colleague and peer-to-peer collaborative learning) and important cost savings, because the coaches and trainers are volunteer managers from the same *Castilla y León Public Administration*. To perform this activity, an internal tutorial team has been created, by identifying excellent public administration managers, and inviting them to act as volunteer tutors for their own colleagues (no additional salary involved), 'hiring' them for the team and educating them using an external expert to do this part-time job. Of course, they continue to work on their usual daily responsibilities but, at the same time, they are helping other colleagues to learn in the virtual forums.
- An internal case study collection: a collection of learning materials created by the volunteer internal tutorial team. These case studies are developed by the 'student delegates' (each person produces one case study) and are also discussed with each virtual group in internal meetings run by the same internal tutor who inspired and wrote the case. Some of the meetings are face to face and some are online.

# SIRCA-PLAN FOR SIMPLIFYING AND REDUCING ADMINISTRATIVE BURDENS

Submitted by Directorate-General for Modernisation, Generalitat Valenciana (GVA)

## Contact details of lead applicant

**Organisation** Generalitat Valenciana (GVA)  
**Address** C/ Colón 66  
 46004 Valencia  
**Country** Spain  
**Web address** www.cjap.gva.es/portal/web/portal/planes

**Contact Person** Amparo Mora  
 Javier Gil  
**Function** Head of Area  
**Email** mora\_amp@gva.es  
 gil\_javher@gva.es

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Better regulation and modernisation; Simplifying and reducing administrative burdens



## Case description

'SIRCA Plan', under the Innovation and Modernisation Plan Administration Governance 2013 and Valencia, with a time span covering the period 2010-2012, is one of the pillars upon which rests the commitment to modernise the administration of the Valencian Government for the benefit of citizens and businesses. This plan was approved by the Valencian Government on 19 February 2010. Directed at all organs and units of the administration of the Government and public sector dependent, the plan places emphasis on reducing and/or removing the administrative burden and reporting requirements imposed by the Government to citizens and businesses. To achieve these objectives, the 'SIRCA plan' develops a total of 14 projects and/or activities which are grouped into the following 5 main areas.

- The regulatory area: the aim is to identify, define and establish the processing of administrative files, administrative simplification measures and reduction of required documents to the public in general, and in particular, those affecting business.
- Actions aimed to simplify procedures: unify common procedures and promote proceedings of simplification.
- Momentum of eGovernment: eGovernment contributes to reducing paperwork and eliminating travel, along with many other advantages. The measures and actions here revolve around two main sections: Impulse a coordinated action plan for the development of services telematics; Identification and development of interoperable services. The aim is to gather all the services of access to information, which are now in the possession of any administration, and that, with prior permission, can be used directly from other administrative units without having to reapply again.
- Promotion of European market and development of the Services Directive: these actions involve significant administrative simplification and therefore a drastic reduction of burdens on service providers: Autonomous transposition of the Directive on Services (DS). The affected Governments have assessed the rules of competition in order to detect changes to be addressed; Internal Market Information System (IMI). The IMI is an indispensable tool for the implementation of the DS. Without it, it is virtually impossible to deploy this policy and therefore the proper functioning of the internal market. The implementation of the IMI throughout the Government drastically reduced the documentation for the consultations to be made related to the internal market, and its terms; Single window for the services directive (VUDS). The objective of the VUDS is to allow access to any service of a Member State of the European Union, providing both the information necessary to access and exercise of service activities.
- Intergovernmental cooperation and partnerships with other stakeholders: cooperate with local Government in simplifying and reducing burdens on those procedures involved; develop and sign a cooperation agreement with the Council of Chambers of Commerce, Industry and Navigation of Valencia; process and sign a general cooperation agreement between the Government and the National Association of Entrepreneurs and Freelancers (ASNEPA); establish measures aimed at businesses and independent professionals in ICT and R + D + i. Implementation, deployment and monitoring of the plan, under the leadership of the Department of Justice and Public Administration, is assigned to the Directorate General for Modernisation.



# DIGITAL SERVICES ZONE ON CULTURAL HERITAGE

Submitted by IAPH – Instituto Andaluz del Patrimonio Histórico / Andalusian Historical Heritage Institute

## Contact details of lead applicant

**Organisation** IAPH  
**Address** Avda. Descubrimientos 1  
 41092 Sevilla  
**Country** Spain  
**Web address** www.iaph.es

**Contact Person** María Victoria Madrid Díaz  
**Function** Technician on Quality of Services  
**Email** servicios.iaph@juntadeandalucia.es

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Digital services zone, online services, cultural heritage services, services integrated system

## Case description

The *Instituto Andaluz del Patrimonio Histórico*, IAPH (Andalusian Historical Heritage Institute) is an example of an institution committed to delivering quality public services. There are innovative services and some of them are interactive, putting the emphasis on the utilisation of the new information technologies in order to disseminate the information about cultural heritage. Currently, users of the services have new ways of information consumption and new behaviour habits. This factor must be added to the present cold economic climate. Therefore, a public cultural institution should give special importance to social returns and profitability.

The institutional transformation of the IAPH is also an important factor to be taken into account, since it has allowed the delivery of new services. Therefore, the IAPH has developed a Digital Services Zone (a new services channel) which takes into account the new technological criteria of Web 2.0 and is focused on users. The IAPH delivers new public services and new online services (besides the old ones, renewed) through one single access window for the users; that is to say, all citizens interested in Cultural Heritage, with special focus on Andalusian Cultural Beings. The commitment for the incorporation of the services zone into the IAPH website, which was considered a strategic project for the Institution, has required a detailed analysis of the positioning and visibility of these services on the internet. There are over 10 heritage databases available online on the IAPH website, as well as several information channels that provide free information on the following matters: architecture, archaeological sites, cultural landscapes, etc. It is also planned to use social networks as a means of communication with the users of their services.

The management of these services is provided by the Integrated System of Services that allows the follow up and the assessment of these services and provides the maximum automation and control to services. Thanks to this System of Services a uniform procedure for service delivery and management has been established. Ultimately, the project is committed to the overall improvement of the quality of services and its main beneficiaries are the users of the IAPH Services. In that way, one of the priority objectives of the institution is preserved: transfer to society the specialised knowledge produced by it, while improving the tools, means and supports and adapting them to the participative and ever-changing social environment. In other words, the concept of service is updated without losing the fundamental goal. The main expected results have been achieved: to provide the Institution with a tool to facilitate the management of the offered services and the evaluation of the results, as well as to be a permanent means to connect with users.

The Andalusian Historical Heritage Institute, and within the Institute, the Quality Section of the Economic and Financial Directorate, is responsible for the 'Digital Services Zone on Cultural Heritage' Project.



# BARCELONA PROVINCE – SUPPORT FOR THE INTERNATIONALISATION OF LOCAL GOVERNMENTS

Submitted by Diputació de Barcelona / Barcelona Provincial Council

## Contact details of lead applicant

**Organisation** Diputació de Barcelona – International Relations Directorate  
**Address** Còrsega 273-279  
 08008 Barcelona  
**Country** Spain  
**Web address** [www.diba.cat/ri/en/default.asp](http://www.diba.cat/ri/en/default.asp)

**Contact Person** Agustín Fernández de Losada  
**Function** Director of International Relations  
**Email** [d.relacionsint@diba.cat](mailto:d.relacionsint@diba.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Municipalities, international relations, international projection, cities strategic approach, city's projection strategy, scale economies, efficiency, Europe, cooperation, development

## Case description

In 1994 the Barcelona Provincial Council established a new department of International Relations that was at that time mainly focused on taking advantage of European funding opportunities and implementing international cooperation projects. Since then, the department has greatly evolved, progressing quantitatively and qualitatively to foster the international relations among the municipalities of the province. The role of the International Relations Directorate (IRD) has been expanded in the field of Europeanisation and internationalisation of local governments to become a tool and a reference service for supporting the increasing demand of exchanging experiences, identifying good practices, benchmarking, developing long-term partnerships, increasing professional skills and positioning themselves at international level. International projection is becoming an innovative instrument in the economic, social and territorial management of cities and has a great potential to generate opportunities for the territory that can be translated in improvements of citizen's quality of life. The objective is two-fold: to promote at international level successful public policies and best practices being developed at local level; and to attract investors, qualified human resources as well as tourism, international students and events. Experience in this field has shown the positive impact of international projection on the centrality of cities, local governance, citizen's openness and self-esteem as well as in the establishment at international level of knowledge-transfer processes, among others.

The specific objectives are to promote spaces that allow the cooperation between municipalities, to increase the skills in international issues for the municipal staff, to develop channels of participation for municipalities of the province in international fora and networks, to support the municipalities in the process of definition and implementation of their decentralised cooperation, and to help local government in the preparation of international projection strategies of its territory and its public policies. The service is run by the IRD with headquarters in Barcelona and a delegation in Brussels. The IRD offers technical support services to the municipalities, such as information, training, exchange of experiences and advice on design, development and project management. These services meet the need of small and medium cities to have a presence in the international arena. On one hand, they improve skills through specialisation offering specific resources and professional staff with a deep knowledge on international affairs and local public policies. On the other hand, they reduce costs by avoiding overlapping administrative units and procedures. The sustainability elements are supported by the incorporation of the international dimension within the agenda of the local governments, in particular through the gradual establishment of a public policy in this field, from an approach based on isolated actions to a strategic approach. Also, by means of the enhancement capacity of the cities to gain resources, international prestige, access to knowledge-transfer processes, promotion of local strategic sectors, as well as to attract tourism, events and even the set up of the headquarters of companies and organisations and, finally, through the capacity building of human potential able to overcome global challenges from the local level.

# NETWORKING – THE KEY TO SUCCESSFUL MANAGEMENT AND SUSTAINABILITY OF PUBLIC LIBRARIES IN THE PROVINCE OF BARCELONA

Submitted by Diputació de Barcelona / Barcelona Provincial Council

## Contact details of lead applicant

<b>Organisation</b>	<b>Gerència de Serveis de Biblioteques – Library Services Management</b>
<b>Address</b>	Comte d'Urgell 187, Escola Industrial (Edifici annex al Vagó) 08036 Barcelona
<b>Country</b>	Spain
<b>Web address</b>	www.diba.cat/biblioteques
<b>Contact Person</b>	<b>Ester Omella</b>
<b>Function</b>	Head of Planning Section, Library Services Management
<b>Email</b>	omellace@diba.cat

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual; Sports, youth, culture and art

## Key words of project

Public libraries, library services, library management, networking, economies of scale, sustainability, cooperation

## Case description

The province of Barcelona has the largest population of all the provinces within Catalonia. Its 5,511,000 inhabitants (74% of the population of Catalonia) live in 311 municipalities. Approximately half the municipalities have a population of under 3000, while 30 of them have over 30,000 – there being a high concentration in the Barcelona metropolitan area (3,225,000 inhabitants). In view of the weakness of local authority revenues, it would be very difficult for them to provide a high-quality library service without the support of the Diputació de Barcelona (Barcelona Provincial Council) (henceforth DIBA), especially in the current economic situation. The DIBA is a local government institution that promotes the progress and well-being of the citizens within its area. Fundamentally it provides technical, financial, and technological support to local councils so that they can provide high-quality local services, by coordinating municipal services and organising supra-municipal local services. Close cooperation between local authorities and the DIBA has been basic to the development of libraries in the province over the last 25 years.

Public libraries in the province are a shared project between local councils, by whom they are run and overseen, and the DIBA. Provincial Library Service Headquarters gives advice and support to local authorities in the process of library service creation and development, leading the Municipal Libraries Network in the province of Barcelona to ensure territorial equity and quality of service, as well as equal access for citizens to information, knowledge and culture. For these libraries, networking means: think, communicate and act cooperatively, sharing common aims and resources, combining efforts and capabilities, and relating them with specific actions. This requires a high degree of coordination and a clear definition of the organisational model that takes into account the distribution of responsibilities among the different agents involved, as with the distribution of technical, financial and human resources available. The Public Libraries Network of the province of Barcelona is made up, as of June 2011, of 207 libraries and 9 book mobiles that provide direct service to people of 237 municipalities (with more than 5.3 million inhabitants, representing 97.5% of the province's total population). At the end of 2010, the Network had 2.2 million registered library card holders (that is 40% of the total population). In the course of the same year, the Network reached 17.8 million accumulated visits and 12.5 million loans.

Municipalities in Catalonia have traditionally played a pivotal role in the stimulation of culture that is closely tied with the consolidation of socio-cultural fabric. They have consequently cemented a model for the promotion of culture that involves close cooperation between local authorities, civil society and the private sector. Libraries are no exception to this: the library evolution as a multi-purpose facility, the incorporation of new technologies and the adaptation of contents to the popular knowledge society have contributed to making municipal libraries a place to meet people, expand your knowledge and a cultural spotlight. The managerial model and the provision of the public library services are defined by the following five features: equity of access and use of the service; financial sustainability; efficiency; quality of service; and relevance.

# INTEGRATED CARE FOR GERIATRIC PATIENTS

Submitted by Department of Health and Social Welfare of the Canton of Bern, Hospital Office

## Contact details of lead applicant

**Organisation** Department of Health and Social Welfare of the Canton of Bern, Hospital Office

Address Rathausgasse 1, CH 3011 Bern  
Country Switzerland

**Contact Person** Christa Brunswicker

Function Scientific Collaborator

Email christa.brunswicker@gef.be.ch

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Public health and social welfare/affairs

## Key words of project

Integrated care, networks, geriatric patients, quality of health care, costs of health care

## Case description

The Swiss healthcare system is highly fragmented, with lots of different responsibilities and competences for care, financing, and rules of payment. Competence for care is distributed to a manifold of non-coordinated care providers: physicians in their surgeries, state and private hospitals, home healthcare services, rehabilitation and health resort institutions, old people's or nursing homes. There are gaps between these sectors, lack of information flow, duplicates of technical equipment, and in diagnosis, breaks in therapies, all resulting in suboptimal care and excessive costs.

A pilot study aimed to find out if a model of highly integrated care for elderly patients leads to better results in quality and costs. A 'vertical integration' of all care providers and sectors, as well as a joint management, is meant to assure the continuity of care. For a test phase the sectors involved in the region of intervention will be reorganised. The aim is to find out methodological and organisational possibilities and restrictions, consequences for the Canton of Bern in law, planning and financing, and come to results for future mandating of the hospitals and for the cantonal Service Provision Planning schemes to come.

The pilot study is based on the Service Provision Planning 2007-2010 of the Canton of Bern and is embedded in the cantonal Service Provision Planning schemes to come. With demographic change and an ageing population, this Canton meets a rising number of degenerative and/or chronic diseases. These elderly patients need long-term therapy, involving a lot of care providers. Coordinating and integrating the care for geriatric patients in a highly fragmented healthcare system is quite a challenge, even more so under conditions of current budgetary constraints. With integrated care they hope to achieve delivery of much higher levels of service standards, and a better quality of care thanks to a better information flow. This will probably not lower costs, but instead lead to a much lower level of cost increase, as duplication in technical equipment and in diagnosis and breaks in therapies will be avoided, which normally result in additional costs. Results will be integrated into the future mandating of hospitals.

The pilot study is meant to start in the middle of 2011, for a two-year test phase. Its objectives are to compare costs and benefits of integrated care for geriatric patients in a setting of an acute hospital with conventional geriatric care. It is a non-randomised study without matching of patients, but similar structures in care, with a six month follow up. The setting is as follows: two Regional Hospital Centres and approximately 800 patients accepted for admission to the study. Interventions will be: An integrated team from the institutions, the professions and the informal sector caring for the patient and; A personal coach to organise patients' pathways within and after leaving the hospital. As main outcome measures they shall have patient's functional status, readmission to hospital, type, frequency and costs of services provided, users' satisfaction, and demand for integrated care. In addition, findings concerning chances and restrictions in promoting integrated care in the Swiss healthcare system are expected.

# GL2011

Submitted by Canton Glarus

## Contact details of lead applicant

**Organisation** **Canton Glarus**  
Address Volkswirtschaft und Inneres des  
Kantons Glarus, Zwinglistr., 6  
8750 Glarus  
Country Switzerland  
Web address [www.gl2011.ch](http://www.gl2011.ch)

**Contact Person** **Urs Kundert**  
Function Fachstelle für Gemeindefragen  
Email [urs.kundert@gl.ch](mailto:urs.kundert@gl.ch)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Municipal structural reform

## Case description

Canton Glarus is now equipped to face the challenges of the future. The municipal structures have been fundamentally streamlined and 25 village municipalities, 18 educational corporations, 16 social service corporations and 9 natural citizens' corporations have merged to form three large and strong municipalities. The directive for the municipal structural reform was given by the Glarner citizens at the citizens' assembly in 2006 and confirmed at the irregular citizens' assembly in 2007. In only a few years Canton Glarus has been given completely new municipal structures. In this connection there was a clarification of the tasks allocated to the municipalities and the Canton, an optimisation of the financial channels and an improvement in the public services. On 1 January 2010 the newly elected authorities of Glarus south, Glarus and Glarus north started working in order to prepare themselves for the scheduled start of their municipality a year later. On 1 July 2010 they finally took over the duties from the authorities of the former municipalities. More than 500 Glarner people worked on this reform project for four years. At the end of 2010 the project phase was completed and on 1 January 2011 the three new municipalities officially 'took off'.

The municipal structural reform has strengthened the Canton, the municipalities and the citizens at all levels. The residents enjoy the benefits of a good and professional infrastructure and an up-to-date public service, and the children have a modern school system at their disposal. Industry profits from improved general provisions and the municipalities have become more powerful and self-assertive. All three municipalities have a collective municipal archive, a collective electronic information system and collective technical services as well as old age and nursing homes. The chances for the Canton Glarus have markedly improved in respect of the competitive situation regarding the location of industry and housing. The structure of the municipalities was optimised; provisions were made for a more efficient, professional and accessible structure. The social and welfare services have been under the administration of the Canton since 2008 and have now all become more professional. The municipalities and the Canton have a uniform financial administration law by decree. It is now possible to compare the accounts. Together, all can benefit from the efficient and therefore economical utilisation of the financial resources.

The Canton Glarus has become more competitive and is an excellent residential and industrial location. The radical reform caused a sensation across the whole of Switzerland. This is seen in the comments in the Swiss press. 'Glarus wipes out 22 municipalities' was the title in the *Tages Anzeiger*. The *Neue Zürcher Zeitung* wrote of an 'exciting surprise', and that the citizens had unexpectedly shown themselves to be liberal and reform friendly. The 'Blick' commented that 'the Glarner had revolutionised their Canton' and the 'St. Galler Tagblatt' wrote 'no other Canton has in a short space of time made such substantial changes as Glarus'. Even in the French-speaking part of Switzerland the decision of the citizens' assembly was acknowledged. The *L'Express* in Neuchâtel wrote: *Un vent de révolution a soufflé sur la Landsgemeinde de Glaris*.

## POLICE – IPOL MOBILE

Submitted by Département de la sécurité de la police et de l'environnement

### Contact details of lead applicant

**Organisation** Département de la sécurité de la police et de l'environnement

Address Hôtel-de-Ville 14, 1204 Genève

Country Switzerland

**Contact Person** Jean Sanchez

Function Chef de la Police adjoint

Email jean.sanchez@police.ge.ch

### Administrative level of lead applicant

Regional

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Justice, police, human rights and security

### Key words of project

iPol Mobile

### Case description

'Smarthphones Police – Ipol Mobile.' Since February 2010, all 1280 Geneva police officers are equipped with smartphones such as the iPhone 4. Beyond the free applications provided by this type of smartphone (GPS, camera, various business applications), the principal goal was to provide police personnel with the following applications: business directory with availability of staff; police orders and instructions; laws (Code of Criminal Procedure); wanted persons; notice of disappearances and abduction alerts (minor and major); specialised files; vehicle files; alerts of stolen vehicles. Other applications are being looked into. These applications are hosted on a website with a police procedure for authentication. In case of loss or theft of the device, it can be locked remotely and on the spot. An initial assessment of use indicates a huge reduction of calls to police stations and requests for information from police patrols.

Among the different constraints of police work, the character of unpredictability requires reactivity and proactivity at all times. An instantaneous access to all information allows the police collaborator to react adequately to all emergency situations. Direct access to information without going through a support centre, brings benefits in time and information quality, thanks to the elimination of intermediaries. A decrease of about 30% of calls coming from police officers engaged in fieldwork has been observed since the project was set up. Integration of smartphones gives the police a better work adequacy to deal with the pressure imposed by diverse rule settings. A drastic decrease in operating and support costs tied to the demands of police officers in the field was also observed.

Different broadcasts are more efficient because it takes very little time to disseminate information to a large number of policemen. The first ecological results can already be seen as there is a significant decrease in use of both paper and mailing devices to send out information, as well as a significant economy of patrolling cars having to go back to their offices to get their information they need. Those databases are now available through broadcasts of photographs for example, among others devices. Geneva police officers get a particularly interesting flat-rate subscription for conversations and for sending data. This is a pioneering project in Switzerland.

# OSM – ONLINE SCHALTER MIGRATIONSAMT

Submitted by Migrationsamt Kanton St.Gallen / Migration Office, Canton of St. Gallen

## Contact details of lead applicant

**Organisation** Migrationsamt Kanton St.Gallen  
Address St.Leonhard-Strasse 40, St. Gallen  
Country Switzerland  
Web address [www.migrationsamt.sg.ch](http://www.migrationsamt.sg.ch)  
[www.osm.sg.ch/gesuche](http://www.osm.sg.ch/gesuche)

**Contact Person** Camillus Guhl  
Function Leiter Zentrale Dienste  
Email [camillus.guhl@sg.ch](mailto:camillus.guhl@sg.ch)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Justice, police, human rights and security

## Key words of project

Web workflow, DMS, PKI

## Case description

'OSM - Online Schalter Migrationsamt' (Online Counter Migration Office). Persons that need a residence permit (and/or work permit) issued or changed can apply online with both ePayment and direct document upload. An application can be tracked online. Lawyers and other state authorities can request access to a person's file and access files online. In the Canton of St. Gallen, 85 Communal authorities can access files, transmit documents and be part of an electronic workflow. All services are accessible through a website, using SuisseID PKI for authentication. All data exchange from and to the cantonal migration office is integrated with the internal DMS and Workflow systems of the cantonal migration office. This allows very fast response time as sending of physical documents is reduced to a minimum. It saves paper, energy and toner as files are delivered electronically. Lawyers and other authorities have electronic access to client files.

The system offers an extranet function for 85 communal authorities with direct workflow process integration and file view. The solution is built on a modern SOA architecture usable for other state authorities and highly integrated with internal ECM systems (document archive). A first solution was introduced in 2003. It was developed for the Migrationsamt specifically and offered electronic request and viewing of files and electronic applications for a resident permit. The technical platform was getting old and the web-application had to be updated. As a pilot project the new solution was built on a new strategic platform dedicated to e-government solutions for the Canton of St. Gallen. All modules realised will also be available for other departments / government agencies in the Canton of St. Gallen (SOA architecture).

This application is a modern, robust and efficient web-application that interacts directly with the internal ECM system (electronic file (FileNet) and workflow (TIBCO)). It saves delivery time (no postal delivery) and printing resources (toner, paper) while avoiding internal scanning. It also adds services like case tracking, ePayment, PKI (SuisseID) authentication and direct document upload to the Migrationsamt's ECM Systems (Document Archiv ELAR and Workflow).

# FROM GEODATA TO GEODATA SERVICES – NEW MANAGEMENT TOOLS FOR A CANTONAL GOVERNMENT

Submitted by Canton de Neuchâtel – Service de la géomatique et du registre foncier

## Contact details of lead applicant

**Organisation** Service de la géomatique et du registre foncier  
**Address** Rue de Tivoli 22, CP39, Neuchâtel  
**Country** Switzerland  
**Web address** sitn.ne.ch

**Contact Person** Florian Spicher  
**Function** Responsable de la mensuration officielle  
**Email** florian.spicher@ne.ch

## Administrative level of lead applicant

Regional

## Size of organisation

50-100

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Geodata services, management tools, geodata, Inspire

## Case description

The Republic and Canton of Neuchâtel with an area of 803 km<sup>2</sup> and 170,000 inhabitants is one of the 26 Cantons that form the Swiss Confederation. In 1995, the cantonal parliament of Neuchâtel approved the law on cadastral surveying, creating a geographical information system (GIS) department within the cantonal surveying agency (SGRF). The objectives of this new department were to offer tools and information for a sustainable spatial development of the Canton in its multiple dimensions; and to provide the cantonal administration, the local authorities and the private sector with a large number of tools for information and analysing, management and aid to decision-making. To achieve these objectives, a cantonal geodata infrastructure (*Système d'information du territoire neuchâtelois*, SITN) coordinated by the GIS department was created.

The task of the GIS department was not exclusively to publish geodata on a geoportal, but to make intensive use of the multidisciplinary character of geodata by offering geodata services in order to accomplish the vision given in the cantonal surveying law. The three main objectives of the GIS department in this second phase are to define processes allowing for accurate and actual data on the whole Canton; to support other cantonal agencies to improve their processes in using existing or future data; and to provide through geodata services, to the government, the public and private sector, and the citizen, the information and tools they need to take decisions considering social, economical and environmental data. The results are made available over interactive geodata services and are modified depending on the request of the user.

Five factors were necessary for a successful implementation: highly qualified employees, extensive and accurate geodata, partnership with different partners willing to work together, increasing number of users; and a modern hard- and software infrastructure. More than 30 geodata services are online; around 6 million maps are generated per year on the geoportals. The success of the results of the geodata services proves that the approach is appropriate and satisfies the needs of different clients. Some of the applications offered are: interactive overview over the cantonal or municipal land properties, potential construction parcels for new enterprises defined on criteria such as the size or use, monitoring of the agricultural subsidies surfaces, evaluation of the energy potential in the forests of the Canton and support of emergency interventions, etc. As a matter of fact, this is an ongoing process. There are always new requests for consulting before data acquisition or new geodata services.

Among recent developments, the geoportal was adapted for the visualisation on mobile phones together with different partners. As the needs of users change, the publishing methods of the SITN also evolve. One of the next big projects will be a cadastre showing not only private restrictions, but also the public ones. The Swiss government has the intention to realise such a cadastre. The legal framework was accepted in 2009 and the Canton of Neuchâtel was chosen, after a public tender, as pilot project, which will start in 2012.



# CREATION OF NEW SOCIAL INFRASTRUCTURE AND UP-TO-DATE SERVICE SYSTEM OF SLAVUTYCH UNDER CONDITIONS OF EARLY SHUTDOWN OF CHERNOBYL NPP

Submitted by Executive Committee of Slavutych Town Council

## Contact details of lead applicant

**Organisation** Executive Committee of Slavutych Town Council  
**Address** Central Square 7, Slavutych 07100 Kiev Region  
**Country** Ukraine  
**Web address** www.e-slavutich.gov.ua

**Contact Person** Lidia Leonets  
**Function** Secretary of the Town Council  
**Email** rada@slav.gov.ua  
 information@slav.gov.ua

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Regional policy and development, decentralisation

## Key words of project

Slavutych, quality, services, European choice

## Case description

Slavutych town was founded in 1987. It has a total area of 2083 ha, and a population of 24,441 including 6,847 children under 18. The average age of the Slavutych population is 32 years and the annual birth rate is >20. Taking into account early shutdown of Chornobyl NPP in December 2000, the main tasks of the local authorities became the creation of compensative working places, the search for alternative sources for financing the city life activity as well as the development and maintenance of social infrastructure, and insurance of social guarantees to the ChNPP workers and city inhabitants.

The primary objective of activity of the Slavutych Town Council and its executive authorities was/is to provide social-economic development of the town, high standards of social service, preservation of good and qualitative living conditions, as well as an effective management, including: Retention and development of social infrastructure of the town; Creation of conditions for gradual improvement of life quality and income level increase of the population, assurance of social protection for disadvantaged and vulnerable citizens; Creation of new work places by means of attracting investments into town's economy; Assistance to business development under financial-economic crisis conditions; and Unconditional financial provision for protected budget items. Despite the cold economic climate, the social and economic development in Slavutych has improved. An increase in work places and average salary has been noted – the rate of which exceeds the salary rate in Ukraine and Kyiv Region. Slavutych has experience in innovative problem-solving of local development, namely in economics and business support, housing and public utilities, organisation of children and youth management, education and culture. To implement programmes of local development, the Executive Committee and its partners (public utilities companies, local public communities) attract additional resources received as a result of participation in contests for obtaining international project grants and in Ukrainian contests. Under the project 'Self-Government Workroom', Slavutych obtained the first certificate of Town Laboratory. Despite its young age, the town has already received a gold medal from the International Movement 'Ecoforum for Peace'. This award was given for solving the issues on ecological rehabilitation of territory and nature preservation. The special economic zone 'Slavutych' started its activity; it became an effective tool to attract investments and establishment of new enterprises and allowed Slavutych to come out on top in Ukraine in terms of receipt of investments per head (about USD 1.700). There is the support of municipal target programmes approved by the Town Council and financed at the expense of municipal budget funds. Positive tendencies have been observed regarding the population satisfaction about the town authority's activity (availability of higher education institutions, spectrum of preschool education, etc.). Active cooperation of the Town Council with charitable organisations, educational institutions, scientific entities, health institutions and public organisations was outlined. Assets of communal property and municipal budget revenues increased. Results achieved in social-economic development enables Slavutych town to be considered the first small town in Ukraine to have comprehensive problem-solving regarding social-economic development and elimination of global catastrophe consequences by means of a socially active method.



# BIRMINGHAM CITY COUNCIL BUSINESS TRANSFORMATION PROGRAMME

Submitted by Birmingham City Council

## Contact details of lead applicant

**Organisation** Birmingham City Council  
**Address** Council House, Victoria Square, Birmingham, England, B1, 1BB  
**Country** United Kingdom  
**Web address** [www.birmingham.gov.uk/cs/Satellite/btsp](http://www.birmingham.gov.uk/cs/Satellite/btsp)  
[www.champs2.info](http://www.champs2.info)

**Contact Person** Kevin Meagher  
**Function** Media Manager  
**Email** [kevin@kevinmeagher.co.uk](mailto:kevin@kevinmeagher.co.uk)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Business transformation, ICT, local government service delivery



## Case description

'CHAMPS2' (Change Management for the Public Sector – CHAMPS) is a systemic and systematic eight-phase approach to transformational change, from setting the vision to realising the outcome. Each phase consists of a number of stages, each one containing a number of activities. In total, the methodology comprises over 500 activities, each with supporting information including examples, templates and 'how to' guides.

Business transformation involves fundamentally redesigning services, either by changing the basic business model (doing different things) or by making major changes to the way services are delivered (doing things differently). Workstreams have been created across Birmingham City Council's directorates to drive this work forward. Three are service-specific: Adults and Communities; Children, Young People and Families; and Housing. Five are cross-cutting: Efficiency (Corporate Services); People Management; Working for the Future (Property); Customer First; and Information Management.

Both in its scope and scale, the council's business transformation programme is the largest of its kind in the UK, dwarfing any comparable transformation programmes across the local government landscape. By way of illustration, the programme is expected to yield £1.7 billion (€2 billion) of gross savings between 2006 and 2016.

The Birmingham City Council is at the five year mid-point of the 10-year strategy. So far, £244 million (€279 million) has been banked, with £94 million (€108 million) of recurring savings secured for each year going forward, which means the £712 million (€815 million) of the £1 billion (€1.1 billion) net that was set out to save has already been secured; furthermore, they are on course to realise the full amount by 2016. However their business transformation programme has not only been about financial efficiencies. Making a step change in the performance and management of public services has been equally important. Here, too, the improvements have been impressive.

Innovation has been at the core of the council's transformation journey; utilising cutting edge ICT solutions and approaches in each of the workstreams. Their approach has been holistic, addressing people, process and technology issues; with employees and customers contributing their innovative ideas. They have not simply improved services; they have redesigned them to make them fit for purpose in the 21<sup>st</sup> century.

Birmingham's transformation journey was ambitiously conceived and rigorously implemented. It has resulted in the council becoming a leaner, more efficient and cost-effective and increasingly customer-focused organisation. The aim now is to make Birmingham's example and their 'CHAMPS2' methodology the 'gold standard' for delivering public sector transformational change, here in Europe and across the world.



# DELIVERING BETTER SERVICES FOR CITIZENS THROUGH IMPROVED EFFICIENCY AND COLLABORATION

Submitted by Department for Education

## Contact details of lead applicant

**Organisation** Department for Education  
**Address** Sanctuary Buildings  
 Great Smith Street, London  
**Country** United Kingdom

**Contact Person** Emma Shears  
**Function** Stakeholder Manager  
**Email** emma.shears@education.gsi.gov.uk

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Collaboration, information management, records management, business support service, SharePoint

## Case description

Faced with the need to improve information management and deliver better government services in an era of reduced budgets, the Department for Education (DfE) has created an Information Workplace Platform (IWP). IWP has been designed to support the educational mission of the DfE and similar agencies, and was completed in November 2010. It provides integrated information, collaboration and business services to 2500 employees. To date, the Microsoft SharePoint-based platform has enabled a simplified and less costly IT infrastructure, better compliance and records management, as well as a 20% reduction in overall programme costs. The most significant benefit has been the ability of the Department to deliver better services to citizens, thanks to the improved collaborative working and increased efficiency of its staff.

In 2008 the DfE, like many organisations, faced demands to improve service levels whilst reducing overall operating costs. The Department recognised that a step change in information management and collaboration was necessary to help meet Government mandates to:

- Reduce public spending: the UK's 'Efficiency Agenda' aimed to reduce public spending by about 20%. Since the primary 'product' of the DfE is the information that it gathers, transforms, and distributes, this meant achieving greater efficiency in the use of information and technology assets.
- Adopt a citizen-centric approach to Government services: the Government's ICT Strategy (in 2008) dictated that services should be designed around the citizen or business need. One goal of this effort was to increase the use of shared services in order to reduce costs and deliver more consistent and predictable services to citizens.
- Treat information as an asset: the 'Information Matters' initiative encouraged Government agencies to treat information as they would HR or financial assets. This required the Department to review how it 'spent' information resources and where they were wasted or underutilised.

In July 2009 the DfE underwent an Information Management Assessment (IMA) by The National Archives. The IMA is an integral part of the Government's policy to raise standards in information management across the civil service. The report showed that whilst the DfE demonstrated good progress on Information Assurance, it highlighted that as an organisation the Department was not performing well in other aspects of information management, specifically electronic information. In response to these issues, the DfE's CIO Group has transformed service delivery for staff through the Information Workplace Platform (IWP) that provides a range of secure collaboration services based on SharePoint 2007. The IWP is the only example of a large scale implementation of a SharePoint platform to support collaborative working, and has been recognised with an award for 'eGovernment Excellence'. CIO Group set out to support the Department with information that is accessible, consistent, and accurate. Achieving this demanded a whole scale reworking of the DfE's information infrastructure and processes. In addition, the existing systems relied heavily on manual and paper-based workflows, which needed to be replaced with agile technology. The IWP has enabled the DfE to improve outcomes, performance and agility while reducing costs and IT complexity.





# Theme II

## Opening Up the Public Sector Through Collaborative Governance

Collaborative Governance refers to involvement of citizens, the business society, NGOs and other representatives from the civil society at different stages of political processes. These stages are: the preparation phase, where the bases for decisions are created; the decision-making phase itself; the implementation of the decisions; and finally the evaluation of the political action. Impact assessment, monitoring and evaluating the effects of the actions are natural parts of all processes.

Open governance refers to a situation where the entity shares information, consults, involves and even works together with the private sector. This also implies the regular sharing of information by using new technology for communication. Open data/sources means access to information; that information is provided in an understandable way and that the available information is relevant to citizens and businesses.

Involvement of the civil society is necessary for providing effectiveness, output orientation, cost efficiency and ownership in a society with growing complexity and increasing social demands. This has been especially relevant as a result of demographic changes and continuous cuts in public investment (especially in the most 'sensitive' areas of intervention, such as social care, education, communication, etc.). By using collaborative tools the citizens' and businesses' trust in politics will increase.

All levels of public administrations all over Europe have developed new institutional structures and created new policy frameworks to promote trust and transparency in governments, to enhance and facilitate access to information, to create spheres of public consultation and to ultimately engage the civil society in making policy decisions.

Collaborative governance aims, amongst others, to: enhance openness, transparency and accountability of government and administrations; share information, knowledge and experience in order to create ownership; enable dialogue and consultation between administrations and civil society in order to find the best solutions; create instruments for feedback and evaluation on governmental and public administrative decision making; and finally facilitate citizen involvement in debating, discussing and deciding within decision-making processes.

Innovation takes place in all sectors and in all levels of governance in order to deliver more services and more effective administration for less money. An essential tool is to open the public sector by using different measures. Such open data can be related to the distribution of goods and services, the financing of public services, the organisation of the deliveries and interaction between levels and sectors. In many cases this will be financial information or administrative requirements.

We were looking for showcase projects that attempt to adapt private sector models of consumer involvement in policy planning and delivery, but which also build on concepts of 'open government' and 'active citizenship'. Essential questions such as: How and to what extent are citizens, civil society, administrators and politicians involved in the process and/or system? How can their satisfaction with the process and/or system be measured? What is the level of actual efficiency achieved? What are the costs versus the benefits of a new approach?

# AUSTRIAN NANOTECHNOLOGY ACTION PLAN – STAKEHOLDER PROCESS

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

## Contact details of lead applicant

**Organisation** Austrian Federal Ministry  
for Environment  
Address Stubenbastei 5, 1010 Vienna  
Country Austria  
Web address [www.umwelt.net.at/article/  
articleview/81646/1/7033](http://www.umwelt.net.at/article/articleview/81646/1/7033)

**Contact Person** Renate Paumann  
Function Desk Officer for Chemicals Policy  
and European Affairs Environment  
Email [renate.paumann@  
lebensministerium.at](mailto:renate.paumann@lebensministerium.at)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Science, research, innovation; Health and Environment Safety, science, research, economic affairs, SME, competition, new technology, education, training, learning, labour related affairs, food safety, public administration, information society, modernisation, public health

## Key words of project

Nanotechnology, key enabling technology, public administration, nanomaterials, innovation, stakeholder participation, environment and health safety, SME, chemicals, food safety

## Case description

Nanotechnology is expected to help push forward innovative developments in a diverse range of technology fields and social applications. However, a practical and transparent debate on the safety of nanotechnology applications is essential. Possible risks to health and the environment must be identified beforehand. Therefore, Austria has decided to make nanotechnology one of its top priorities.

The Austrian Nanotechnology Action Plan was adopted by the Austrian Government on February 2<sup>nd</sup> 2010. To develop it, no fewer than 20 different organisations cooperated in a series of working groups: health and employee protection, environment, business as well as science, research and development. The process was led by the Austrian Federal Ministry for Agriculture, Environment, Forestry and Water. Ensuring that information flowed between the various groups and stakeholders and facilitating cross-disciplinary and/or conflicting matters constituted a particular challenge. To draft the action plan, a 3-week public online consultation process was launched by five Austrian federal ministries, the Austrian Economic Chamber and the Environment Agency Austria.

The core of the action plan consists of 50 recommendations for specific measures to be taken at national, European and international level, and will be implemented by the end of 2012 at the latest. It includes measures intended to bring research and business more closely together, intensify international cooperation, step up basic research as a foundation for applied research and clarify the general requirements under patent law. Broad scope will also be given to measures intended to facilitate funding and enhance the incentives for investment and research activities.

A broad scope of action is devoted to filling the knowledge gaps in evaluating the safety of nanotechnology. Recommended measures include the bundling of resources in order to evaluate environmental, health and safety risks. A key package of measures in the action plan is devoted to reinforcing the dialogue and transparency among all stakeholders, including the general public. In doing so, existing structures and best practices should be used as much as possible. The creation of an Austrian Nanotechnology Information Platform, in particular, will bring together experts from a wide variety of fields, allowing synergies to be created, as well as practical, high-quality, group-oriented knowledge. This includes plans for establishing a public website for nanotechnology information.

The Austrian Nanotechnology Action Plan is an example of how stakeholders with different expectations and interests can work together to develop common concrete measures for a very complex subject area. The path Austria has taken in the field of nanotechnology goes hand in hand with recommendations and developments at European and international level which clearly call for improved dialogue and more cooperation among the decision-makers in public institutions, science, business and other stakeholders.



# IT'S ALL ABOUT KIDS – PPP FOR A SCHOOL CAMPUS

Submitted by City of Vienna

## Contact details of lead applicant

**Organisation** City of Vienna,  
Municipal Department 5  
Financial Affairs  
**Address** Ebendorferstrasse 2, 1082 Vienna  
**Country** Austria

**Contact Person** Wolfgang Bartsch  
**Function** Project Manager  
**Email** wolfgang.bartsch@wien.gv.at

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Kids, school campus, Public Private Partnership, gender mainstreaming in architecture



## Case description

'It's all about kids' is the very apt slogan of a PPP project to build a school campus in the development area of the former Northern railway station in Vienna. The motto was adopted at the very beginning of the pilot project when choosing the most innovative instruments for its implementation. The 'Vienna campus school model' applies a holistic educational and architectural approach. The concept provides a full-day kindergarten and primary school for children between 0 and 10 years of age, with alternating learning and leisure units under one roof. Classrooms and outdoor facilities are used simultaneously. The campus school model promotes interaction between children of different ages and eases the transition from kindergarten to school.

The Vienna City Administration had to find an efficient way of constructing and operating the future-oriented school campus in good time for the new inhabitants of the urban development area on a former brown field site. It was the very first time that this type of PPP project was put up for public tendering in Austria. The overall responsibility for the planning, construction, financing, maintenance and non-educational operation of the project was handed over to a private partner, and thus the City of Vienna fulfilled its responsibility to offer high-quality social infrastructure. The Vienna City Administration used the most innovative instruments and brought in private know-how for the complete lifecycle of the building.

Children's needs were considered in 'It's all about kids', particularly in the planning process by looking in detail at the experiences of other school and kindergarten projects, and through input from academic institutions and private businesses. In addition, the City of Vienna launched the flagship project 'Gender Mainstreaming in Architecture' to take care of gender-specific implementation (mainly of outdoor facilities), to integrate the needs of girls and boys equally and to find a sound basis for equality between children. The private operator had to implement low-energy building standards to consider the needs of future generations, and was bound to specific energy values.

In a nutshell: the school campus at the site of the former Northern railway station in Vienna combines an innovative educational concept and planning approach with innovative implementation and financing by PPP. Its success has benefited children during the 3.5 years between the initial idea and the opening of the school campus in September 2010. This proves that 'It's all about kids' was not merely idle talk but the guiding principle of an innovative public sector solution.

# SEI DABEI / BE PART OF IT

Submitted by City Government of Vienna

## Contact details of lead applicant

**Organisation** City Government of Vienna  
Municipal Department 17  
Integration and Diversity  
**Address** Haidingergasse 29, 1030 Vienna  
**Country** Austria  
**Web address** www.seidabei-wien.at

**Contact Person** Christian Loibnegger  
**Function** Project Coordinator  
**Email** seidabei@ma17.wien.gv.at

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

1-5

## Type of sector

Integration

## Key words of project

Supporting and promoting projects for neighbourly living and community spirit planned by citizens

## Case description

The project 'Sei dabei' was launched in June 2009, aiming to support and promote projects for neighbourly living and community spirit. The project showcases private initiatives that bring together people of different ethnic backgrounds, ages, genders or religions, giving them the opportunity to speak about different world views. It rewards the efforts of the many individuals who commit their time to such projects, and makes them visible. These 'small' initiatives become part of a large-scale effort to focus on what people have in common, instead of outward differences. The City of Vienna is aware that many people have good neighbourly relations and try to improve community spirit in their neighbourhood with private initiatives. Therefore, the city administration seeks to support them in continuing such initiatives in their personal environment. Funding and help with organising events is a way of giving these private initiatives the recognition they deserve, and also motivating others who may have been hesitant so far to create their own project.

In order to reach the people in their private living environment, numerous media and avenues of information are used. The project is advertised in regional and national media but also publicised actively in face-to-face conversations by employees of MA 17, such as park minders and organisers of out-of-school activities. The project homepage provides transparency and showcases all successful neighbourhood initiatives. There is also a hotline for information and support regarding neighbourhood issues, which is staffed Mon-Fri from 9am to 3pm. Moreover, every year, the residents of Vienna can choose the top three neighbourhood projects. This voting is publicised on Austrian public television. The projects are listed on the homepage together with the reports by the initiators. Each project is illustrated with two to four photos, which are listed first.

The winners of the public vote are presented and awarded at a great gala event in Vienna City Hall, which is open to the public. Last time, one of the best projects centred around painting on a paper roll. The initiator of the project is a parent representative in her child's class. In her work as parent representative, she had realised that parents with a migration background rarely participate in school events. In her 'Sei dabei' project, she organised a party that nearly all of her child's classmates and their parents attended. Parents and children participated in painting and drawing on an 'endless' paper roll, and the ethnic backgrounds of the artists blended together into one large work of art, which now decorates the school's hallway. With this project the parents and children became a more cohesive community.

'Sei dabei' is one of many initiatives that strengthen our society. This group and many others are working towards a common future. Cultural, religious and social differences fade into the background, while the things people have in common are strengthened. Wherever they were born, they are all Viennese and shape life in this city together.





# SENIORS MEETING POINT MAIN LIBRARY

Submitted by Vienna Public Libraries

## Contact details of lead applicant

**Organisation** Vienna Public Libraries

Address Urban Loritz Platz 2a  
1070 Vienna

Country Austria

**Contact Person** Markus Feigl

Function Head of Vienna Public Libraries  
Email markus.feigl@wien.gv.at

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Public library, generation 50 plus, cutting-edge librarian technology

## Case description

In December 2003 two senior citizens came up with the idea that public libraries in Vienna participate in the project 'plan 60'. Plan 60 had been initiated by the *Fonds Gesundes Österreich* (fund for a healthy Austria) with the aim to train active senior citizens in courses on rhetoric, project management, etc. and to equip them with the confidence to carry out projects. The idea to launch the project 'senior friendly main library' was borne during one of these courses. The point of departure for this concept was that senior citizens should lose their fear of the highly engineered large new main library building on *Urban-Loritz Platz* that was equipped with cutting-edge librarian technology from the very start. Mental barrier was something the two project initiators, both women, had experienced themselves and had perceived in their immediate environment as well. Staff at the main library had also noticed this phenomenon quite strongly in their daily work.

Senior citizens constitute a major target group for public libraries. With the lifestyles of generation 50 plus members being so diverse, it hardly makes sense to carry out target group analyses in the classical sense. Libraries are trying to cater to this heterogeneous group of citizens by making available a rich variety of books and other media, trying to provide fulfilling leisure-time activities whilst maintaining easy access to information on a wealth of different issues.

The barrier identified in the analysis of the starting situation was to be overcome by people from the 'generation 50 plus' telling others from their own 'generation 50 plus' about the main library. They were to show them how to use the online catalogue and other technical facilities and give guided tours of the library, all on a voluntary basis. The concept was named 'seniors meeting point main library' and was drawn up in cooperation with public libraries in Vienna.

Introduction to the use of libraries by members of the generation 50 plus to others of the same age was new and successful at the same time. Public libraries in Vienna are currently considering the model for other age groups as well, in library work with adolescents or intercultural work, for example. The seniors meeting point main library has proved a highly successful project which is easily transferred to other libraries, archives and museums where modern technologies have also been gaining ground lately.

Active and self-determined participation in modern social and political life requires sound knowledge of modern communication technologies. Libraries have both the training material and the access it takes to become familiar with these technologies. Their main priority is to grant senior citizens the ability to use Vienna's public libraries on their own. They should not shy away from modern communications technologies, as it will allow them self-determined participation in the many eGovernment options now available from authorities. This means that they are better able to take part in the modern information society, where most current information is provided in electronic form only.

# ViennaGIS – GEOINFORMATION PORTAL OF THE CITY OF VIENNA

Submitted by City of Vienna

## Contact details of lead applicant

**Organisation** City of Vienna, Municipal  
Departement 14  
Automated Data Processing  
Information and Communication  
Technology  
**Address** Rathausstraße 1, 1082 Vienna  
**Country** Austria  
**Web address** www.wien.gv.at/viennagis

**Contact Person** Wolfgang Jörg  
**Function** ViennaGIS Coordination  
**Email** wolfgang.joerg@wien.gv.at

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation.

## Key words of project

ViennaGIS, Geographic Information System, web service, application interface, base maps, public services

## Case description

With more than 150,000 page views daily, 'ViennaGIS' is one of the most frequented official geo-information portals in Austria. It comprises a series of web applications designed to give citizens access to a variety of geo-data. This wealth of geo-information has been available online for many years, drawing on web applications for different themes. More recently, 'ViennaGIS' has turned into a geo-data infrastructure, which uses standardised web services from different stakeholders to enable direct geo-information access, as well as interfaces for participation. Public access to raw data is both a prerequisite and a success factor for professional dialogue with web users and their participation in administrative processes. 'ViennaGIS' has all the makings of such an infrastructure. Besides, with ongoing innovation, it has proved indispensable for the Vienna City Administration, as well as a major basis on which to practice open information policies and allow public participation in administrative processes.

In more detail, 'ViennaGIS' established the basic principles for opening up the public sector with concrete activities. What makes 'ViennaGIS' so unique and popular far beyond the region is the quality, sheer volume and diversity of the geo-information offered. Geo-information available on 'ViennaGIS' web applications is multifaceted, generated for the purpose of informing and inviting citizens to cooperate. The register for solar energy potential published under *Wien Umweltgut* (environmental assets), for example, is a good incentive to seriously consider alternative energy sources. Pointing out habitats of protected species sharpens people's interest in the diversity of nature in urban areas.

The 'ViennaGIS' website has proved competitive with regard to user-friendliness and technical implementation. For many years now, 'ViennaGIS' web applications have been integrated into operations at the computer centre, where they are labelled 'highly available'. Their performance, stability and availability are above average for comparable services. The 'ViennaGIS' infrastructure is also embedded in the operational control systems of public safety organisations, which explains the need for 24/7 availability. One unique selling point of the system is the API (Application Interface), available free-of-charge since mid 2010, making it possible to integrate 'ViennaGIS' map windows into external websites.

The City of Vienna has also shown pioneering spirit by introducing a web map service, which offers all 'ViennaGIS' geo-data in original quality for integration into external products, thus enhancing participation and added value products. The zoning and development plan with its plan document procedure and attached 'publication of planning proposals' has been a successful example of a citizen participation tool for many years. 'ViennaGIS' plays an important role in this, especially as zones with a publication of planning proposals are marked in the GIS application and users are guided directly from the GIS application to the participation forms. The example illustrates how 'ViennaGIS' enable citizens to participate in the administration's decision-making processes. The City of Vienna has long recognised 'ViennaGIS' role as a catalyst, and is making every effort to expand on it constantly.



# EFFECT-ORIENTED STEERING AND GOOD GOVERNANCE – FROM SUBSIDY RECIPIENTS TO SERVICE PROVIDERS

Submitted by Office for Equal Opportunities, Anti-Discrimination and Women's Affairs, State of Salzburg

## Contact details of lead applicant

**Organisation** Office for Equal Opportunities, Anti-Discrimination and Women's Affairs, State of Salzburg

**Address** Michael-Pacher-Straße 28  
5020 Salzburg

**Country** Austria

**Web address** [www.salzburg.gv.at/frauen](http://www.salzburg.gv.at/frauen)

**Contact Person** Brigitte Müller-Orthner

**Function** Controller

**Email** [brigitte.muellerorthner@salzburg.gv.at](mailto:brigitte.muellerorthner@salzburg.gv.at)

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

Local Authority for Equal Opportunities, Anti-Discrimination and Women's Affairs

## Key words of project

Strategic steering, effect-oriented targets, good governance, subsidy cycle, joint language of reporting, efficiency, partnership-based approach, cooperation regional authority/administration with external service providers, new process quality

## Case description

The main idea behind the project was to launch a new female customer relationship, eye-to-eye, between women's organisations and the Office for Equal Opportunities, Anti-Discrimination and Women's Affairs in the State of Salzburg; working together to secure the satisfaction of female citizens.

As part of a partnership process between state management and service providers, the office has laid the foundations for a new sustainable form of cooperation between the state administration and external service providers, based on the principles of effect-oriented administration and good governance. A significant feature of this is the joint understanding of a transparent administrative process based on trust and a joint language of reporting. This plays a decisive role in increasing efficiency within the subsidy cycle. Synergies in terms of joint services are also exploited through cooperation and marketing.

When it comes to service providers, the needs and requirements of women in the population are identified and supported by customer surveys. These are then implemented within the organisation in the form of efficient and high quality services for women, in line with the state administration's effect-oriented goals. Public financing of these services is based on an effect-oriented agreement with the state administration. As part of the subsidy controlling process, these services and their financing are discussed, planned and regularly controlled throughout the financial year. This is discussed with experts and based on a standardised reporting sheet.

For women's organisations, this means security in providing customer-oriented services and their operational existence and profiling, as well as a legitimisation bonus in terms of the broader external impact. Within the organisation, business expertise and management qualifications need to be developed and used for the internal steering of the organisation. Employees can benefit from this in terms of their personal development. Through participation they become involved and informed.

# POLICY COUNSELLING 2.0 – HOW OPEN AND COMMUNITY-BASED INNOVATION PROCESSES PROMOTE POLITICAL DECISION-MAKING

Submitted by Austrian Council for Research and Technology Development

## Contact details of lead applicant

**Organisation** Austrian Council for Research and Technology Development  
Address Pestalozzigasse 4, 1010 Vienna  
Country Austria  
Web address [www.forschungsstrategie.at](http://www.forschungsstrategie.at)  
[www.rat-fte.at](http://www.rat-fte.at)  
[www.cbased.com](http://www.cbased.com)

**Contact Person** Johannes Gadner  
Function Project Manager  
Email [j.gadner@rat-fte.at](mailto:j.gadner@rat-fte.at)

## Administrative level of lead applicant

National

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

Science, research, innovation

## Key words of project

Community-based innovation, public participation, collaborative decision-making, innovation policy, policy counselling



## Case description

In August 2009, the Austrian Council for Research and Technology Development (ACRTD) presented its strategy document 'Strategy 2020', containing proposals and recommendations for the development of the Austrian innovation system. The strategy's aim was to position Austria as a successful and internationally recognised innovation nation by 2020. The ACRTD is a strategic policy advisory body to the Austrian Government. Its main task is to provide systematic, independent and thorough consulting in all issues of research, technology and innovation (RTI) policy. The main goal of its work is to provide an essential contribution to a future-oriented RTI policy.

The main objective of the project 'Policy Counselling 2.0' was to overcome an apparently irrevocable deadlock and to adopt an innovative approach to (RTI) policy counselling within the framework conditions of the internet, especially Web 2.0. To support the strategy process, the project drew up plans for a web-based discussion of a draft strategy document to intensify virtual interaction with stakeholders and the RTI community. It was designed to open up the discourse to the public, aiming to broaden the knowledge pool from which new insights and ideas could be generated.

In May 2009, ACRTD presented a draft 'Strategy 2020' which was made accessible to the wider public on a discussion platform. All those interested were given several weeks to submit their comments, debate the individual chapters of the strategy document and vote on the proposed recommendations. The community participated in the discussion very intensively. The use of different online tools such as voting, comments, blogs and forums definitely facilitated participation and enhanced the quality of the discussion. Several new topics that came up within the public debate were incorporated and controversial topics were dealt with separately in further voting to find out possible solutions. In short, from the ACRTD's point of view, the discussion process was helpful for substantially improving the quality of the strategy.

In the Austrian context, the main innovation was to open up the discussion on an important policy paper to the broader public. This is a stark deviation from the 'closed-shop' mentality of Austrian policy makers, who either discuss amongst themselves (and with a limited number of stakeholders) or simply communicate decisions. Integrating the many comments submitted by the community into the final version of the strategy and the number of feedback loops between the community and the Council can also be seen as unique features of this process.

In technological terms, the discussion of a document at paragraph level is a unique approach, allowing registered users to discuss the issues within the community, thus jointly finding solutions. Furthermore, thanks to this process, controversial arguments were identified. In comparison to standard consultation processes, the design adds users' interaction to the process and stimulates community-based innovation processes and crowd-sourcing activities. Finally, the proactive process management was a major success criterion that allowed the discussion to be concluded in a very short period of time (3-4 weeks) and increased the intensity of discussions on the platform.



# TALENTENWERF / TALENT BUILDING SITE

Submitted by City of Antwerp

## Contact details of lead applicant

**Organisation** City of Antwerp, WNE – regiezw  
**Werk en Economie**  
 Address Grote Markt 1, 2000 Antwerp  
 Country Belgium  
 Web address www.talentenwerf.be

**Contact Person** Eddy Hectors  
 Function Project Manager Industry and  
 Construction Sector Network  
 Email eddy.hectors@stad.antwerpen.be

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

11-15

## Type of sector

Employment, labour related affairs and gender equality

## Key words of project

Sectoral network, local partnership for local employment development

## Case description

The project 'Talentenwerf' aims to develop a joint sectoral approach to raise the level of people's skills at a local level. The city of Antwerp created a joint approach in the construction sector: a partnership between the VDAB (Flemish Public Employment Service), the city of Antwerp, the Antwerp Education Council and FVB Constructiv (Fund for Vocational Training in the Construction Sector).

The organisations gathered staff and know-how together under one roof, with the final objective of producing a 'single point of contact' for construction companies, their workers, jobseekers and local schools. Large infrastructural works planned in the city will require thousands of extra construction workers, despite the economic downturn. Apart from matching supply and demand, much attention is devoted to the development of innovative training programmes with the highest possible participation from companies.

A temporary training infrastructure is also provided on building sites, so as to bring training and education closer to industry. The Talentenwerf is run by staff from each of the different partner organisations, with the process being jointly steered by a coordinator, a management committee and a policy working group.



# WebIDM – FLEMISH PLATFORM FOR FEDERATED COLLABORATION

Submitted by Flemish Government, entiteit eGovernment en ICT-Beheer / ICT Management Entity

## Contact details of lead applicant

**Organisation** Flemish Government, entiteit eGovernment en ICT-Beheer  
**Address** Boudewijnlaan 30, bus 43  
 1000 Brussel  
**Country** Belgium  
**Web address** [www.corve.be/projecten/lokaal/gebruikersbeheer/index.php](http://www.corve.be/projecten/lokaal/gebruikersbeheer/index.php)

**Contact Person** Luc Chauvin  
**Function** ICT-Manager Flemish Government  
**Email** [luc.chauvin@bz.vlaanderen.be](mailto:luc.chauvin@bz.vlaanderen.be)

## Administrative level of lead applicant

Regional

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME; Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Sports, youth, culture and art; Science, research, innovation; Taxation, customs, finances

## Key words of project

eGovernment, administrative burden reduction, public services

## Case description

Company information needs to be protected against unauthorised use. That is why you need to manage which users have access to this information as well as the rights granted to these users. You can do this by setting up efficient identity management or IDM. The eGovernment and ICT Management Entity (eIB) has developed a platform for this: the Flemish user management platform or 'WebIDM'. Thanks to 'WebIDM', applications can easily, quickly and securely be made available to different target groups and users, and their corresponding rights can be managed in the same way. The amazing flexibility of this platform, its ability to deal with capacities, mandates, profiles, roles, rights and characteristics is unrivalled. The platform's modularity and the ability to link modules and services to it, make of it one of the most advanced platforms in the market today. This platform enables the Flemish authorities to make available innovative services to third parties in no time at all.

The system can be adapted in line with the specific needs of each target group, in terms of screens, user types, identification details, rights granted, etc. All the screens immediately adapt to the functions and data selected. Likewise, the administrator/user is spared the technical complexities of the platform as she/he only sees functional, easy to understand 'labels' for the access that she/he wishes to grant/manage. After appointing a main administrator, the paper procedures for registering users or adapting their user rights can be eliminated. Everything is done online, in real time. A user who is granted certain rights will be able to access the system within minutes.

Some applications of 'WebIDM':

1. 'WebIDM' for local administrations: 'WebIDM' is used to grant all civil servants of Flemish cities and municipalities access to Flemish and federal applications/data. The municipal secretary of each municipality can easily grant his/her personnel access to e.g., the Enhanced Crossroads Bank for Enterprises, Digiflow, eBirth, etc. The granted access rights can be easily controlled. Once registered, these civil servants use their eID to gain access to these services.
2. 'WebIDM' for educational institutions: thanks to 'WebIDM', school principals can now delegate rights for accessing the Department of Education's applications. An example of this is the access to WebEdison, an application which shares information about teaching staff and about students.
3. Access & Authorisation Management Economic Actors: the Flemish government can use this system to manage which person has which mandate in the context of which enterprise. Based on this information, the Flemish government can allow controlled access toward public services by people being authorised for certain interactions by their/ an enterprise.



# CORPORATE FLAG STATE GOVERNANCE

Submitted by Federal Public Service Mobility and Transport

## Contact details of lead applicant

**Organisation** Federal Public Service Mobility and Transport

Address Vooruitgangstraat 56  
1210 Brussels

Country Belgium

**Contact Person** Sonia Bogaerts

Function Attaché Strategy and Management

Email sonia.bogaerts@mobiliteit.fgov.be

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Transport and infrastructure

## Key words of project

Corporate, flag state, governance, innovation, public concern, sustainability, impact, financial performance



## Case description

The mobility actively required by society has to remain available in a sustainable, safe, secure, and environmentally friendly way. In order to achieve this, the new policy for implementing regulations concerning maritime mobility is based on a management model inspired by corporate governance. This management model, known as corporate flag state governance (CFSG), aims to ensure that entrepreneurship and inspection go hand in hand, with the involvement of the three principal actors: ship owners, authorised classification companies and the Flag State Administration. These three actors provide competitive quality shipping from the ships flying the Belgian flag, meeting the highest quality standards. By applying the corporate governance philosophy, and considering the assurance of maritime mobility, there are two pillars which must be upheld: entrepreneurship and maritime mobility inspection.

The Port State Controls of the IMO Member States (International Maritime Organisation) carry out inspections on board foreign boats subject to their ports. Serious shortcomings are being identified in the compliance with regulations that the IMO supports. Recurring incidents are considered to be failures by the Flag State Administration of the flag flown by the ships concerned. On this basis, Flag States are put on the appropriate white, grey or black lists. The flag's shipping quality is measured in view of the Flag State's position on these lists. This quality, therefore, is one of the most important parameters in determining the competitive position of the merchant fleet of a country in the sea transport market. The target is to reach the top of the white list and to stay there, thus bringing an integral quality management system that is applied by the three above-mentioned actors.

The CFSG integral quality control system is made up of four components: the inter-role arrangements between the three main actors, a management tool in the risk-based Flag State response system, the dynamic regulatory policy, and ultimately, the internal quality management system by all of the actors. In order to reach the CFSG targets, the actors' roles must go hand in hand and be clearly specified. To that end the formal arrangements and used instruments will be specified. The integral CFSG quality control system requires all players, also working internally, to manage their own adapted quality management systems. This internal system must ensure that the services provided meet RFSR standards, which remain in the domain of the basic inspection framework.

For the CFSG to function fully, a steering committee of representatives from the ship owners, classification societies and the Director General of maritime transport was set up. Under the chairmanship of the authorities, the steering committee evaluates annually the guiding flag state policy, to review the quality of services of each actor and the functioning of the risk-based flag state response.



# DIGITALE REGIO KORTRIJK

Submitted by Leiedal

## Contact details of lead applicant

**Organisation** Leiedal  
**Address** President Kennedypark 10, Kortrijk  
**Country** Belgium  
**Web address** [www.leiedal.be/e-government/websites](http://www.leiedal.be/e-government/websites)

**Contact Person** Bob Bulcaen  
**Function** eGovernment Project Manager  
**Email** [bob.bulcaen@leiedal.be](mailto:bob.bulcaen@leiedal.be)

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

1-5

## Type of sector

Communication

## Key words of project

Websites, communication, collaboration



## Case description

'Digitale Regio Kortrijk' is a shared platform for transactions and information in municipal websites. The 12 municipalities in the region of Kortrijk use the same platform to publish information online. All partners share costs, infrastructure, content and experience. The inter-municipal organisation Leiedal coordinates the project and strives for continuous innovation.

The collaboration has existed since 1995, during the early days of the internet. In 2009, Drupal was used to create a new platform. The approach when building these websites makes the project unique:

- The websites are built for citizens, not governments.
- Size doesn't matter: small and large municipalities share the same structure since citizens have the same questions.
- Usability takes precedence since municipalities have a large target group, a range of services and lots of information.
- Google is the municipalities' homepage. Over 75% of visitors use Google to find information about their municipality. Building the websites to be accessible for search engines is therefore essential.
- Re-use what already exists: re-use existing information, databases, government platforms and other applications to build the websites' content.
- Collaboration with municipalities, technical partners and the end-user.

The collaboration between the 12 municipalities not only helps these partners to save on costs. The main advantage of the collaboration lies in the collaboration itself. The group joins every month, uses a mailing list and an online platform to help direct the project and support in developing new applications. Content is being shared between the different websites and content is shared with different partners such as the Flemish government (*UiTdatbank*, Flemish product catalogue), back-office suppliers and the province of West-Flanders. Some of their data has been made accessible on [openbelgium.be](http://openbelgium.be).

Since the launch of the new websites in 2009 the number of citizens using the websites raised dramatically. In comparison to the year 2008 the number of unique visitors in 2010 was 80% higher. The website of Kortrijk received 1.1 million visits and had almost 4 million page views in 2010.



# SYSTEM FOR INFORMATIONAL INTEGRITY OF THE SERVICES PROVIDED BY PUBLIC ADMINISTRATIONS IN THE NORTH CENTRAL REGION, INCLUDING THE REGIONS OF RUSE, VELIKO TURNOVA, SILISTRA, RAZGRAD AND GABROVO

Submitted by Ruse District Administration

## Contact details of lead applicant

**Organisation** Ruse District Administration  
 Address Svoboda Str. 6, Ruse  
 Country Bulgaria

**Contact Person** Elitza Petkova  
 Function Chief Expert in Regional Development  
 Email el.petkova@ruse.bg

## Administrative level of lead applicant

Regional

## Size of organisation

25-50

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

System for informational integrity of the services provided by public administrations

## Case description

Following a preliminary investigation and based on public administrations' work with citizens, it appears that there is difficulty accessing information about the administrative services provided by public administrations. In its everyday work with citizens, the state administration is confronted with problems arising from the lack of awareness of the services on offer, as well as regulations, rights and obligations and the ability to provide civilian control.

This project aims to improve this situation by introducing new information channels. Information about administrative services will be provided at information kiosks and call centres. With the proposed methods of informing citizens, equal access to services and equal treatment of all customers is ensured, regardless of their social status, education, age, gender, ethnic origin or religious beliefs.

One key aspect of good governance is ensuring transparency and accountability of public administration to the general public, businesses, service users and all actors interested in administration. At any given time, citizens and businesses must have a real opportunity to receive the necessary information, to obtain the administrative service on time. Therefore, a prerequisite for this is that they must be adequately informed about the services offered by the administration, as well as being granted easy access to information about the relevant state bodies.



# TRANSPARENT AND ACCESSIBLE INFORMATION – TRANSPARENT, ACCESSIBLE AND EFFECTIVE ADMINISTRATION

Submitted by National Statistical Institute of Bulgaria

## Contact details of lead applicant

**Organisation** National Statistical Institute of Bulgaria  
**Address** Panayot Volov Str. 2, Sofia  
**Country** Bulgaria  
**Web address** www.nsi.bg

**Contact Person** Mariana Kotzeva  
**Function** President  
**Email** mkotzeva@nsi.bg

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform; Statistics

## Key words of project

Visible, accessible, decent, effective administration

## Case description

The overall objective of the project ‘Transparent and accessible information – transparent, accessible and effective administration’ was to enhance the credibility, visibility and awareness of the work of National Statistical Institute among central, regional and municipal administrations and among citizens, and businesses by providing more, better quality and accessible information. The project’s target groups were divided up as follows: state and municipal administration, businesses, and citizens. Thanks to this project, the principle of gender equality and equal opportunities was applied, the conditions for preventing discrimination were created, and new services were introduced. This allowed best practices and implemented policies for sustainable development to be shared. The following results were achieved during the project: confidence increased and awareness of information on NSI activity was improved. The scope of public statistical information on managerial, administrative and business needs was expanded. The degree of utilisation of statistical information among the target groups was increased. The objectivity and representativeness of the information provided by the NSI was demonstrated. The organisational and administrative activity of the institute was improved. Recent representative surveys on the extent of knowledge and use of information provided by NSI among different target groups were provided. New and additional rules and requirements for the operation of NSI with stakeholders were developed.

The NSI was a beneficiary under the project ‘Transparent and accessible information – transparent, accessible and effective administration’ of the Operational Programme ‘Administrative Capacity’, axis I ‘Good Governance’, Sub-priority ‘Transparent and Accountable Public Administration’, contract no. A08-12-63-S/04.02.2009. The project was carried out over 15 months by NSI experts and external contractors.

11 activities were carried out during the project:

1. Surveys and focus groups held at the start and completion of the project in order to determine the extent of knowledge of the work of NSI and the need for statistical information.
2. Studying best practices in Eurostat and similar institutions of EU Member States for internal communication and reporting of statistical information.
3. SWOT-analysis prepared for the development of existing good practices and introduction of new methods of providing information, efficiency and accountability.
4. Short-term communications strategy created for NSI on the basis of surveys and analysis.
5. Improved performance and capacity of staff of the NSI.
6. Increased trust in and knowledge of the work of NSI using modern communication channels to promote methods of collecting and compiling statistical data.
7. New NSI website launched with online calculator ‘Household Budget’ and online newsletter.
8. Hotline set up for instructions and assistance to consumers and feedback.
9. 6 kiosks installed for quick and easy access to statistical information in the regional statistical offices of the six regions of planning.
10. Series of round tables held with participation of business and administration with lecturers from Eurostat and related institutions.
11. Activities for information and visibility of the project.





# OPENING OF PUBLIC SECTOR VIA JOINT MANAGEMENT

Submitted by Municipality of Stara Zagora

## Contact details of lead applicant

**Organisation** Municipality of Stara Zagora  
**Address** Tsar Simeon Veliki Str. 107  
 Stara Zagora 6000  
**Country** Bulgaria

**Contact Person** Nikolinka Gorova  
**Function** Secretary of Municipality  
**Email** sekretar@city.starazagora.net  
 nik\_gor@abv.bg

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Regional policy and development, decentralisation

## Key words of project

Strategic planning of development

## Case description

The main goal of the project is to prepare for an adequate strategic planning for 2014-2020, with a view to integrating urban development plans into plans to regenerate the economy, transport, housing policies, educational and healthcare policies, and the overall economic development, increased competition and expected climate change. Experts from the 'Formula Europa' Institute in Brussels have examined the specificity of Bulgaria's transition by benchmarking the achievements and problems in the Stara Zagora municipality, and other municipalities in Bulgaria, South Eastern, Central and Western Europe.

The result of this cooperation is that learning materials for civil servants have been prepared and adjusted to reflect the reality and psychology of Bulgaria. Bottlenecks in the sector have been identified as a result of its transition from a post-totalitarian to democratic model of management. Subsequently, the idea of a 'South Eastern Europe 2020' regional project has been further developed, with the aim of making steady progress in reforming management through capacity building and through a new culture of dialogue, and in forming a strategic vision for development in the whole South Eastern part of Europe.

This strategic approach is namely the 'missing link' in the chain for South Eastern Europe to increase its competitiveness. This has been neglected by EU politicians. This project intends to help the regional & local authorities in South Eastern Europe to make the transition from operational to strategic public management. These are not just new administrative skills, but a readjustment from one level of information processing, expressing clear administration, to a far more complicated process of analysis and strategic decision-making, reflecting the continuous and fast environmental changes, and representing the sense of strategic management. This readjustment involves the ability to visualise goals, as well as the tools to achieve these goals, to track results and adapt the process to changes that occur.

The challenge today is attracting investors and providing jobs. Unfortunately, some regional and local public leaders in the region do not realise that this is exactly their responsibility. They adopt a passive approach to attracting investors and do not understand the importance of pro-active investment policies and territorial marketing. In addition, they do not have the skills to recognise, consolidate and mobilise the resources available in their territories. They expect all of their financing needs to be met by subsidies from the state budget or the EU, instead of looking for innovative ways to attract private capital.

Therefore, the critical goal of the project is namely to build practical knowledge of public leaders at high and medium level. Such knowledge will allow them to use the formulas already developed by their European colleagues aiming to increase the region's attractiveness. A Polish partner has been selected as Poland is also a new EU member but has gained maximum benefits from its membership. The Formula Europa Institute has explored Poland's success and shared the conclusions with South Eastern European regions through the 'South Eastern Europe Regions 2020' Project.



# DEVELOPMENT OF AN INFORMATION SYSTEM ‘LICENSING AND REGISTERS’ IN RELATION WITH ELABORATION OF SOFTWARE FOR NOTIFICATIONS, AUTHORISATIONS, LICENSES AND REGISTRATIONS AIMING PROVISIONING OF COMPLEX ADMINISTRATIVE ELECTRONIC SERVICES TO THE CITIZENS AND BUSINESSES

Submitted by Communications Regulation Commission of Bulgaria

## Contact details of lead applicant

**Organisation** Communications Regulation Commission of Bulgaria  
**Address** Gourko Str. 6, 1000 Sofia  
**Country** Bulgaria  
**Web address** www.crc.bg

**Contact Person** Slava Slavcheva  
 Veselin Bozhkov  
**Function** Head of Project Management Unit  
 Adviser and Chairperson  
**Email** sslavcheva@crc.bg  
 vbozhkov@crc.bg

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual

## Key words of project

Electronic administrative services, electronic communications, postal services, certification services, IS, eGovernment

## Case description

The Communications Regulation Commission (CRC) submitted a proposal under sub-priority ‘Improvement of the quality of services provided to the citizens and businesses, including through eGovernance development’ under the Operational Programme ‘Administrative Capacity’ (OPAC), funded by the ESF. The approved proposal gave the CRC an opportunity to improve the quality of administrative services by implementing the new online information system (IS) for administrative services and information sharing. The IS will enable a Bulgarian sector regulator to provide 39 online electronic administrative services simultaneously to benefit citizens and businesses in view of its cost efficiency based mainly on time and human-resources savings.

The CRC has specific powers under 3 national legislative acts: law on electronic communications (LEC), law on postal services (LPS) and law on electronic document and electronic signature (LEDES). These entail a series of administrative services related to CRC regulatory powers: authorisation, notification, licensing and control, which involve handling a significant volume of documentation exchange when interacting with businesses and citizens. The expected results for this project are the provision of improved administrative eServices in compliance with LEG requirements, a reduction in time needed for their performance, facilitated access to the tool-kit of IT-based administrative services, the backup of data and processing of paper and eDocuments exchanged in the provision of administrative services, the reduction of users’ workload, an improvement in regulatory efficiency through automation of application processes and the acceptance and processing of notifications, applications and authorisations pursuant to the provisions of LEC, LPS and LEDES. The main target groups are the citizens, professional associations and societies, other administrations, the CRC itself, undertakings providing eCommunications, and postal and certification services.

The IS ‘Licensing & Register’ consists of two main parts: Publicly accessible site, and Internal operational system and internal registers. The system establishes eCommunication between the two parts allowing full co-ordination between the processes of external communication with citizens and businesses and the internal communication among the CRC directorates. The publicly accessible site has 2 separate applications: Portal for electronic submission of applications and notifications, and Public registers. The portal offers registration and authorisation of users, processing and control of electronic documents, electronic payments and a tariff calculator. All these services are integrated in a user-friendly communication interface, with possibilities for drafting applications offline as well as import and editing via special-purpose screens, all in a secured process. The system can also perform authorised enquiries for applications and notifications submitted by the undertakings/operators and citizens, tracking of the document processing, can issue authorisations with eSignature, local backup of documents in PDF or XML formats, verification of eSignatures upon receipt, has a specific interface for ePayments, and confirms executed payment transactions. The total value of the project was 741 588 BGN, 100% funded by OPAC.





# ENHANCING THE EFFECTIVE EXPENDITURE OF PUBLIC RESOURCES THROUGH INCREASED TRANSPARENCY OF PUBLIC PROCUREMENT AND CONCESSION GRANTING REVIEW PROCEDURES

Submitted by Commission on Protection of Competition

## Contact details of lead applicant

<b>Organisation</b>	<b>Commission on Protection of Competition</b>
Address	Vitosha Blv. 18, 1000 Sofia
Country	Bulgaria
Web address	www.cpc.bg
<b>Contact Person</b>	<b>Vesselka Kossierka</b>
Function	State Expert
Email	kosserska@cpc.bg

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Economic affairs, competition, SME.

## Key words of project

Public procurement, transparency



## Case description

The project of the Bulgarian Commission on Protection of Competition (CPC) was financed by the Operative Programme Administrative Capacity (OPAC), co-financed by the European Social Fund. The project's title was: 'Enhancing the effectiveness of the public resource spending by increasing the transparency of the public procurement and concession review procedures'. The project duration was 1 year (9 July 2008 - 9 July 2009). The approved budget of the project was 1,240,000 BGN (634,002 Euro). The actual expenditures amounted to 1,020,702,52 BGN (521,877 Euro).

The project was implemented by the Bulgarian Commission on Protection of Competition (CPC). The main project activities included:

- Preparation of tender dossiers for public procurement procedures.
- Identification, systematisation and popularisation of EU Member States best practices in public procurement and concessions review procedures.
- Drafting, printing and distributing Guidelines on the CPC and Supreme Administrative Court (SAC) case law on reviewing public procurement and concessions procedures among the project target groups.
- Development of specialised software for the CPC Public electronic registry, its integration into the CPC Internet site and its connection to the integrated Internal CPC document management system.
- Development of specialised software for the integrated Internal CPC document management system.
- Development of the Internet site of the CPC and its connection to the CPC Public electronic registry; embedding the functionality for electronic submission of documents into the CPC Internet site.
- Public awareness campaign among the target groups in order to spread information on the CPC public procurement and concessions review case law, and on the functionality and the benefits of the CPC Public electronic registry.
- Public awareness activities on the project and its activities, and on the OPAC and the European Social Fund.
- Audit of the project.

The target groups of the project were central, regional and local authorities and bodies in their function of contracting authorities, as well as businesses and citizens wishing to and participating in public procurement and concessions procedures.

# MEASURING LOCAL UNITS' TRANSPARENCY AND ACCOUNTABILITY – THE CROATIAN OPEN LOCAL BUDGET INDEX

Submitted by Institute of Public Finance

## Contact details of lead applicant

**Organisation** Institute of Public Finance  
**Address** Smiciklasova 21, 10000 Zagreb  
**Country** Croatia  
**Web address** www.ijf.hr

**Contact Person** Mihaela Bronić  
**Function** Researcher  
**Email** mihaela@ijf.hr

## Administrative level of lead applicant

National

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Science, research, innovation

## Key words of project

Local budget transparency, disclosure of budgetary information, local units' openness to the public, Croatian Open Local Budget Index

## Case description

In this research the budget transparency of 33 large Croatian cities was explored, which resulted in the Croatian Open Budget Index (COLBI) for the year 2010. The goal was to investigate the disclosure of budget information by local units, as well as the openness of local units to the public. Within the project, they:

- Constructed a questionnaire on the basis of which they calculated the main COLBI of the disclosure of budget information by local units, the additional COLBI of the local units' openness to the public and the total COLBI, as a general measure of local budget transparency.
- Carried out a survey among the representatives of local information officers (LINFO), local executive bodies (LEXE), local representative bodies (LREP) and local civil society organisations (LCSO) in the observed cities and the Ministry of Finance (MFIN).
- Engaged a citizen (unacquainted with the budget) to search the official websites of these cities independently.

The main COLBI average shows that they obtained 57% of the expected local budget information (ranging from 79 to 34%). The additional COLBI average shows that cities provided them with 82% of the expected openness to the public (ranging from 100% to 47%). The total COLBI average shows that the general measure of local budget transparency is 65% (ranging from 82% to 45%). The main problems encountered in many cities are the following:

- The lack of: functional classification of expenditures in the budget documents, explanations of revenues and expenditure by economic classification, citizens' budget, adequate data for the previous and the following two years and macroeconomic forecasts.
- Unsatisfactory responses of LINFOs, LEXEs and LREPs to citizens' requests for information, lack of city councils' meeting agendas on the local units' official websites and the relatively low rate of response by LINFOs, LEXEs and LREPs to the survey.

The survey shows that:

- The opinions of the LREP respondents from the ruling coalition are very often opposite to those from members of the opposition.
- The role of the LREP is inferior to that of the LEXE.
- The communication problems between LEXE and MFIN have been made worse by an excessive number of local units, the understaffed MFIN, complicated laws and frequent changes to the law.
- The LCSOs complain about the unintelligible legal terminology, frequent changes in budget classifications and the lack of time and basic information.

# FOSTERING STRUCTURED CIVIL DIALOGUE IN CROATIA

Submitted by Croatian Government Office for Cooperation with NGOs

## Contact details of lead applicant

**Organisation** Croatian Government Office for Cooperation with NGOs  
**Address** Radnička 80/V, 10000 Zagreb  
**Country** Croatia  
**Web address** www.uzuvrh.hr

**Contact Person** Igor Vidačak  
**Function** Head of the Office  
**Email** info@uzuvrh.hr

## Administrative level of lead applicant

National

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Civil society development

## Key words of project

Civil dialogue, consultation, transparency, inclusion, civil society



## Case description

Developed as the most important institutional mechanism for civil dialogue, the Council for Civil Society aims at involving wider civil society in the shaping of public policies. Given the difficulties most governments face when trying to set criteria for identifying and nominating civil society representatives (CSRs), the procedure for the election of CSRs is an example of good practice, with a great potential for replication in other countries.

The Council for Civil Society Development (CCSD) was established in 2002 as an advisory body, providing a forum for direct and formal dialogue between government bodies and civil society. It is composed of 27 members: 12 representatives of government bodies, 12 representatives of NGOs/citizens' associations (elected by NGOs themselves through public elections), one trade union representative (nominated by the coordination of trade union federations), one representative of employers' associations (nominated by the Croatian Union of Employers), and one representative of foundations.

The project is based on the notion of openness and inclusion as drivers to a more efficient and transparent public administration. The idea behind it is to achieve structured co-operation between public administration and civil society, as well as creating the conditions for sustainable development. In line with the actual problems, *i.e.* the lack of a structured dialogue and the social doubts about the transparency within public administrations, the introduction of the Council brought a new dimension to the system.

At the last council elections of 2010, 787 NGOs sent their voting ballots for candidates for the council members (and substitute members) in different sectors. It proved that there is a high level of concern and interest in who represents the civil society and what kind of expertise will be added to this advisory body of the Croatian Government. Since the council was set up, the government has closely cooperated with civil society. Another added value of the process was the adoption of new documents that set the course for the development of civil society, and more particularly defined the way public consultation and public funding of civil society organisations should be improved.

The council's work is well complemented by the activities of the Office for Cooperation with NGOs (founded in 1998) and the National Foundation for Civil Society Development (established in 2003). These three institutions form a three-pillar framework for supporting an environment for civil society development in Croatia. Over the past nine years the role and importance of the council has been continuously growing. The widespread acceptance and positive reviews of its work show the great potential for the council to contribute towards more open, participatory and collaborative approaches to public policy-making across the Croatian public sector.

# ARHiNET

Submitted by Croatian State Archives

## Contact details of lead applicant

**Organisation** Croatian State Archives

Address Marulicev trg 21, Zagreb

Country Croatia

Web address <http://arhinet.arhiv.hr>

**Contact Person** Vlatka Lemic

Function Head of Department for Information and Communication

Email [vlemic@arhiv.hr](mailto:vlemic@arhiv.hr)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Information society

## Key words of project

Informatisation of archival service, eGovernment, online access to archives, archival information system, accessibility of archives, digital content, archives management, integration and standardisation

## Case description

'ARHiNET' is a network information system for describing, processing and managing archival records. It was created in 2006 by the Croatian State Archives and Avicena Software Company. It is a national archival system, recognised by the Croatian Ministry of Culture as a national project, as well as being part of the eCroatia programme, the operational plan of the Government of the Republic of Croatia.

The 'ARHiNET' programme solution is installed on a central network operator and can be accessed anywhere *via* the internet. As far as the user is concerned, there are no special hardware or software requirements, which considerably decreases the costs of use and maintenance. Unlike the majority of similar network systems, 'ARHiNET' not only permits the search and retrieval of data through the internet, it also allows access to all programme functions used for processing, describing and managing records. This is made possible through a system that administrates user rights and access rights to particular data.

'ARHiNET' is a complete solution for archive work, since not only it processes archival records, but also supports all types of documentation on archival material, use and digitalisation of archival records and other associated features. It enables data and archive services to be integrated and offers users full access to information of filed archival records and their owners and creators.

The development of the archival information and institutions' network is a long-term strategic archival service project. 'ARHiNET's' implementation enhanced the standardisation of the archival institutions' work, and enabled a unique system of processing and description of archival material to be established as well as data integration and exchange between institutions keeping archival records. All archives in Croatia are included in the implementation of this unique archival information system that comprises all business processes in archival institutions, together with the biggest holders of records under the state archives' supervision. Currently, there are about 970 registered users from more than 300 institutions.

The designing, realisation, introduction, use, maintenance and development of such a complex programme solution includes permanent activities on system improvement, finding new functionalities and solutions, as well as upgrading the present ones. During recent years, more than 300 versions of programme solutions have been developed and put in production, and current development is directed toward developing new functionalities concerning managing, indexing and presenting digital records.



# COMMUNITY PLANNING OF SOCIAL SERVICES

Submitted by Town of Otrokovice

## Contact details of lead applicant

**Organisation** Town of Otrokovice  
**Address** Náměstí 3, května 1340  
 765 23 Otrokovice  
**Country** Czech Republic  
**Web address** www.otrokovice.cz

**Contact Person** Eva Kuchařová  
**Function** Project Manager  
**Email** kucharova@muotrokovice.cz

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public health and social welfare/affairs

## Key words of project

Community planning, social services



## Case description

The community planning of social services in the Otrokovice region is a process that began in 2005. The main scope of the community planning process is cooperation between representatives of municipalities, providers, users of social services and the general public to create a plan for the development of social services in the region. Concrete cooperation takes place through meetings of working group members (representatives of municipalities, providers, users) and through public meetings with citizens. The community planning process is further enhanced by the activities and outputs achieved in projects related to community planning process.

In 2005-2007 the town of Otrokovice and its partners (7 other towns and 10 non-government organisations) implemented the project 'Community plan of social services in region Otrokovice'. Currently, they are implementing two other projects: 'Transnational cooperation in community planning of social services' and 'Promoting sustainability, accessibility and improvement of social services in the Otrokovice region'. All projects were or are financed by EU funds.

The main goal of the first project was to start the process of community planning and developing a plan for the improvement of social services. The aim of the project 'Transnational cooperation in community planning of social services' is to develop international cooperation in the field of social services, gain experience of good practices in the Netherlands, Great Britain and Slovakia, and use these experiences in the Otrokovice region. The last project aims to build a SWOT analysis of social services. This is being done in cooperation with the members of working groups and the general public, creating an up-to-date plan for the development of social services and educating providers of social services in the region, particularly workers in the field of social services, with the final aim of improving social services in region.



# EGEBJERG DEMOKRATEK

Submitted by Odsherred Library

## Contact details of lead applicant

**Organisation** Odsherred Library  
**Address** Vesterbro Torv 4, 4500 Nyk. Sj  
**Country** Denmark  
**Web address** www.egebjergdemokratek.dk

**Contact Person** John Larsen  
**Function** Director  
**Email** jla@odsherred.dk

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Library, culture, education, local politics

## Key words of project

Transparency in local administration, user-driven innovation, local debate

## Case description

'Egebjerg Demokratek' is a physical and virtual meeting place for the local population in and around the village of Egebjerg, in the Odsherred municipality. The word *Demokratek* is (in Danish) a contraction of the words democracy and library (*demokrati/bibliotek*). Two recognised concepts which this project combines in close interaction. The library creates information and knowledge, concepts which provide the breeding ground for democratic development, here with a specific view to the local democratic process. In the *Demokrateket* you can borrow and return materials. It is a meeting room for associations and meetings, a classroom for evening classes. In fact, this is a place where you can have discussions with fellow residents and local politicians, both physically and digitally. Each area has its activists, resources and ideas which can be discussed and incorporated into the democratic debate for the benefit of both the local area and the municipality as a whole.

The intention of this project is to encourage a greater focus on the transformation from citizen into fellow citizen. This happens *via* a direct and easy channel to the political level, direct and easy access to the library's general knowledge and learning resources, as well as the library's and the school's invitation to the citizens to hand over the ownership of 'Egebjerg Demokratek' to the local population in full. This project has been created in collaboration with the local population and the Odsherred Library. The umbilical cord of the democracy part will be a 'village hall' on the net – [www.egebjergdemokratek.dk](http://www.egebjergdemokratek.dk) where citizens, associations, private individuals, activists and the municipality's politicians are established as users on the page. Here one can then debate, narrate and explain etc. about subjects associated with Egebjerg and its surroundings.

Together with the electronic village hall they will provide an electronic information board with one-way communication from the municipality, library and other interested parties to citizens of the area. This information board will, of course, be available in the *Demokrateket*, but could also feature in the co-op, the church. The latest contribution in the democratic village hall will always be available on this page. The library is 100% self-service. There will not be many materials in the room, but on the other hand the materials ordered by the citizens *via* the library's homepage will be delivered daily.



# ePRESCRIBING IN ESTONIA

Submitted by Estonian Health Insurance Fund

## Contact details of lead applicant

**Organisation** Estonian Health Insurance Fund  
**Address** Lembitu Str. 10, Tallinn  
**Country** Estonia  
**Web address** [www.haigekassa.ee/eng/digital\\_prescription](http://www.haigekassa.ee/eng/digital_prescription)

**Contact Person** Erki Laidmäe  
**Function** Project Manager  
**Email** [erki.laidmae@haigekassa.ee](mailto:erki.laidmae@haigekassa.ee)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

ePrescribing, medicines, digital prescription



## Case description

In 2010 the digital prescription (ePrescribing) was launched in Estonia. This countrywide project will last five years and its aim is to make the ePrescribing of medicines possible in every doctor's office, as well as allowing prescriptions to be filled in digitally in every pharmacy of Estonia.

It involved a big number of partners: governmental bodies responsible for different data registries, hospital and pharmacy software producers, hospitals, pharmacies etc. The project has already enhanced openness and transparency in the area of prescribing medicines and, more importantly, it has opened up a whole new avenue for future developments aiming to share information and statistics, as well as to improve medical care and also the quality of decision-making among policy makers.

Doctors can prescribe medications for patients using their computer software and forward an electronic prescription to the national database. The ePrescription is then immediately accessible in every pharmacy on a patient's request. Formerly, after a telephone consultation the patient still had to visit the physician in order to take a prescription; today this is no longer necessary. It paves the way to a more extensive future development of telemedicine. Patients have the possibility to follow the log attached to every prescription and see who and when has accessed the data. Doctors are most appreciative of the system feature that enables the automatic calculation of the correct rate of reimbursement on medications compensated by the Health Insurance Fund. Furthermore, the system can provide an overview of the prescriptions issued for a patient by other doctors and the actual purchasing information regarding these prescriptions. Automated processing of this information in the future helps to evaluate the interaction of pharmaceuticals prescribed by different doctors, patient adherence to treatment recommendations, misuse of medicaments, etc. For pharmacists, things are simplified by the fact that the greater part of prescription data on prescription is already put into the system by the doctor, which is why they are only required to add to prescription information on actually delivered medication and sales data. In most cases this can be done using a barcode reader. The prescription is then ready for eInvoicing to Health Insurance Fund. The state can now have online control over what is going on in the field of pharmaceuticals.

Only 15 months after its launch, around 80% of prescriptions are now ePrescriptions. More than 95% of pharmacies are ready to process ePrescriptions. According to a large representative survey among the population of Estonia ('Citizens satisfaction with health and healthcare', n=1524), 91% of people who have used ePrescriptions are satisfied with the service.



# OSOR

Submitted by Directorate General for Informatics – European Commission

## Contact details of lead applicant

**Organisation** Directorate General for Informatics – European Commission  
**Address** Rue Montoyer 34, Brussels  
**Country** Belgium  
**Web address** www.osor.eu

**Contact Person** Szabolcs Szekacs  
**Function** Programme Manager  
**Email** szabolcs.szekacs@ec.europa.eu

## Administrative level of lead applicant

European

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform

## Key words of project

Open source, collaboration, open government, European Commission

## Case description

OSOR.eu facilitates the use of open source software in public administrations and introduces them to the community dynamics behind the software creation process. It features a variety of projects and has several partnering websites, which contribute to further expanding the network.

The OSOR.eu platform targets three issues related to the use of OSS in the public sector:

- Too little knowledge of re-usable software components.
- Not enough legal knowledge on re-using and publishing software.
- 'No one wants to be a pioneer', *i.e.* too little knowledge of best practices about using open source software.

One of the main objectives of the project was to re-use as much as possible already available open source solutions. This objective led to the development of a set of innovative tools and services, currently offered by OSOR.eu: Federated forges: to facilitate the re-use of OSS projects hosted by national repositories, OSOR.eu has federated 11 national forges. Users can search among 2.500 federated projects, which have their descriptions translated into English, using the machine translation service of the EC. Virtual Forges: smaller administrations can set up their own virtual forges without having to invest heavily into the necessary infrastructure. Virtual Forges support local languages and are highly integrated with OSOR.eu - their hosted projects are automatically federated and visible on the central platform. EUPL – the European Union Public licence: The EUPL is the first European Free/Open Source Software (F/OSS) licence. The purpose of the EUPL is to encourage public administrations to embrace the Free/Open Source model to valorise their software and knowledge. It was officially adopted by the European Commission on 9 January 2007. On 9 January 2009, the European Commission adopted a revised version of the Licence (EUPL v.1.1). The EUPL is now available in 22 official EU languages, in respect of the principle of linguistic diversity of the European Union.



# EU CAREERS – ENHANCING AWARENESS AND ATTRACTIVENESS OF EUROPEAN PUBLIC SECTOR CAREER OPPORTUNITIES

Submitted by European Personnel Selection Office (EPSO)

## Contact details of lead applicant

**Organisation** EP  
**Address** Avenue Cortenberg 25  
 1040 Brussels  
**Country** Belgium  
**Web address** <http://europa.eu/epso>

**Contact Person** Huw Davies  
**Function** Communication  
**Email** [huw.davies@ec.europa.eu](mailto:huw.davies@ec.europa.eu)

## Administrative level of lead applicant

European

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

EU careers, branding, social media, visual identity, staff blogging, student representatives, webcasting

## Case description

The EU institutions created the European Personnel Selection Office (EPSO) in 2003, in order to centralise the human resources (HR) selection function, in particular the organisation of selection procedures for permanent positions, known as competitions. In the wake of major challenges, not least the 'war for talent' and the growing use of HR best practice in the public sector, EPSO has modernised the EU entry selection model and methods. This modernisation has focused on three key areas: a shift from knowledge to competency-based testing, a quicker, more efficient competition structure and more effective staff planning to ensure that the correct numbers of successful candidates are sought for each selection procedure. In this way, EPSO has reformed a significant area of the HR function, in a rational and cost-efficient way. Along with modernising the selection procedures themselves, EPSO, together with its inter-institutional management board, took the decision in late 2009 to define and develop the image of careers with the EU institutions.

The objectives of this action were threefold:

- to clarify what an EU career has to offer, and thus enhance public understanding;
- to develop a 'brand' which could be used collectively by all European institutions and partners across Member States, in particular by national governments, to further spread awareness;
- to increase the attractiveness of an EU career to the very top talent across Europe.

Early in 2010 EPSO presented a proposal to its inter-institutional management board for a new EU careers brand, an employer value proposition (or 'EVP' - the most attractive areas an EU career offers) and the steps that should be taken to roll it out. The EVP can be summarised as follows:

- flexible but secure career progression, one employer, a lifetime of different jobs;
- being interested and challenged by work that actually makes a difference;
- the opportunity to travel and work with people from all over the world;
- an environment where you are encouraged to learn new skills and languages;
- a great package of benefits: salary, leave, career breaks and overall work/life balance.

Over 2010, numerous steps were taken to utilise the new brand and EVP to increase awareness and understanding of European public sector career opportunities. A particular focus was the use of new technology and social media to achieve these objectives and working with national governments to spread information efficiently. A year later, by spring 2011, significant progress on their objectives had been achieved: in 2010 EPSO successfully encouraged over 100,000 EU citizens to apply for an EU career; brand awareness amongst candidates is over 85%; the social community of EU citizens interested in EU careers is large and still growing on a daily basis; and the EU careers brand has been a stand-out example of collective brand ownership with EPSO, the EU institutions and Member States' governments, all making use of the brand to promote awareness and attractiveness of EU careers.



# ERP SOFTWARE SOLUTION IMPLEMENTATION

Submitted by Goce Delcev University

## Contact details of lead applicant

**Organisation** Goce Delcev University  
Address UI. Krste Misirkov bb 2000, Stip  
Country FYROM  
Web address www.ugd.edu.mk

**Contact Person** Milkica Paneva  
Function Head of Rector's Office  
Email milkica.paneva@ugd.edu.mk

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Enterprise Resource Planning (ERP)

## Case description

Goce Delcev University is the youngest state university in the FYR Macedonia. After only four years of existence, it incorporates 13 faculties, four associated members and numerous centres, institutes, colleges and offices. With a specific infrastructure, it spans 11 cities with more than 500 employees (lecturers and staff) and around 13,000 students in all study cycles.

From the very beginning, several crucial factors determined the direction that the university has taken: the need for continuous monitoring of world trends, quality and efficient education, a very high degree of availability of lecturers and administration staff, a fast and effective achievement of full transparency, the establishment of a complete collaboration between departments and, most importantly, a collaborative communication and transparent openness to the students, in order to offer a high quality student service. The last one directly leads to the second most important segment, which is quality management measurement, through self-evaluation processes.

The most effective way to achieve the abovementioned issues quickly was to implement fully the Enterprise Resource Planning (ERP) public software solution, which consists of several main modules, in late phases of development or already in production. The main objective of this solution is to enable students and employees to follow the rules and regulations defined by the statutes and the additional acts of the university in an unambiguous manner. This will lead to increased transparency of the employees' work (staff and lecturers/cooperatives) and the detailed study process of the students in the three cycles of studies.

By implementing the system integration of all of the modules (procurement department, finance department, student service, human resources, university library, university laboratories, car fleet department and quality management centre), the university allows duties and tasks concerning the affected users to be managed collectively. Benefits are numerous: different and complex realisation of activities, complete eDocuments flow and their processing, permanent communication through several systems, full insight into and control over all financial and system transactions by a centralised and authorised administration team, possibility for real-time centralised decision-making based on statistics and performance indicators and fully automated processes.

The result of this project is its reason for implementation: an integrated software solution for an integrated university.



# SHOW COLOURS FOR MÜNSTER

Submitted by Office for Green Spaces and Environmental Protection – City of Münster

## Contact details of lead applicant

**Organisation** Office for Green Spaces and Environmental Protection  
**Address** Albersloher Weg 33  
 48155 Münster  
**Country** Germany  
**Web address** www.muensterbekenntfarbe.de

**Contact Person** Heiner Bruns  
**Function** Head of the Office for Green Spaces and Environmental Protection  
**Email** brunsh@stadt-muenster.de

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Green spaces maintenance, green spaces development, branding



## Case description

‘Show colours for Münster’ is the name of a campaign launched in 2006, a popular way of involving Münster citizens in the upkeep and development of green spaces in the city. It has built up a strong brand: it lays claim to and is committed to a self-confident, proactive form of citizenship with the strong desire to pave the way for a sustainable city of the future. The campaign bridges a gap between the expectations of citizens (more flowers, better quality, more efforts) and politicians (more efficiently, with less money). It goes beyond the traditional administrative approach to optimisation, which is to improve internal organisation (reduce costs) and outsource services to private contractors. This is because it hands back the responsibility for a pleasant cityscape and tidy parks and lawns to those who see the benefits of it and, on the whole, signifies a profound change of perspective: if you want more than we are able to deliver at a certain price, do it yourselves!

‘Show colours for Münster’ is the slogan and the framework for a whole host of different activities. Every year, in early spring, all citizens are invited to a kick-off event; they plant flowers in their front gardens and around the trees in their streets. Firms and businesses sponsor tree plantings or take over the responsibility for public parks and traffic roundabouts. Housing associations give flowers to their tenants. Right from the beginning of the campaign, citizens and businesses invested countless hours and large sums of money in the upkeep of public (green) spaces. To give a few more examples: the people of Münster invested more than €210,000 in restoring a stretch of the ‘Promenade’, a 4.5 km long prominent avenue with double rows of lime trees all around the historic town centre, which had been devastated after hurricane Kyrill in early 2007, thus helping to replant 210 citizens’ trees.

Over the years, the campaign makers gained more and more experience and moved the campaign into new territory. ‘Show colours for Münster’ launched an initiative in mid-2008 to restore a derelict park. The people from the Kinderhaus district, often with a migratory background or socially deprived, breathed new life into a recreation area with picnic and barbecue facilities, outdoor chess boards, meeting places, new paths and new plants. The approach is a rather unusual one; using several photography workshops, the residents entered the field of green planning ‘through the back door’. They played a major role in the green planning of the park and the implementation, and they took over the responsibility for maintaining it.

Last but not least, the administration initiated the planning process for the future development of Lake Aa and its surroundings. Lake Aa is a 90-hectare inner city recreation area, which was named ‘Europe’s most beautiful park’ in a 2009 international competition. Through a detailed mediation process, peer groups, neighbours and all interested citizens had their say in the planning procedure and helped to set out a number of objectives. The process will be completed by mid-2011 before the city council takes a decision on the matter.

# DOCAP 2020 – DORTMUND CLIMATE ACTION PROGRAMME 2020

Submitted by City of Dortmund

## Contact details of lead applicant

**Organisation** City of Dortmund  
Address Friedensplatz 1, 44135 Dortmund  
Country Germany  
Web address <http://umweltamt.dortmund.de/project/assets/template3.jsp?content=wu&smi=24.0&tid=99969>

**Contact Person** Christoph Löchle  
Function Agenda 21 Office  
Email [cloechle@stadtdo.de](mailto:cloechle@stadtdo.de)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Civil society and citizens interests, public relations work, culture of participation, Dortmund Climate Action Programme 2020, Consultation Circle for Energy Efficiency and Climate Protection (KEK), participative structures, location development.



## Case description

From the very beginning of drafting of the Dortmund Climate Action Programme 2020 (DOCAP), the City of Dortmund has helped people affected by problems to become an active part of the solution. Dortmund has fostered a culture of participation by creating a 'Civil Society and Citizens' Interests' Department' at the Mayor's Office, thus offering up even more opportunities to actively shape the community. Operations in this department include, among others, the ombudsperson's office for citizens' initiatives and citizens' interests and the consultation circle for energy efficiency and climate protection (KEK) management group. Bringing these tasks together under one roof improved communications among the stakeholders whilst compiling 'DOCAP', so that there was a powerful multiplier and dissemination effect as well as increased transparency and acceptance of the process. Joining the Climate Alliance in 1993 saw the city commit itself to minimising its CO<sub>2</sub> emissions at a very early stage. The City Administration's efforts are also supported by a team of dedicated volunteers and companies. Climate protection was recognised as a long-term challenge and has continued to be a component of the participation and planning culture. Since the land use plan was restructured in 2002, integrated city district development concepts (*Integrierte Stadtentwicklungskonzepte (InSEKts)*) are regularly set up and updated with extensive public participation. The events organised in this context have reached a total of 20,000 citizens. During this process, their suggestions and contributions led to 800 changes being made.

The elected City Council's climate protection concept from 1996 was followed by regular CO<sub>2</sub> reports, which were used as a control instrument. In 2007, a council resolution was passed for extended measures with more stringent targets. Only coordinated interaction between politics, administration, citizens, businesses and science, together with the voluntary groups and associations who are active in this field, can achieve effective climate protection on such a large scale. KEK was established as a key instrument in taking responsibility for the coordination and communication of the individual components. Established monitoring and management systems, such as the ECORegio Tool for CO<sub>2</sub> reporting, the European Energy Award and membership of the EU Covenant of Mayors with the Sustainable Energy Action Plan have ensured that the process can be controlled comprehensively.

'DOCAP 2020' means that the necessary analytical basis has been worked out, that a defined plan for measures has been developed for the next 10 years and that numerous stakeholders in the city have been identified, including those who are involved in implementing the measures for their own interests. The potential savings to be made by means of relevant climate protection measures have been specified, and the main activities required of all the groups of stakeholders who are responsible for greenhouse gases in Dortmund have been defined.



# LITTLE BIRD – INTRODUCTION OF AN INTERACTIVE SEARCH-, ALLOCATION AND ADMINISTRATIVE PROCEDURE FOR CHILD CARE SERVICES

Submitted by Stadt Heidenau – Amt für Schule und Familie / Municipality of Heidenau – Office for School and Family

## Contact details of lead applicant

### Organisation Municipality of Heidenau

Address Dresdner Str. 47  
01809 Heidenau  
Country Germany  
Web address <http://business.little-bird.de>

### Contact Person Sylvia Röder

Function Head of the youth welfare office  
Email [sylvia.roeder@heidenau.de](mailto:sylvia.roeder@heidenau.de)

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Child care facility



## Case description

'Little Bird' is Germany's first eGovernment solution with an interactive process mapping out the entire range of administration functions for allocation of childcare services. 'Little Bird' can be easily integrated into any administrative structure, and it offers substantial interactive features such as navigation, transparency and control. Both childminders and privately run childcare can be integrated. Even in the very early phases of the concept, the requirements of local municipalities throughout Germany have been considered during the implementation of the solution. Therefore, the solution can be customised very easily to meet municipality requirements.

This unique package of solutions offers advantages for all parties:

- For parents there is the ability to view all childcare services (both privately and publicly owned), identify currently available vacancies for childcare services of different types and in facilities of different providers and the opportunity to participate in the process interactively and online.
- For providers it offers advance predictability of demand for their services and a modular management programme which supports the facilities in their work.
- For public administrations it offers an overview of spare capacity or surplus demand in the childcare sector, including for its own facilities, the quantity demanded of all childcare services and thus advance predictability of costs, minimisation of administrative costs and optimised internal administrative processes.

Registrations merge into a real-time management system with central data entry. The registration and the parents' contact details are stored in a common database. Parents are safe in the knowledge that the childcare search is transparent and, when parents have registered on the waiting list, employees of the local administration can offer a personalised customer service. Support will be offered during the period between the parents' first registration of interest and the actual need for the childcare service. There is controlled access to the central allocation list for local authorities, enabling them to monitor multiple applications of the parents who are searching. When children are offered a place in day care, their registration data on the waiting list is automatically deleted.

As part of a project, the *Fachhochschule* of Public Administration in Dortmund, under the special direction of Prof. Dr Volker Hassel, examined the central application process for childcare centres. The result of the project was that 'Little Bird' received the best rating by far out of all tested systems. When considering operating efficiency and profitability the verdict went in favour of 'Little Bird'.



# SEAMLESS APPLICATION PROCESSING OF ADMINISTRATIVE PROCESSES FOR CITIZENS AND FOREIGNERS ON USER-GUIDED WORKFLOW PLATFORM

Submitted by City of Nuremberg

## Contact details of lead applicant

**Organisation** City of Nuremberg  
**Address** Hauptmarkt 2  
 90403 Nürnberg  
**Country** Germany  
**Web address** www.eap.nuernberg.de

**Contact Person** Wolfgang Köhler  
**Function** Deputy Mayor of Nuremberg  
**Email** wolfgang.koehler@stadt.nuernberg.de

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Authorities/administrative bodies, administrative levels, workflow-based, seamless administrative process

## Case description

eGovernment is one of the strategic approaches adopted by the city of Nuremberg, as it is innovative and saves time and resources for all parties. Moreover, the city benefits in the long term, if the processes are transparent and waiting times shorter. Given the increasing acceptance of internet-based processes on the one hand, and the internal administrative and fiscal consolidation targets and age structure problems on the other hand, the city of Nuremberg is further developing eGovernment applications, from pure service-oriented services to a strategic approach of government modernisation.

The official aim is to speed up the approval process and to facilitate seamless administrative processing for applicants and those involved in the process (citizens, businesses, agencies, competent authorities). Therefore, the city of Nuremberg has set up a workflow system in which the overall procedure of an administrative process is controlled: from the application to its final approval, the monitoring of deadlines and the information of all concerned parties in the overall process is checked. All of this is in a safe https environment with 128-bit ssl encryption.

The application process can be electronically signed and/or paid electronically. The introduction of the workflow-based system was part of the implementation of the EU Services Directive. Thus, the City of Nuremberg has now a seamless administrative process-solution model for other situations and processes in the area of administration. This brings them considerably closer to their goal of expanding inter-institutional cooperation to the satisfaction of both the users and the budgetary situation. The implementation of the EU Services Directive with a seamless administrative process and workflow-based environment is the first application in Nuremberg. For this reason the application in many places focuses on the implementation of the EU Services Directive.



# SOLINGEN – POPULAR CONSULTATION ON UNPOPULAR MEASURES

Submitted by Solingen City Administration and Subsidiary Companies

## Contact details of lead applicant

**Organisation** City of Solingen  
 Address Rathausplatz 1, 42651 Solingen  
 Country Germany  
 Web address [www.solingen-spart.de](http://www.solingen-spart.de)

**Contact Person** Thomas Koch  
 Function City Finance Management Office  
 Email [t.koch@solingen.de](mailto:t.koch@solingen.de)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances

## Key words of project

Participatory budgeting, collaborative governance, eParticipation, participatory budget consolidation, saving, standard optimisation, savings package, insolvency, local government financial crisis, austerity budget



## Case description

The German city of Solingen (pop. 160,000) was in 2010 one of many communities with an unstable budgetary situation. The regional government demanded annual savings of €45 million (approx. 10% of total spending in the city budget) to avoid insolvency. This new situation for Solingen challenged the city to re-think its approach. Thus, politicians used an innovative process to develop a joint savings package, which not only brought the situation to the forefront of citizens' awareness, but also actively involved them in the savings process.

Summer 2009 kicked off a process which would last 12 months. The result was 248 savings proposals, totalling €45 million. In addition, administrators and politicians used joint workshops to define strategic spheres of activity to frame the savings package. The next step was, for the first time, to involve citizens in a consultation process. An online platform enabled them to assess the predefined savings proposals, to comment on them, and to submit their own cost-reduction suggestions. More than 20,000 citizens visited the site [www.solingen-spart.de](http://www.solingen-spart.de), 3,595 of whom registered to participate actively. Never before had so many people actively contributed to their local government budget. The citizens' votes served as consultation, strengthening the resolve of local politicians. They passed a savings package amounting to €43.2 million, did not shy away from unpopular decisions and the package was approved by the regional authorities. For the first time in Germany, participatory budgeting was applied to the topic of 'budgetary consolidation, helping to save'. The proposals were described in detail, provided to the politicians and posted on an information and participation platform for the citizens to invite their feedback. This form of transparency was new, and it documents the city's readiness to be open towards both political decision-makers and citizens.

Equally new was the desire of administrators to reach a new consensus in defining strategic core spheres of activity. The success of this intention and the linking of the results with the savings proposals is testimony to the aim of jointly achieving sustainable cost reductions. The electronic participation process employed was the first time a transparent and interactive tool had been used, which also documented the willingness to make the budgetary situation and the administrative measures more transparent. Solingen intends to continue down this path toward open governance, and to further expand citizens' involvement.

There is one essential difference between the process adopted in Solingen and other internet-based collaborative governance examples. Whereas other instances offered citizens the chance to suggest how money should be invested, Solingen's focus was exclusively on reducing spending and increasing revenues. Because of the increasing number of cities and communities with financial problems, the Solingen process attracted national and international attention, and continues to do so. This is shown by phone inquiries about the Solingen process, newspaper and periodical articles, contributions to national radio programmes and participation in national and international specialist congresses. The towns of Gütersloh, Essen and Bonn have already emulated this process, closely following the Solingen model.



# S.A.F.E. – SECURE ACCESS TO FEDERATED eJUSTICE/eGOVERNMENT

Submitted by Ministry of Justice of the State of Baden-Württemberg and Ministry of Justice of the State of North Rhine-Westphalia

## Contact details of lead applicant

**Organisation** Ministry of Justice of the State of Baden-Württemberg  
**Address** Schillerplatz 4, 70173 Stuttgart  
**Country** Germany  
**Web address** www.justiz.de

**Contact Person** Jürgen Ehrmann  
**Function** Project Leader  
**Email** ehrmann@jum.bwl.de

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Justice, police, human rights and security

## Key words of project

Federal identity management, secure access

## Case description

‘S.A.F.E.’ (Secure Access to Federated eJustice/eGovernment) lays down a technical framework for interoperable and safe usage of digital identities across administrative borders (Trust-Domains) and is set up from the Web Service Protocol Stack (WS-\*) of OASIS and W3C. The selected standards are profiled for the sake of interoperability.

The ‘S.A.F.E.’ concept aims at the secure registration, authentication and authorisation, as well as the secure storage of participants’ communication. Since these aims are of common interest for most eGovernment services, also beyond communication and beyond eJustice, ‘S.A.F.E.’ has been developed in two stages:

- At the first stage a common standard for user management and registration for general eGovernment services has been adopted. A Web Service based Identity Management infrastructure has been set up which can be used as a common standard for securing access to eGovernment services. The standard is open and expandable to allow interoperability between different eGovernment services and to provide Single-Sign-On (SSO) solutions for accessing different services with the same digital identity.
- At the second stage, this general concept has been specialised further for its use in the concrete eJustice communication scenario. Whilst preserving the general concept, further specialisations and extensions are made to meet the demands of the concrete eJustice application. The base concept can be customised by other eGovernment applications. This generates an expanding pool of interoperable eGovernment services with a common registration and authentication interface.

‘S.A.F.E.’ provides an open and standardised framework to all public and legal German administrations. Due to its open format and service-oriented architecture it can be easily extended and adapted to other applications and is highly scalable to large scenarios. The concept of trusted domains offers easy adaptation to specific laws and rules within each trusted domain in terms of rights management and avoids repeated registration and proof of authentication. The consequent use of standards and the service oriented architecture of ‘S.A.F.E.’ provide an easy to adapt technology and thus offer its use to all public and private applications within eGovernment and eJustice.



# INTEGRATED SUSTAINABILITY MANAGEMENT LUDWIGSBURG

Submitted by City of Ludwigsburg

## Contact details of lead applicant

**Organisation** City of Ludwigsburg  
**Address** Wilhelmstraße 1  
 71638 Ludwigsburg  
**Country** Germany  
**Web address** [www.ludwigsburg.de/servlet/PB/menu/1247346\\_I2/index.html](http://www.ludwigsburg.de/servlet/PB/menu/1247346_I2/index.html)

**Contact Person** Albert Geiger  
**Function** Head of Department of Sustainable Urban Development  
**Email** [a.geiger@ludwigsburg.de](mailto:a.geiger@ludwigsburg.de)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Integrated urban development process, urban renewal and administrative reorganisation

## Case description

In 2004 the city of Ludwigsburg started an integrated urban development process, characterised by great efforts in administration, politics and citizenry. Parallel to this process, there was administrative reorganisation and a new culture of intensive and active participation began. The basis for all activities in Ludwigsburg is now the integrated city development concept. The intensive urban development process started with a basic resolution of the local council in 2004. From the very beginning, it was clear that interdepartmental coordination of the social, economic, ecological and spatial development processes was necessary. The success factor for an increased citizen involvement was the 'Department for Citizen Involvement', created in 2004, whose task was to ensure an optimal interlinking between full-time and volunteer work.

The process of participation started with a public opening event with 200 citizens, followed by a conference with a representative cross-section of the population. With 96 persons, citizens formed a majority among the participants, but representatives of the municipal council and the city administration were also there. For more than two days, they worked together in changing groups and led a constructive, open and sometimes controversial discussion.

Participants from all kinds of urban spheres developed visions, goals, and ideas, and defined 11 municipal subject fields: attractive housing, education and care, economy and work, mobility, coexistence of generations and nations, dynamic town centre, vital town districts, energy, cultural life, a world of sports and green areas in the city.

In spring 2006, the ideas that had been collected were classified into key projects and measures. Networks for implementation were formed. The broad participation procedure shall ensure well-balanced results that find support among citizens. With a vast majority, the municipal council adopted the city development concept with the principles and strategic objectives in June 2006. The participation of representatives from the local council in all projects led to transparency and growing confidence. The local council recognised the considerable advantages of being informed in advance about citizens' ideas and views. The city development concept is the dynamic basis for the long-term development of Ludwigsburg, fair for all generations. The guiding principles and objectives form the conceptual framework for sustainable urban development. Over the course of the process, the strategy is permanently adjusted, developed further and updated (integrated sustainability management).

In order to ensure structured control of the process and the work within the administration, master plans have been set up, which include the strategic goals as well as their practical implementation. To be able to gauge the effect of the measures, 66 indicators were set up. They were sufficiently differentiated, but still manageable in their scope. For the realisation and steering of the integrated city development concept, an interdepartmental unit for sustainable urban development was created in 2008. The main task of the 'Department of Sustainable Urban Development' is to anchor sustainable urban development sustainably as a cross-sectional task within the administration.

# MOGDy – MUNICH OPEN GOVERNMENT DAY

Submitted by City Government of Munich

## Contact details of lead applicant

**Organisation** City Government of Munich  
Address Herzogspitalstrasse 24  
80331 Munich  
Country Germany  
Web address [www.muenchen.de/mogdy](http://www.muenchen.de/mogdy)

**Contact Person** Marcus Dapp  
Function IT Strategist  
Email [marcus.dapp@muenchen.de](mailto:marcus.dapp@muenchen.de)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform

## Key words of project

Open government, open data, crowdsourcing, web2.0, community building



## Case description

'MOGDy' is an integrated open government and open data project, the first of its kind in Germany. The goal is to create a local 'MOGDy' community and mind-share around the issues of opening up city government, as well as to enable an added value collaborative approach with the citizenship around open data.

In the first phase (Dec-Jan 2010/2011) citizens were invited to share their ideas and expectations for the 'Digital Munich' of the future. To organise this crowd sourcing effort an online open source tool for mass voting was used: the open website allowed commenting and voting. In a two-month period nearly 400 participants produced a ranked list of 160 ideas that would be taken into account for the eGovernment planning process.

In the second phase (Jan-Apr 2011) the city opened several data sets as 'open data' and invited open source developers to produce digital added value for all citizens. The contest was called 'apps4cities'. It had to be licensed as open source software to enable other cities to reuse the mobile/web apps created in Munich.

The mid-term goal is to establish a local 'MOGDy' community consisting of citizens and public servants, thus enabling continuous development of the cooperation and coordination of activities around open government. Several web2.0 tools have been used for community-building; aside from Twitter, Facebook, and Xing, Munich also started an official IT-blog ([www.muenchen.de/it-blog](http://www.muenchen.de/it-blog)) to communicate more transparently about its IT activities, e.g. around the LiMux project.

'MOGDy' is a proof-of-concept that crowd sourcing not only works, but delivers real and usable results. Fears raised by some politicians that running an open website with anonymous participants is 'very dangerous' did not materialise. In fact, the online community is very serious and constructive when they receive a serious commitment/offer for eParticipation. They managed to let politicians, public servants and citizens from all walks of life to interact online and offline, discussing ideas for services, new/changed policies, and innovation in general. These people would have never interacted and co-created such results in the traditional processes of regular district meetings. 'MOGDy' is also proving that the idea of releasing public data into the open makes sense and can create useful new services for citizens – faster and better than the administration ever could.

Finally, the way how the project interacted with the 'outside' showed that new technologies like web2.0 and social networks play a crucial role in interacting with the citizenship – especially with the younger generation. Finally, the project sparked initiative at various places inside the administration because of its very positive perception in the press. They keep on getting requests from city council members to add elements to the project.



# BUDGET CITIZENS' FORUM

Submitted by Mülheim an der Ruhr City

## Contact details of lead applicant

**Organisation** Mülheim an der Ruhr City  
**Address** Ruhrstraße 1  
 45468 Mülheim an der Ruhr  
**Country** Germany  
**Web address** <http://haushaltsforum.muelheim-ruhr.de>

**Contact Person** Niels Gründel  
**Function** eGovernment  
**Email** [niels.gruendel@muelheim-ruhr.de](mailto:niels.gruendel@muelheim-ruhr.de)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Budget, citizen, participation, forum, online

## Case description

The 'budget citizens' forum' is the first project enabling citizens to participate in the drafting of the municipal budget. In fact, the opening of the town's public administration began with launching an online forum that received nearly 200 popular suggestions for savings. Within this framework, all users had the opportunity to create their own proposals, add comments and rate projects.

During the preliminary stages of the project several meetings were held, in which citizens could submit their suggestions for the forum. All proposals were uploaded to the online platform to be discussed and rated online. After closing the online discussion and rating all suggestions, the city council had to process the citizens' input. Afterwards, the outcomes on each popular proposal were published online.

This 'citizens' forum' is still online to track all decisions. The forums held offline and the online forum involved a huge group of people in the region with different degrees of access. This new online culture had effects on other kinds of participation. Only a few weeks after closing the 'budget citizens' forum', another online forum was opened to discuss possible joint action between the town administration and its citizens. And even at the moment, a further online forum to discuss noise is being prepared.

The online platform has been completely developed using Open Source, so that there were no investments in advance; it is adaptable and it can be applied to other towns with no extra costs.



# STORK – Secure idenTity acrOss boRders linKed

Submitted by Federal Office for IT and Data Security

## Contact details of lead applicant

**Organisation** Federal Office for IT and Data Security  
**Address** Godesberger Allee 185-189  
 53175 Bonn  
**Country** Germany  
**Web address** www.eid-stork.eu

**Contact Person** Andre Braunmandl  
**Function** Desk Officer  
**Email** andre.braunmandl@bsi.bund.de

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Information society, technology, media and audiovisual

## Key words of project

eldentity, interoperability, authentication, eServices

## Case description

‘STORK’ establishes a European eID interoperability platform that enables citizens to use their national electronic identities for eGovernment services throughout the EU. It is implemented by a consortium of 32 partners (17 EU Member and Associated States, a number of companies and organisations from the private, academic and civil society sectors). ‘STORK’ is a co-funded European Commission large scale pilot under the Competitiveness and Innovation Programme. ‘STORK’ implements an EU-wide interoperable system contributing to mutual recognition of eID and eID-based services. Through its six pilots, ‘STORK’ offers several cross-border eGovernment high impact services. It seeks to gain experience on how to roll out such services, and to better identify the benefits and challenges that an EU interoperability system for recognition of eID brings.

1. Cross-border Authentication Platform for Electronic Services: this pilot enables European citizens to access cross-border services in a secure way, by using their own national eID cards. ‘STORK’ infrastructure provides high levels of trust. Data protection, security and the customer’s privacy are all of paramount importance in the ‘STORK’ pilots.
2. Safer Chat: this pilot implements a platform for a safer online environment where people communicate online using their eIDs for identification, authentication and authorisation. The SaferChat pilot tests online chats to confirm that the EU interoperability layer implemented in ‘STORK’ can operate providing a safer online environment.
3. Student Mobility: this pilot enables foreign students to access any online administrative service offered by a particular university by using their national eID cards for identification purposes.
4. Electronic Delivery: this pilot develops mechanisms for the secure, cross-border electronic delivery of documents, based on the existing domestic infrastructure of each Member State. The ability to conclude transactional processes electronically is an essential component for the implementation of eGovernment services, and a specific request outlined in the Services Directive.
5. Change of Address: this pilot develops a framework for an interoperable change of address service allowing citizens (using their national eID credentials) to notify address changes to all relevant entities, without changing processes currently in place in each Member State.
6. ECAS Integration: Since the EC operates numerous electronic services requiring user authentication, this pilot integrates ‘STORK’ with the European Commission Authentication System (ECAS). Hence, it facilitates access to EC services to European citizens through their electronic identities. Work is carried out in close cooperation between ‘STORK’ Member States, the Directorate-General for Informatics (DIGIT), and the Commission’s application owners.

Therefore, ‘STORK’ infrastructure, pilots and services are considered a major breakthrough and an advanced and innovative solution in the field of European eID interoperability with the support of the major players and stakeholders. The technologies and services developed and tested within the ‘STORK’ project are key enablers to provide interoperable electronic identification management (eIDM) to access eGovernment services across Europe.



# INFORMATION AND COMMUNICATION TECHNOLOGY PROJECTS

Submitted by Office of the Vice President of the Hellenic Government

## Contact details of lead applicant

**Organisation** Office of the Vice President of the Hellenic Government  
**Address** Zalokosta Str. 10, 10671 Athens  
**Country** Greece  
**Web address** <http://antiproedros.gov.gr>

**Contact Person** George Kalantzis  
**Function** Director  
**Email** [office@antiproedros.gov.gr](mailto:office@antiproedros.gov.gr)

## Administrative level of lead applicant

National

## Size of organisation

25-50

## Number of people involved in the project

>15

## 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; External relations and aid, development and enlargement; Justice, police, human rights and security; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation; Sports, youth, culture and art; Science, research, innovation; Taxation, customs, finances; Transport and infrastructure

## Key words of project

Collaborative governance, open government, transparency, ICT projects, monitoring systems



## Case description

After the Greek elections, the newly appointed Prime Minister launched a series of reforms to overcome the recent challenges. These reforms included major Information and Communication Technology (ICT) activities, Stability and Growth Programme (PSA) reforms, and a programme for transposing EU directives. The main objective of these reforms was to establish transparency systems which would open up public administrations and promote openness and cooperation with their citizens.

It has been estimated that implementing these programmes would save more than €10 billion of the state budget, thus increasing growth, enhancing competitiveness, avoiding fines and improving the security of Greek law. More specifically, ICT activities will help the state to fight against tax evasion, control expenditure efficiently, streamline the public sector, effectively manage its human resources, assist development, reinforce the educational system and raise tourism in Greece. The PSA will achieve the consolidation of the national public finances through effective structural measures, by reducing the budget deficit and the public debt, increasing the rate of growth and enhancing economic competitiveness in the long term. The transposition of EU directives programme will reduce the number of EU law violations and thus save millions of Euros by avoiding fines.

ICT activities are systematically carried out by the office of the Vice President together with the office of the Prime Minister, thanks to the functions of the ICT Monitoring System. A total of 24 fundamental actions are divided into 124 specific steps. The PSA is systematically carried out by the office of the Vice President together with the responsible ministries, thanks to the PSA's monitoring system. A total of 113 actions have been carried out, 90 of which have already been completed. The ministries have continuous online access to the Action Status Table. Additionally, there is a continuous online access to the executives of the office of the Prime Minister, the Vice President, the Ministry of Finance and economic advisors. The transposition of EU directives programme is monitored by the office of the Vice President in cooperation with the International and Community Affairs Department and the Legal Directorate of Foreign Affairs. The system monitors the transposition of EU directives as well as the full registration of directives not transposed and EU law violations per ministry.

The monitoring systems are seen as innovation from the current government, hence displaying a different attitude compared to the past administration. From now on, ICT is used to make government action systematic and to monitor their results. The systems were developed at no cost to the Greek public sector, since only the know-how and infrastructure of the office of the Vice President, the General Secretary of the government and the Legal Directorate of the Foreign Affairs Ministry were used.

# THE 'DI@VGEIA (CLARITY)' PROGRAMME, PUBLISHING ALL GOVERNMENT DECISIONS ON THE INTERNET

Submitted by Ministry of Interior, Decentralisation & eGovernment

## Contact details of lead applicant

**Organisation** General Secretariat of Public Administration & eGovernment

Address Vas. Sofias 15, 10674 Athens

Country Greece

Web address <http://diavgeia.gov.gr/en>

**Contact Person** Athanasia Routzouni

Function IT Expert, Informatics Development Agency

Email [n.rou@yap.gov.gr](mailto:n.rou@yap.gov.gr)

[yfes@diavgeia.gov.gr](mailto:yfes@diavgeia.gov.gr)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform

## Key words of project

Transparency, openness, eParticipation, collaboration network governance, agile software development, open public sector data, re-use of Public Sector Information, project task force, joint task force

## Case description

In October 2010, all Greek ministries, local governments and all entities supervised by them were obliged to upload their decisions onto the internet, through the 'Di@vgeia (Clarity)' programme, one of the major transparency initiatives of the Ministry of the Interior, Decentralisation and eGovernment. Henceforth, the decisions of the public entities will not be implemented if they are not uploaded onto the 'Di@vgeia (Clarity)' website. Each document is digitally signed and automatically assigned a unique Internet Uploading Number (IUN) by the system.

The 'Di@vgeia (Clarity)' programme is currently used by all public legal entities, independent and regulatory authorities, the State Legal Council as well as local governments. The 'Di@vgeia (Clarity)' programme introduces for the first time in Greece the obligation to publish all of the decisions of government and administrative entities on the internet, with special attention paid to issues of national security and sensitive personal data. It is an innovative programme, aiming primarily to bring about the maximum publicity to government policy and administrative actions. The use of the internet meets the requirement for wide publicity and access to information, progressively contributing to a culture change in the whole public administration.

The implementation of the 'Di@vgeia (Clarity)' programme contributes substantially towards establishing a more transparent relationship between citizens and the state. Through this programme, citizens are able to exercise their constitutional rights fully, such as the right to information and participation in the information society. At the same time, the compulsory uploading onto the internet of all decisions by legal entities exercising public authority leads to the reinforcement of responsibility and accountability. In short, the 'Di@vgeia (Clarity)' programme enacts the dissemination and re-use of Public Sector Information (PSI), providing the necessary tools for open and thorough access to it.

Interested parties can easily and quickly search for acts and decisions of the ministries and other public institutions by using keywords and thematic metadata, with which every act is tagged, thanks to an intuitive search form, available either from the website of each public entity issuing the act, or from the central website of the National Printing Office. Furthermore, the widest possible publicity is also achieved via the use of popular social networks, such as Twitter and Facebook, as additional means to circulate and re-publish the day-to-day material that is posted on the official 'Di@vgeia (Clarity)' websites.

The project management model is based upon the task force approach, a network of management teams that has been established in all government institutions that are required to implement 'Di@vgeia'. This ensures broad participation from all areas of the Greek public administration.



# NEW WEIR REGULATION OF LAKE FERTŐ

Submitted by North Transdanubian Environmental and Water Directorate

## Contact details of lead applicant

**Organisation** North Transdanubian  
Environmental and Water  
Directorate  
**Address** Árpád street 28-32, Győr, 9021  
**Country** Hungary  
**Web address** www.ferto-neusiedlersee.hu

**Contact Person** László Sütheő  
**Function** Head of Department  
**Email** sutheo.laszlo@edukovizig.hu

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Water management

## Key words of project

Cross-border cooperation, international lake regulation, stakeholders needs, public information

## Case description

According to the EU Water Framework Directive, the good status of all bodies of water has to be achieved and maintained whilst reducing the effect of droughts and floods. Furthermore, the right conditions for sustainable water management have to be established. This means new challenges for water management in most cases. This applies especially to the common, cross-border catchments and bodies of water. Lake Fertő has a unique natural value across all Europe, it has formed part of World Heritage for a long time and is a featured location of the water management work done at international level.

The flood in 1996 and the drought in 2002-2003 showed that stakeholders need a flexible form of saving water and flood regulation that considers the needs of inhabitants living close to the outflow system. Before the licensing process, in December in 2010, this directorate brought together all stakeholders such as national parks, municipalities, local governments, NGOs and enterprises located alongside Lake Fertő. This regulation was created with public participation. The directorate opened up the opportunity to discuss this issue at social level, creating workshops and public forums for civil society. It also published this regulation plan on the website. The information and the appeal were sent to the regional press as well.

To summarise, the open planning was very interactive, all target groups were successfully involved and there were no objections. This methodology ensured that the water management interests of Austria and Hungary were respected, which are often different. The new operational regulation considers the latest results, the effect of climate change and occasional intemperate weather. It guarantees proper safety during flooding and the condition of the water saving operation whilst minimising the effects of floods and droughts and maintaining the good condition of the lake.



# TRANSPARENT OPERATION OF THE LOCAL GOVERNMENT'S DECISION-MAKING PROCESS

Submitted by Budapest Főváros X. Kerület Kőbányai Önkormányzat

## Contact details of lead applicant

**Organisation** Budapest Főváros X. Kerület  
Kőbányai Önkormányzat  
**Address** Szent László tér 29  
1102 Budapest  
**Country** Hungary  
**Web address** www.onkormanyzati.tv

**Contact Person** Jankovich Tibor  
**Function** Advisor  
**Email** jankovichtibor@kobanya.hu

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation

## Case description

One of the priorities of public administrations is to offer full transparency within their decision-making processes. With the implementation of the 'transparency law', the above-mentioned outcome became visible to everyone, but the way in which decisions were made and what debates preceded them was only known to a certain group. The representative surveys conducted among and in cooperation with the population showed that it is necessary to gain the trust of the population and businesses. Possible means of achieving this might be the authoritative coverage and the processing of its feedback.

Public administration development has to include the transparency of the decision-making process. Improving unilateral coverage towards the active cooperation of the population is also very important. The active participation of the population in the actual decision-making process is currently insufficient, in part due to a lack of information and communication. Therefore, it is impossible to create an 'owner-like' attitude among the population. Reaching the population *via* the currently used communication channels does not bring about the expected outcome. Governmental information provision *via* local TV channels, due to its time and location related services, is not sufficient.

Without the population's feedback, decisions of central and local governments do not reflect the will of Hungarian citizens. According to surveys conducted among the population, information-gathering habits have changed due to the availability of the internet. The process is irreversible due to the interests of companies providing broadband internet services, which coincide with the interests of the population. Communication has to be developed further in this direction.

Currently, channelling the information towards society can be problematic, as only big offices and institutes can access the information and smaller, less central offices may get incomplete or even wrong information, or sometimes they might not even be able to reach citizens. This can be explained by the high costs of current information-providing stations, or by the difficulties in gaining feedback from the population. Finding cost effective solutions is in the interest of the government and its citizens.





# GARDA (IRELAND'S POLICE SERVICE) YOUTH CRIME, INDIVIDUAL CASE MANAGEMENT

Submitted by An Garda Síochána – Ireland's Police Service

## Contact details of lead applicant

**Organisation** An Garda Síochána  
**Address** Garda Head Quarters  
 Phoenix Park, Dublin  
**Country** Ireland

**Contact Person** Patrick Leahy  
**Function** Chief Superintendent and  
 Divisional Officer  
**Email** patrick.leahy@garda.ie

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Justice, police, human rights and security

## Key words of project

An Garda Síochána Youth Justice Divert, education, health, children



## Case description

Garda Case Management is a project developed as a proactive and progressive approach to address the rate of juvenile offending in the Garda Division of Dublin North Central. Research indicated that this division had a higher rate of juvenile cases before the Dublin Children's Court than any other division in the Dublin Metropolitan Region. The project is essentially a coordinated and consistent management process, including the appointment of a named member of 'An Garda Síochána'. He or she acts as the individual case manager for each selected young person, and is subsequently responsible for leading, coordinating and managing the young person's interaction with the criminal justice system, the juvenile's family and all other agencies.

The main objective of the project is to provide appropriate interventions and services necessary to meet the needs of the children and to coordinate, manage and assess the impact of those services to engineer those children out of the criminal justice system. The project also addresses inefficiencies in the criminal justice system, and in particular those associated with the Children's Court, ensuring that all juvenile offending issues are coordinated and managed to deliver appropriate, efficient and effective short-term, medium-term and long-term outcomes for all stakeholders. Garda also aims to identify juveniles at risk, create an effective services network for juvenile offenders, build and maintain positive relationships between stakeholders, and to provide support for juvenile offenders and their families. An electronic database has been developed to record all case management data in the Dublin Metropolitan North Central Division. The purpose of the database is twofold: to provide support service to case managers and to extract data in relation to:

- the effectiveness of the project;
- the profile of juveniles being case managed;
- court data and outcomes;
- service provision/agency support;
- re-offending/recidivism;
- issues and difficulties.

In order to test the effectiveness of the project, a group of young people with a high number of criminal charges was selected. This group had amassed a total of 219 charges in a nine-month period prior to engaging with the project. However, at the end of a nine-month period of case management the number of new charges brought before the courts had dropped to 80, showing a 64% improvement rate. 'Gardaí' who were interviewed indicated that case management was time consuming but effective in dealing with juvenile offenders and children at risk. 'Gardaí' also indicated that the process provided for medium and long-term positive outcomes in relation to encouraging juvenile offenders to curtail or stop offending. The reduction in recidivism including the cases where juveniles did not re-offend at all has a noticeable stabilising effect on communities and families. The reduction in the number of charges before the courts and the coordination and management of issues brought and presented before the court has resulted in very favourable comment from the judiciary and an expectation that the project will be expanded to address juveniles in all divisions in the Dublin Metropolitan Region.



# BRIDGING THE GAP – INTERMEDIATE CARE SERVICE, COUNTY ROSCOMMON

Submitted by Health Service Executive

## Contact details of lead applicant

**Organisation** Health Service Executive, West  
**Address** Intermediate Care Services, Riverside House, Main Street Castlerea, Co. Roscommon  
**Country** Ireland  
**Web address** www.hse.ie

**Contact Person** Marie Gunning  
**Function** Manager Castlerea Team  
**Email** marie.gunning@hse.ie

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Integration, quality, client centred, empowerment, quality of life, dignity, independence, seamless healthcare, change, cost effective, collaboration, engagement, information sharing

## Case description

The ‘Bridging the Gap’ Intermediate Care Service is based in County Roscommon, one of the six counties in the HSE West administrative area. Roscommon is an inland county with a population of 58,768. The population is predominantly rural, with a high incident of people over the age of 65 years (15%). Figures from the Institute of Public Health in Ireland show that in Roscommon life expectancy for men is nearly 77 years and just over 82 years for women.

The Intermediate Care Services which are operational in Roscommon are a practical example of the HSE’s commitment to developing a fully integrated health system with a seamless connection between hospital and community services. It is also in line with the priorities in the HSE’s Transformation Programme, focused on making it easier for people to access services, building up primary, community and continuing care services and developing services for chronic diseases.

Prior to commencing this initiative, services were provided in the community setting by disciplines working parallel to each other. Before a client was discharged from the acute hospitals, a social report was requested from the public health nurse on all elderly persons, which identified any issues within the home environment or care issues. This put enormous strain on the public health nurse to complete these reports in a timely manner. The reality was a delay in the discharge and in some cases the elderly person was referred to the residential care setting for continuing care. This resulted in the inappropriate admission of those who did not require twenty-four hour care, taking up beds which could have been used more effectively and in some cases having to get subvention for clients to place them in private nursing homes. Clinicians themselves favoured the referral of clients to the rehabilitation unit at the Sacred Heart Hospital in Roscommon, because they were apprehensive about discharging home without an intensive support service.

The Intermediate Care Service is a health service provided for those who need help to recover from an illness or an injury. It is a short-term service provided by a multi-disciplinary team in the person’s own home. The maximum duration of services provided is 12 weeks, however the average length is 5 weeks. The aim of the service is to improve and maximise the physical, psychological and social wellbeing of persons following illness/disability and to enable them to live with dignity and independence in their own home. It facilitates early discharge from hospital and helps to avoid unnecessary admission to either hospital or long stay residential units. There are currently two teams in County Roscommon; one based in Castlerea Town covering west of the county and the second based in Roscommon Town covering south of the county. The introduction of the Intermediate Care Service in County Roscommon has provided an additional care option for the Roscommon population and is bridging the gap between Acute Care and Primary, Community and Continuing Care.





# ANALYSIS AND REORGANISATION BY PROCESSES

Submitted by Juvenile Court of Salerno

## Contact details of lead applicant

**Organisation** Juvenile Court of Salerno  
**Address** Largo San Tommaso d'Aquino  
 84100 Salerno  
**Country** Italy  
**Web address** www.giustiziacampania.it

**Contact Person** Raffaele Mea  
**Function** Administrative Director  
**Email** raffaele.mea@giustizia.it

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

Justice, police, human rights and security

## Key words of project

Analysis, reorganisation, processes, tracking, adoptions

## Case description

By carrying out its own institutional activity, the Juvenile Court of Salerno is inspired by the norms of its juridical arrangement, by the '1989 the Hague Convention' and by the principles of the Total Quality Management basis for continuous improvement in organisations. The services are based on the principle of equality, guaranteeing equal treatment to all citizens, without distinction of nationality, sex, language, religion or political opinion. The Juvenile Court of Salerno guarantees continuity and regularity in how its services are provided. The office promotes information on its activities whilst keeping in mind the demands and suggestions made by consumers in single or partnership form. The court's president and staff pursue the objective of continuous improvement in the efficiency and effectiveness of the service adopting the more functional technological, organisational and procedural solutions that are fit for purpose.

The Juvenile Court of Salerno, like other Italian judicial offices, encountered some difficulties with organisational performance and quality (the design and improvement) of service delivery. Its organisational background had these features:

- double organisation management system;
- lack of economic and human resources;
- organisation by functions;
- inadequate autonomy in management processes;
- processes too fragmented;
- low level of stakeholder involvement.

The organisation's leaders were able to involve judges and administrative employees. They set up a team of 3 members who were highly sensitive to organisational issues with the task of promoting and guiding the improvement process. Leaders involved the staff according to each member in terms of responsibility for every single project phase. They also enhanced their skills and recognised their efforts and suggestions. Every two months they hold meetings with stakeholders, such as professional bodies, universities, the Campania Region, the Province of Salerno, etc. During these meetings, they analyse their needs and expectations and they identify the best ways of meeting them. They also organise monthly meetings with citizens to promote reorganisation and to create an environment where suggestions can be made. The main aims regarding quality improvement are to optimise the organisation in order to improve the efficiency and effectiveness of the judicial service and to achieve a better overall image of the organisation, working with people more closely and supporting a constructive involvement with stakeholders.

Involving stakeholders through regular meetings ensured that reorganisation could be achieved without any additional costs. This good practice is exemplary because Italian judicial offices still work according to their roles. The structure was reorganised with unchanged legislation and without any additional costs. They also monitor and improve processes and service delivery. This experience could be adopted by small- and medium-sized public sector administrations. They should involve their employees heavily, identify relevant stakeholders and take into account their expectations.

# PRIVACY AND PERSONAL DATA PROTECTION AIMED TO DEVELOP A QUALITY PUBLIC ADMINISTRATION ORIENTED TO CITIZENS

Submitted by USL5 Pisa Health Agency

## Contact details of lead applicant

**Organisation** USL5 Pisa Health Agency  
**Address** Via Ludovico Zamenhof 1, Pisa  
**Country** Italy  
**Web address** www.usl5.toscana.it

**Contact Person** Filomena Polito  
**Function** Privacy and Information Manager  
**Email** ufficioprivacy@usl5.toscana.it

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Better performance of processes and results, stakeholder participation, check the popularity, new services, networking, transforming the law on protection of the person, concrete actions satisfying and respecting the customer's rights

## Case description

Public administration offices must ensure that EU directives are implemented, in addition to those concerning privacy, access, transparency and personal data protection. This is particularly true in the case of healthcare public administration. Nowadays, technology offers a wide range of tools allowing sensitive data to be handled automatically. In addition, it is important to connect healthcare databases to ensure effectively the best healthcare assistance.

To achieve this objective the administration, already committed to digitising its activity to comply with the EU Action Plan for eGov 2011-2015 (which carries the slogan 'use information communication technology to promote a sustainable, intelligent and innovative administration'), must review its internal procedures, which are often disinclined to offer citizens digital services. This organisation solved this problem by implementing a novel system that ensures that sensitive data is handled whilst guaranteeing the privacy of the citizens. A new model has been developed and a privacy policy has been drafted. A 'privacy office' has been instituted, with a risk management system for dealing with the critical issues to be solved with regard to processing personal data.

This model allows the following:

- The privacy company quality system to be equipped with a management incentive system linked to the internal quality control, giving annual targets to ensure privacy which, when not met, affect the subdivision of remuneration of economic result.
- A network of employees to be created ensuring that privacy procedures are respected in every section of the organisation, in conjunction with the Central Privacy Office, by reviewing internal data management processes.
- Increased knowledge among operators, improving their skills and attitudes towards customer care and protection.
- An innovative communication campaign to be launched requiring customer participation, thus ensuring maximum results from the measures already adopted, increasing the empowerment and the relationship between citizens and administration, involving the citizens to give suggestions on how to improve the services on offer.
- A custom made front desk to be created, both online and on-site, in order to offer citizens a quick and dedicated communication channel and solutions to their problems.
- Measuring periodically the stakeholders' satisfaction.

The improvement plan involves the entire company and its corporate management executives and operators, and has clear potential to be used in other complex administrations, therefore it shows that with an integrated and systemic approach to a complex discipline it is possible to obtain an improvement in the following matters: quality performance, participation and acknowledge of operators, fulfilment of customers' requests and needs; and good relations and cooperation between public administration and customers.

# PEH – PERFORMANCE EVALUATION OF HEALTH

Submitted by Catanzaro Province Healthcare Agency

## Contact details of lead applicant

**Organisation** Catanzaro Province Healthcare Agency  
**Address** Via Vinicio Cortese 25  
 88100 Catanzaro  
**Country** Italy  
**Web address** www.asp-catanzaro.it

**Contact Person** Giuseppe Romano  
**Function** ICT Director  
**Email** siaas7@libero.it

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Advanced Collaboration Platform, knowledge business social, key performance indicator

## Case description

The purpose of this design analysis is to establish a functional and informational support constituting the cycle of performance management, pursuant to Legislative Decree no. 150/09, in relation to tracking, detection and evaluation of operational activities at individual-level organisational structure and, overall, the level of leadership and governance. It should be noted that the criteria adopted for identifying ways and means of managing the life cycle of performance are essentially based on a methodology of organisation causal cycle PDCA (Plan-Do-Check-Act, the Deming Wheel) and measuring results. The solution proposed in the project 'PEH' is from a totally new methodological point of view, since it may be a first experience of assessment and self-evaluation based on the CAF model, which is based on objective and verifiable criteria, and is supported by an information system and a virtual environment. In order to fully implement the aims and objectives set by the legislation cited, it is essential to meet the objectivity and transparency requirements, and introduce traceability tools for all activities that characterise a given work process with criteria and methods of subjective assessment. Also the possibility offered by the technologies themselves to use the elements of knowledge arising from the tracking process, which, by defining specific metrics, allow performance indicators to be defined. The assumption is that this design goal is achievable through the implementation of ICT infrastructure, dedicated to the management of interactive work environments and advanced in implementing tools for measuring the contribution of each civil servant's decisions and activities targeted by the government project, allowing the assessment to take place, then the contribution provided by professional individuals, and in particular the management, in the process of implementing plans and programmes.

The structure of this software provides information systems for inter-thematic or thematic PA with a vision, not a topical or limited one, but a holistic approach that makes the existing platforms organically structured in order to reach this strategic position. In this sense it can be said that the efforts made by international bodies, and by the European Union and the scientific community, have been successful (Collaboration @ Work Expert Group, ECOLEAD, Legal - IST). The aim of the project involves measuring and evaluating the contribution of individual employees, and first by the management, towards the activities of the administration initiative in question. A further objective is to build a system of Key Performance Indicators (KPI) related also to the motivational profile. In particular, the project aims to:

- Create and manage virtual communities responsible for the implementation and monitoring of strategic plans and objectives defined by the regional or local authorities;
- Implement a computer and telecommunications platform for the management of those communities;
- Manage the implementation of the plans by using the tools of the virtual environment that is created;
- Introduce tools for tracking, measuring and evaluating the activities and contributions that each operator, at various levels of responsibility, role and function, makes in the implementation of those plans;
- Implement and share assessments carried out within the public administration in question.



# ACTIONS AGAINST ECONOMIC CRISIS

Submitted by Provincial Administration of Siracusa

## Contact details of lead applicant

**Organisation** Provincial Administration of Siracusa  
**Address** Via Roma 31, Siracusa  
**Country** Italy  
**Contact Person** Ornella Castellani  
**Function** Administrative Officer  
**Email** ornella.castellani@provincia.siracusa.it

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME, Local Council

## Key words of project

Credit

## Case description

The Provincial Administration (PA) of Siracusa is a self-governing autonomous local government, halfway between a city and a region (regions, provincial administrations and cities are devolved). Concerning national and regional issues and laws, the PA represents the provincial community (made up of the territories of the Cities of Siracusa, Augusta, Avola, Buccheri, Buscemi, Canicattini B., Carlentini, Cassaro, Ferla, Florida, Francofonte, Lentini, Melilli, Noto, Pachino, Palazzolo A, Portopalo, Priolo G., Rosolini, Siracusa, Solarino and Sortino). It administers territorial affairs, promotes and coordinates cultural, civil, social and economic development, works on improving the qualitative environment and the living conditions of its inhabitants.

Following its specific mission and according to its traditional values, the Provincial Administration acknowledges social and cultural activities as being essential to citizens' growth and enrichment. Within its work, the PA cooperates with other territorial institutions to assure economic development and a policy of business support. The 'actions against economic crisis' arose from these considerations. This initiative has been promoted by the provincial council. The provincial council aims to build a solid synergy between provincial administration and the society's most important sector, the local businesses. The economic crisis injured especially Southern Italy, so that local public administrations tried to help the business companies through new ideas.

In this case, thanks to the contribution of the Association of Local Businesses Company, the Italian Association of Banks and the Loans Consortia, the Province of Siracusa has approved a guarantee fund of €500,000 to be used by local businesses to pay off their debts. Local businesses can access the money by asking the loans consortia, who signed an agreement with the province of Siracusa, the Association of the Local Businesses and the Italian Association of Banks. Credit consortia provide guarantees to facilitate companies' access to finance for the development of economic and productive activities. The consortia are born as an expression of professional associations in industry, commerce, crafts and agriculture, based on principles of mutuality and solidarity. The use of this fund is governed by the signing of a Memorandum of Understanding between the Province of Syracuse, the Chamber of Commerce, Credit consortia and the Italian Banking Association, on behalf of banks operating in the province of Syracuse. The amounts allocated by the Province and the Chamber of Commerce are aimed to mitigate the costs arising from higher guarantees that the consortia will lend to the affiliated banks to facilitate access to credit of associated enterprises and to this end, Consortia will offer guarantees for not less than 60% and up to the limit established by the laws in force.



# INTERCOMUNIC@

Submitted by Catanzaro Province Healthcare Agency

## Contact details of lead applicant

**Organisation** Catanzaro Province Healthcare Agency  
**Address** Via Vinicio Cortese 25  
 88100 Catanzaro  
**Country** Italy  
**Web address** www.asp-catanzaro.it

**Contact Person** Giuseppe Romano  
**Function** ICT Director  
**Email** siaas7@libero.it

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Employment, labour related affairs and gender equality

## Key words of project

Gender equality, communication, flexible hours, organisation of work, health

## Case description

Since 1997, the Department of Public Administration and Innovation has been issuing directives for telephone systems in public administration, invoking the necessity for an innovative system for audio in public administrations: one part to ensure costs are kept down and the other because of the need for an 'enlarged company'. The local health insurance service protects the health of the population covering an area of 80 towns, with some disadvantaged areas, and therefore it needs to ensure the continuity and speed of providing services.

This is the idea behind the project: health care services through the rapid interconnection of fixed-mobile telephones. Nowadays, it is possible to solve various problems without moving from the workplace or by working at home. This allowed them to speed up certain obligations due to the ease of being reached by external stakeholders. Finally, the management and maintenance regime of the project 'Intercomunic@' within the Business Information Service is performed only by female employees.

The objectives of the project included the introduction of communication technologies and ICT in the company, aimed primarily at promoting flexibility of working hours of working mothers. Another objective was the delivery of a business sim card, allowing intercommunication between fixed and mobile companies, giving priority to employees working in disadvantaged positions. The mobile/fixed phone network for data dissemination has become a business reality thanks to new technology such as smartphones, iPad and wap/internet, providing working mothers with the possibility to be connected from home, to send mail or faxes, or work on other procedures. The distribution of the SIM is only authorised to employees, through a special code preceding the number, thus allowing personal use of the phone card, whilst enjoying the favourable rates provided in the agreement between the telephone company and the company. Currently, all the objectives of the project have been achieved: distribution of employees across the company; savings resulting from the use of new technology; and diffusion of new ICT tools and recovery of business efficiency. There is a better and more functional use of sim business for connecting online and *via* teleconference for free software distributed on the network. The Corporate Information Services has assigned employees to its staff in the overall management of the service. In addition to audit and substantive bills on mobile telephones, the same will also deliver to management a sim with replacement, assistance, clarification and training on the objectives of the project 'Intercomunic@'.



# PROJECT G.A.I.A

Submitted by Catanzaro Province Healthcare Agency

## Contact details of lead applicant

**Organisation** Catanzaro Province Healthcare Agency  
**Address** Via Vinicio Cortese 25  
88100 Catanzaro  
**Country** Italy  
**Web address** www.asp-catanzaro.it

**Contact Person** Giuseppe Romano  
**Function** ICT Director  
**Email** siaas7@libero.it

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Teenagers, hospital, territory, support integrated dealership, management, adolescents

## Case description

Medical care for adolescents in Italy is still fragile and not practical, primarily because it is difficult to provide adequate training in adolescent medicine as part of the medical training curriculum. 85% of 14-year-old Italians are admitted into adult wards. Those admitted in the paediatric area do not receive the service they should, taking into account their needs for privacy and growth.

Nowadays, at regional level, approximately 7400 paediatricians attend to less than 50% of adolescents aged between 11 and 14, while the rest go to general practitioners or emergency services. Apart from that, there is generally inadequate care for children with chronic diseases, who are often placed in care facilities for adults. This project requires an integrated care management area/hospital to ensure the best care for adolescents and for the medical need for psycho-social growth.

The national health plans and guidelines for health in the Region of Calabria have provided, among its objectives to be achieved, the protection of health in early life, childhood and adolescence. In particular, reorganisation of the Emergency Services-Emergency Paediatric; improving assistance to children and adolescents with chronic diseases through the development of integrated models in specialised centres and hospitals. The overall objective was the involvement of paediatricians in patient selection and postoperative home-based care which is an element of great importance both to optimise the support activities and to broaden its scope. The paediatrician, in fact, properly informed and included in the care pathway, is able to facilitate the choice of in-patient treatment due to his valuable knowledge of the patient and family and social environment in which they live.

# SIS.CAL

Submitted by Department of Health and Health Policy of Calabria

## Contact details of lead applicant

**Organisation** Department of Health and Health Policy  
**Address** Via Edmondo Bucciarelli 30  
 88100 Catanzaro  
**Country** Italy  
**Web address** www.regione.calabria.it/sanita

**Contact Person** Salvatore Lo Presti  
**Function** Sector Director  
**Email** siaaspcz@libero.it

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Public health, ICT, administrative transparency



## Case description

The National Health Plan 2011-2013 requires the creation of a system of checks and controls for access to health services by designing specific diagnostic and therapeutic pathways for most common diseases, as well as developing a series of actions, setting the following priority objectives:

- The use of levels of priority for outpatients and inpatients: benefits must be guaranteed on the basis of the clinical image of the patient.
- Identifying diagnostic paths of therapy, setting maximum waiting times to ensure a timely diagnosis and treatment.
- Creating operational solutions to manage information flows for outpatient services and those of patient treatment, provided individually or in specific locations, to ensure monitoring, verification and quality of health services.
- Access to the management system by using the CUP based on the provisions of the Understanding of the State-Regions 29 April 2010, including providing opportunities to develop initiatives, use of ICT to achieve automated features for the management of the prescription process, booking and reporting.
- Establishing a method of 'relief' for the citizen, providing access to alternative forms of performance, if they are not guaranteed at enterprise level in maximum waiting times identified in the regional office.
- Action to improve the quality of shared services, especially for performance at the most critical in terms of lists and waiting times.

The project 'SIS.CAL' includes a series of operational solutions for the management of health information flows, technology cooperation using the application, with a public connectivity system.

The Department of Health Protection of the Calabria Region uses a software application design that takes data directly from the local health authorities, managing the business regulator that revolves around the patient to having received payment.

Information is one of the most important resources a company possesses. It provides a basis for making decisions, thus being the starting point for any intervention in the health sector. In any case, data on patients is compiled and processed before being compared to data on personnel, equipment and other resources.

By entering the patient's medical data in a web repository, the doctors will be able to follow all the patient's medical history, from his/her first contact to the last. Therefore, a 'track' of all contacts – clinical, administrative, performance, diagnosis and treatment services, interventions, etc. are kept with the health facility.



# EUROPE SOCIAL LAB – EQUAL OPPORTUNITIES

Submitted by Europe Direct Catania

## Contact details of lead applicant

**Organisation** Europe Direct Catania –  
Comune di Catania

Address Via Tempio 60, 95125 Catania

Country Italy

Web address [http://meditheatre.wordpress.com/  
category/europen-2/](http://meditheatre.wordpress.com/category/europen-2/)  
<http://antennaeurope.wordpress.com>

**Contact Person** Davide Crimi

Function Project Manager Europe Direct  
Catania

Email [europedirectcatania@gmail.com](mailto:europedirectcatania@gmail.com)

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

Justice, police, human rights and security;  
Mediterranean policy (integrated field of human  
rights, education, employment, gender equality), with  
prevalence of employment (social entrepreneurship)

## Key words of project

Social, entrepreneurship, European, Mediterranean,  
work, integration, education, language, welfare,  
women, children, disabilities, rights, politic, civil,  
organisation, immigration, awareness, democracy,  
modernisation, cyber-politics, metropolitan



## Case description

The objective of 'Europe Social Lab – Equal Opportunities' is to promote an innovative form of cooperation between public institutions and social entrepreneurship, in order to achieve a specific partnership in the area of corporate/institutional communication, being extended to areas at risk of social marginality. The project aims to remove social inequalities, *i.e.* to achieve gender equality policies, in the area of opportunities for men and women, but also with reference to human rights standards.

The idea behind 'Europe Social Lab – Equal Opportunities' is to use innovation to give a new meaning to social policies, through the use of Information and Communication Technology (ICT). The goal is to organise the sector as a metropolitan multifunctional laboratory, interpreted as a 'European Door' a multiethnic, multilingual, multi-sensorial laboratory. Modern internet-based technologies, as well as the opportunities emerging from new tools for publishers, both on eBooks and audio/video-sharing platforms, offer new solutions involving additional spheres of perception. New technologies open up new spaces of communication with people at risk of marginalisation.

In general, to communicate with foreign people or people with some social or physical limits, the content and the ways of communicating (through the full repository of classrooms, workshops, and also traditional books, electronic books, audio/video and other innovative solutions involving Braille) need to be extended. This idea of extension is the core definition of the objective of 'Europe Social Lab – Equal Opportunities'. The project is based on the idea of Europe as an open sphere, a place where citizenship can flourish. With this aim, the project perceives its structures (both virtual and physical) as an open place: a world of books, communication, living the dimension of shared expression. The concept of an open sphere is naturally connected to the willingness to open the door to civil society in each phase of the project's implementation.

Public concern on the issue of immigration is very high, since changes were made recently to the political equilibrium following 'Jasmine's Revolution'. Moreover, the role of women in this revolution is well known. Nevertheless, they are still struggling for equal rights. The Western world needs to promote this shift and enhance women's inclusion in the transition to democracy. People know that immigration will increase and that methods and methodologies to mitigate the impact will be needed.

The project demonstrates sustainability, because the activities will display their effect over the period of implementation. The multimedia solutions are tools for communication that are able to multiply the visibility impact. Moreover, learning capacity and transferability are inherently in keeping with the instrument.



# LINEA AMICA – FRIENDLY LINE

Submitted by Formez P.A.

## Contact details of lead applicant

**Organisation** Formez P.A.  
**Address** Viale Marx 15, 00137 Rome  
**Country** Italy  
**Web address** www.lineaamica.gov.it

**Contact Person** Sergio Talamo  
**Function** Head Communication Office  
**Email** stalamo@formez.it

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Simplification, a Public Administration closer to citizens

## Case description

The 'Linea Amica' helpline (literally friendly line) is an initiative launched by the Italian Ministry of Public Administration and Innovation and operated by Formez P.A. since January 2009. Through 'Linea Amica', the Italian public administration demonstrates its intention to answer, inform and help citizens. By dialling 803 001 callers will:

- be rapidly forwarded to the freephone number of the appropriate administration;
- be guided through all the portals and services offered by central administrations;
- obtain information or be called back if the problem cannot be solved immediately;
- complain about bad service and provide feedback on any particular interaction with public administration;
- receive assistance in case of difficult situations.

*Linea Amica's* core values are listening to callers, treating them with professional courtesy and helping them solve their problems. Assistance is provided by a working team made up of 180 people skilled in public administration issues. 'Linea Amica' can be contacted by phone, calling a free number (803 001 from a landline phone; 06828881 from mobile phone) or through the internet (www.lineaamica.gov.it). The service is open from Monday to Friday from 9.00 a.m. to 6.00 p.m. 'Linea Amica' operates through two different working groups: a front office team, which deals with simple problems and provides immediate information and assistance to callers, as well as a back office team, which deals with complex issues, contacts the appropriate administration offices and returns calls to enquirers.

Since April 2009 a special service called *Linea Amica Abruzzo*, (a freephone number 800 155 300), has been in place. This new service has been devised to provide assistance to people and support businesses affected by the earthquake that struck the Abruzzo Region. This special service operates through two offices: a contact centre located in Rome and a help-desk located in the city of L'Aquila. Operators in L'Aquila work in cooperation with the regional administration and the Italian Civil Protection Department. Their duties involve providing information and assistance to people hit by the earthquake. 'Linea Amica' also offers other special services:

- *Sanità Amica*, which provides information about health issues;
- *P.A. Senza barriere*, a service focused on disability problems;
- 'PEC' - Certified Email, and 'CAD' – Code of the Digital Administration;
- *Linea Amica Immigrazione*, a free multilingual information service, providing assistance on immigration matters;
- the Easy Italia helpline, a service offering multilingual information and assistance to Italian and foreign tourists.

The 'Linea Amica' initiative brings together almost 1100 contact structures belonging to: social security institutes (INPS, INAIL, INPDAP), the Revenue Agency, the municipalities of Rome and Milan, the Health Reservation Desk of Lazio and Emilia Romagna regions, ministries, other regions and several local authorities.

# I REGGIANI PER ESEMPIO / PEOPLE FROM REGGIO EMILIA, FOR EXAMPLE

Submitted by Municipality of Reggio Emilia

## Contact details of lead applicant

**Organisation** Municipality of Reggio Emilia  
**Address** Piazza Prampolini N.1  
42121 Reggio Emilia  
**Country** Italy  
**Web address** www.reggianiperesempio.comune.re.it

**Contact Person** **Giorgia Malaguzzi**  
**Function** Staff of the City Manager  
**Email** giorgia.malaguzzi@municipio.re.it

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Active citizenship

## Key words of project

Social responsibility, voluntary work, good practices, prominent role of citizens, horizontal governance and horizontal subsidiarity

## Case description

In the initial stages of 'I reggiani per esempio', citizens were asked to describe their experience of active citizenship, social responsibility and voluntary work. The project highlighted how associations, businesses, individual citizens, schools and parishes play a relevant part in overall wellbeing. The initiative collected over 300 experiences of solidarity, social responsibility and active citizenship, which were presented in a final event that took place at the Ariosto Theatre. Moreover, some of the stories were broadcasted in a local TV programme called 'I reggiani per esempio' with twenty episodes presenting twenty stories of commitment and civic responsibility.

The second phase of the project moved on to collecting good practices and promoting active citizenship: promoting ideas, skills and projects by collective groups, promoting voluntary action on the part of individual citizens and activating several community stimuli. The aim was to ensure that the whole social capital of Reggio Emilia contributed to achieving the shared goals of the administration through three main actions:

1. The 'I reggiani per esempio' call: a public call to present proposals to promote the prominent role of citizens and active citizenship. The administration provided financial contributions to support projects put forward by groups of citizens, associations, informal groups, social cooperatives and schools. They were asked to contribute with ideas, skills, projects and their free time for the common good and the general interest of the community in Reggio Emilia.
2. *Leva Giovani*: a project involving young people from 15 to 29, asking them to take part in becoming 'active citizens'. A set of initiatives are presented, through which they can usefully employ their skills or donate some of their free time to the city. Young people decide to take part in projects already developed and to offer new ideas.
3. *Leva di comunità*: An extension of the positive experience of *Leva Giovani* for adults and senior citizens, a type of voluntary activity accessible to everyone, not a substitute for employment.

Starting with the many examples of solidarity and active citizenship that emerged from the first phase of the initiative 'I reggiani per esempio', the Municipality of Reggio Emilia intends to promote and optimise human resources and the groups and actions of citizens from Reggio Emilia, for the benefit of the municipality. They can thus define a programme of activities that can become a programme for the city which are shared and acted upon by the community, and to which civil society can contribute.

This programme aims to promote citizens' participation in public life, with a view to the community and active citizenship, preventing forms of isolation and generating new possibilities of social inclusion. The implementation and development of this project involves a set of common activities, organised together with the third sector that focus, on the one hand, on research and attracting new volunteers in the territory and, on the other hand, on the promotion and development of the multiple forms of voluntary activities already active.



# SPORTELLO VIRTUALE DEL CITTADINO

Submitted by Istituto Nazionale Previdenza Sociale

## Contact details of lead applicant

**Organisation** Istituto Nazionale Previdenza Sociale  
**Address** Via Ciro Il Grande 21, Roma  
**Country** Italy  
**Web address** www.inps.it

**Contact Person** Adriana Cicero  
 Ruggero Golino  
**Function** Manager  
 Director of Central Services  
 to support Income  
**Email** adriana.cicero@inps.it

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Virtual desk

## Case description

Within the broader process of public administrations going digital and the achievement of the national eGovernment system, the *Istituto Nazionale Previdenza Sociale* (INPS) started several initiatives to optimise timeliness in the delivery of services and to simplify the relationship with citizens. In this context, the project Virtual Desk was launched. It aims to provide a new service to citizens who, through a reserved personal identification number, can apply for services and social benefits through the internet, as well as get real-time information on their insurance status and on the requirements to access services and social benefits.

This innovative solution completely automates the application process and replaces the operator up to the payment of the social benefit itself. For the first time, going to the physic INPS territorial offices to apply for a social benefit or service is no longer necessary. This significantly saves time and resources during the acquisition, processing or payment of activities. Moreover, advantages arising from the reduction of workload for the operators in the local offices should not be underestimated. INPS could thereafter relocate its staff to more strategic value-added activities such as, for example, monitoring the correct payments of social benefits or the resolution of particularly complex cases.

Since March 2010 people have been able to use the Virtual Desk to apply for the ordinary unemployment compensation, and since January 2011 they have been able to apply for the ordinary mobility compensation, family cheques, maternity compensation and paternity compensation. The virtualisation process will be completed by 2012 and the Virtual Desk will become the single channel for applying and managing all kinds of services and social benefits.

The project was started in 2009 involving, aside from the central unit of INPS, the *Direzione Centrale Prestazioni a Sostegno del Reddito* (social benefits), and the *Direzione Centrale Sistemi Informativi e Tecnologici* (ICT), in order to point out the priority actions in terms of services to dematerialise and in terms of technical/information feasibility. The current 'Virtual Desk' web implementation represents the first step in the wider path that will lead INPS to the management of services/social benefits provided through the web platform. Moreover, it will allow for punctual monitoring of the applications by citizens, and will improve antifraud checks.

In order to promote the web channel as the main contact point for its users, since the launch of the project INPS has been carrying out a corporate communication campaign, as well as holding meetings with the intermediaries in order to share innovation and offer training sessions for the contact centre operators.



# PROMOTION OF ELECTRONIC DEMOCRACY IN SALCININKAI DISTRICT

Submitted by Salcininkai District Municipality Administration

## Contact details of lead applicant

**Organisation** Salcininkai District Municipality Administration  
**Address** Vilniaus g. 49  
 17116 Salcininkai  
**Country** Lithuania  
**Web address** www.salcininkai.lt

**Contact Person** Gžegož Jurgio  
**Function** Senior Specialist at Investments and Strategic Planning Division  
**Email** gžegoz.jurgo@salcininkai.lt

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

eDemocracy, Municipality, Municipal Council, public sector, public services

## Case description

The aim of the project was to create and implement measures allowing citizens to participate in the decision-making process in the Salcininkai District Municipality, as well as to receive qualitative, up-to-date information. It includes the creation of opportunities to influence public decisions, giving notes on municipal council preparatory acts, getting acquainted with up-to-date, operative and easily accessible information about decisions that are being prepared and those that have already been made, discussing and exchanging opinions. Information and communication technologies ensure a cooperative environment between citizens and municipal entities.

Five systems were created in the frame of the project: a geoinformation system, a person identification and authorisation system, a municipality eGate system, a system for updating documents and a new website. Once the project has been implemented citizens have the opportunity to participate online in decision-making processes regarding municipal acts. The system created prevents any manipulation of public opinion; the electronic document search engine was improved, so that the documents are always complete, up-to-date and accurate. To implement the project, a team of three specialists was put together. Additionally, an external consulting firm was chosen to fill the gap of specific and specialist IT news and to help the team when implementing the project.

The budget of the project came to a total of €117,098, 85% of which came from the European Social Fund. After the planned measures had been taken, the Salcininkai District Municipality became more transparent for its citizens. Results show that the number of visits to the municipality's website increased, the new services grew in popularity, the burden of municipality civil servants decreased and that the overall satisfaction level increased.





# FAMILY MATTERS

Submitted by Parentcraft Services

## Contact details of lead applicant

**Organisation** Parentcraft Services  
**Address** Mater Dei Hospital, Tal-Qroqq  
**Country** Malta

**Contact Person** Marie-Louise Bugeja  
**Function** Midwifery Officer & Parentcraft Coordinator  
**Email** marie-louise.bugeja@gov.mt

## Administrative level of lead applicant

National

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

Public health and social welfare/affairs; Education

## Key words of project

Family Matters

## Case description

Parentcraft Services is a dynamic service of the obstetrics department at the national hospital, *Mater Dei Hospital*, ever changing along with the needs of its clients. Its mission is 'Education and Support'. Education is mainly maintained through:

- Parenting courses held at *Mater Dei Hospital*, health centres, and Unit Ghozza (for pregnant teenagers). Courses are offered throughout the day. This includes weekdays, Saturdays, Sundays and even public holidays. Most of the time, two or more consecutive sessions are held. As one may expect, the most popular lectures are those held in the evenings, weekends and on Sunday mornings, with three or even four consecutive sessions, especially on Sunday mornings. Parenting courses include: early pregnancy courses (starting from 10 weeks of pregnancy) and childbirth courses (usually starting from 28-30 weeks of pregnancy). The latter are also available for English speaking clients, parents with other children (refresher courses), and school-age clients (held at Ghozza). In addition, one-to-one lectures are also offered to couples who cannot attend with other groups. A number of ad hoc sessions are also offered. Postnatal reunions are also offered, mostly on a social basis but also serving as an educational tool as many queries are answered and information is given out during these meetings.
- An extensive media education campaign, mainly on television and radio programmes.
- Various professional handouts and booklets.
- Active participation in, and organisation of, conferences for the general public, while;
- a number of ad hoc lectures are also given at schools, mother and baby groups, etc.

Support is mainly maintained through the telephone helpline, where clients can call in, both during pregnancy or after delivery. The telephone helpline is open to all including those who have never attended, relatives and anyone wishing to make use of this service.

Clients attending the sessions frequently ask for one-to-one advice and counselling. This is also provided and clients may also need to be referred to other departments or organisations.

Parentcraft Services works in close liaison with other services, departments, NGOs and voluntary organisations. Therefore, although hospital-based, Parentcraft Services is very much oriented towards primary health care, it is also a bridge to hospital care. Also, close links are maintained with hospital practices and policies so that accurate information is given to the clients.

Besides being very customer friendly, Parentcraft Services strives to offer a family-friendly environment where clients feel safe to visit over and over again and to share their worries and joys with the midwives they have learnt to trust.

# BOUWEN AAN BRIEVEN / IMPROVING LETTERS

Submitted by Municipality of Zeist

## Contact details of lead applicant

**Organisation** Municipality of Zeist  
**Address** Het Rond 1, 3701 HS Zeist  
**Country** the Netherlands  
**Web address** www.bouwenaanbrieven.nl

**Contact Person** Dennis Vork  
**Function** Manager of Public Services  
**Email** d.vork@zeist.nl

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Public administration, service quality, communications quality, standard letters, crowdsourcing, online collaboration, online participation, quality improvement



## Case description

With poor quality and filled with jargon, standard letters sent out by governments often result in unnecessary complaints, questions and erroneous applications from citizens. 'Bouwen aan Brieven' ('Improving the letters') is a method equipped with a technical tool that allows governments to improve these letters through online crowdsourcing. In just 80 working days, funded by the Ministry of the Interior and Kingdom Relations, the municipality of Zeist and the company Wikiwise spread this method to 18 governments in the Netherlands. With personal project support and coaching from Zeist, a website for sharing knowledge and experiences, and a tool that is very fast and easy to use, 18 organisations have been or currently are using 'Bouwen aan Brieven'. Together they have improved over 70 letters, with another 30 underway.

An unexpected benefit is that government employees experience how citizens perceive letters, and how to write better letters themselves. In the Netherlands, 'Bouwen aan Brieven' has become a fast growing and very successful method for improving government letters, in both the short and the long run. With government funding running out, the future of the project is aimed at keeping it accessible for as many government agencies as possible. Soon, Wikiwise will start to commercially offer the project's methodology and the source code will be released as open source.

To their best of knowledge government letters haven't been improved with citizens anywhere in the world through online crowd-sourcing. Poorly written letters from governments across the globe is a very real problem for citizens. Online crowd-sourcing improvement of letters with citizens has proven to be a good solution. Citizens are willing to participate, motivated by ideals based on 'universal access to government rights', but also through passion for language and words. Both citizens and civil servants consider the process and results of this small scale innovation of high impact and value. Another interesting aspect of this project was around the technology side of the tool. It involves embedding interactive content from a central server. Basic installation and configuration is done by the organisation itself in a mere two to four hours, by either a communications professional or webmaster. Simply put, the tool is very easy and fast to use.

'Improving the letters' is a method which includes a technical tool. This tool allows governments to improve their standard letters online with citizens. Letters can be placed on government websites and citizens can both rate and comment on those letters. Civil servants use this feedback to improve the letters. Letters are improved in several rounds, where participating (and sometimes new) citizens are asked through email to give new (on average higher) ratings and new suggestions based on the improved letter. The final versions of the letters are then adopted by the organisation for further use. Sometimes governments give out small prizes or organise small PR-events thanking the contributors.

# MIJN BORNE 2030 – JOINT VISION

Submitted by Municipality of Borne

## Contact details of lead applicant

**Organisation** Municipality of Borne  
**Address** P.O. Box 200, 7620 AE Borne  
**Country** the Netherlands  
**Web address** www.mijnborne2030.nl

**Contact Person** Roeland Ambting  
**Function** Project Manager  
**Email** r.ambting@borne.nl

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Delegated power, joint vision, public participation, social media, social innovation



## Case description

Borne is a municipality in the province of Overijssel in the Eastern part of the Netherlands. It has 21,500 inhabitants, living in three population centres: Borne, Zenderen and Hertme. With 'Mijn Borne 2030', civil society organisations and citizens determine the future development of the community of Borne. The objective is to create a widely shared vision as a starting point for joint action. In 2001, the municipal assembly of Borne established a vision for the community of Borne. In 2010, this vision needed an update. The council and assembly decided to delegate this responsibility to civil society organisations. Twenty organisations (entrepreneurs, housing corporations, district representatives, health care, sports, education, youth and elderly people) took on this challenge and formed a steering committee *regiegroep*. The steering committee is responsible for organising an interactive process with the community of Borne leading to a new vision for, by and of the community. With this process, the project 'Mijn Borne 2030' reaches the highest rung on the participation ladder: delegated power. This is unique in the Netherlands; it's the first time that this level of participation has been reached when creating a vision for the community as a whole.

The process consists of six steps: 1. a trend report, 2. identity study, 3. formulating ambitions by citizens, 4. formulating scenarios, 5. election of the preferred scenario by citizens and 6. draw up and determine the new vision 'Mijn Borne 2030'.

The trend report was written with the help of local and regional experts on health, well-being, community building, spatial planning, housing, economics, entrepreneurship, governance and sustainable development. To determine the identity of the community, research was carried out by the University of Twente. Over 200 inhabitants returned the questionnaire. Citizens were invited to take part in one of the 27 workshops to determine the most important ambitions for the community in 2030. In total 470 people contributed to these workshops and over 400 people completed the (online) questionnaire. With these three building blocks, the steering committee created four scenarios for the community. In April 2011 elections were organised by the steering committee to establish the preferred scenario. All of the municipality's inhabitants (aged 15 and above) have the right to vote. Once the new vision is established (June 2011), it will be presented to the steering group for confirmation.

How the results of the process will be embedded in future activities will be part of the process. The most important part is using the knowledge, energy and goodwill of the empowered community to reach the shared goals. In their initial decision the municipal assembly has indicated they will adjust government policies according to the new vision. During the whole process (social) media have been used to support interaction. Youtube, Twitter, Hyves and LinkedIn add to the classic local and regional media. The process is being evaluated by the University of Twente. The goal of this research is to learn from this unique participation process and make the lessons learned transferable. The results will be disseminated by KISS (knowledge institute urban society).

# THE SMARTER NETWORK

Submitted by Ministry of the Interior and Kingdom Relations

## Contact details of lead applicant

**Organisation** Ministry of the Interior and Kingdom Relations  
**Address** P.O. Box 20011, 2500 EA the Hague  
**Country** the Netherlands  
**Web address** www.slimmernetwerk.nl

**Contact Person** Adri Stet  
**Function** Senior Policy Advisor  
**Email** adri.stet@minbzk.nl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Innovative solutions, interactive policy making, social network community

## Case description

The main goal of 'The Smarter Network', in Dutch: *het slimmer netwerk*, is to connect civil servants with innovating ideas to one another, no matter from which administrative level they are: provinces, local administrations, district water boards and the police. 'The Smarter Network' has four components:

1. An online network community (www.slimmernetwerk.nl);
2. A *doetank* - a think tank doing something practical: a do/doing tank - in which one or more groups of innovators from different governmental organisations work together to improve (labour) productivity; the problems being self-imposed tasks.
3. Smarter network cafés, *slimmernetwerk cafés*, interactive physical meetings or gatherings for the innovators' groups, the *doetanks*; and
4. A discussion group at LinkedIn named '*slimmer werken in de publieke sector*' (smarter working in the public sector).

At the smarter network café or in the LinkedIn group, innovators discuss practical problems, form *doetanks* and propose solutions for problems, thus contributing to the overall productivity of the organisation.

The project will run for one year at least. Before summer 2011, a 'grand café' took place, a bigger meeting with the main objective of giving a space to *doetanks* to report the results they suggest to the problems that governmental organisations expressed. A knowledge base is available on the online network.



# WATERgraafsmeer

Submitted by Waternet

## Contact details of lead applicant

**Organisation** Waternet  
**Address** Korte Ouderkerkerdijk 7  
 1096 AC Amsterdam  
**Country** the Netherlands  
**Web address** www.watergraafsmeer.org

**Contact Person** Maarten Claassen  
**Function** Program Manager,  
 Strategic Advisor  
**Email** maarten.claassen@waternet.nl

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME; Education (higher and lower), training and learning; Environment, climate change, agriculture (incl. food safety) and fishery; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation; Sports, youth, culture and art; Science, research, innovation; Transport and infrastructure; Water

## Key words of project

Urban transition, water cycle, sustainability, innovative alliances, communities of practice, innovation, multi-stakeholder, future proof

## Case description

Climate change in the western part of the Netherlands will result in high peaks of precipitation and river flows. Because cities lay at (or even below) sea level, they will have to fight sea level rise. Hence, cities have to adapt to cope with climate change effects, but in the existing built-up area there is almost no space available for traditional solutions. Moreover, every intervention is complex, as many different stakeholders are involved and budgets are restricted.

'Watergraafsmeer' is a town quarter of the city of Amsterdam, built in a polder with a water level of 5.5 m below sea level. It almost has all the elements of a complete city, which makes the area very suitable for a pilot project to implement adaptations to climate change. It has 25,000 inhabitants and there is a large diversity of activities. There are plans to increase the number of houses in the area with about 5000 houses but also to maintain the green character of it.

Due to the polder location, there is quite a lot of nuisance caused by groundwater seepage. There is a relative lack of storage of precipitation during heavy storms, which temporally results in inundation of roads and private spaces. At the same time, there are already problems with maintenance responsibilities. Current problems tend to come to a standstill, as solutions involve high costs that cannot be currently funded. Transition to a climate resistant/resilient area is difficult in a town quarter that is densely populated. Therefore, the adaptation to climate change is integrated into ongoing processes in the 'Watergraafsmeer' itself. Not only climate adaptation is on the agenda, but also sustainable, ecological and economic development. The programme aims at intervention with a direct (physical) effect. The facilitation of the transition is organised with several different communities: participation, economy, knowledge and education, entrepreneurs housing corporations, urban planning and design, area development, the water cycle. In these communities all participants discuss the 'Watergraafsmeer's development'. City district authorities, water authorities, schools and universities, housing corporations, representatives of business, several national institutes and inhabitants are thus involved. 'Watergraafsmeer' appreciates and stimulates the role of the individual; that is why governments take a facilitating role and stimulate all kinds of entrepreneurship.

The result of this project will be both in process innovation and in physical changes. The physical changes that are expected include green roofs on public and private space and a more pronounced flood defence system. Other physical improvements will be hidden under the ground of inside buildings, such as the use of heat from wastewater or groundwater for energy supply and a better resistance of renewed buildings against high ground water tables. Other effects will be a more efficient co-financing of climate adaptation measures and new projects, sustainable energy supply and so on. The raising of awareness and subsequent actions within the involved network is promising. Experts think the approach of 'Watergraafsmeer' could be the solution for future proof urban development in times of economic crisis.

# ELECTRONIC PUBLIC RECORDS

Submitted by Agency for Public Management and eGovernment (Difi)

## Contact details of lead applicant

**Organisation** Agency for Public Management and eGovernment (Difi)

Address P.O. Box 8115 Dep., 0032 Oslo  
Country Norway  
Web address [www.oep.no](http://www.oep.no)

**Contact Person** Jon Håkon Odd

Function Senior Adviser  
Email [jonhakon.odd@difi.no](mailto:jonhakon.odd@difi.no)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Open government, public records, access to information, transparency

## Case description

'Electronic Public Records' (OEP) is a joint publishing system that allows government agencies, ministries and the Office of the Prime Minister to publicise public records online. The aim of OEP is to make the public sector more open and accessible by utilising today's technology. The service was launched on 18 May 2010, and is part of the Norwegian Government's ambition to enhance democracy and the government's openness. OEP is founded on the Norwegian Freedom of Information Act. The public's right to view public case documents is a fundamental democratic principle rooted in Norwegian law and practice. All government bodies must keep public records. OEP aims to improve public access to public documents across all government agencies.

Government agencies use OEP to upload their respective public records following a standard entry format. Entries for these public records are compiled in a common database for OEP. OEP does not store actual documents in its database, but rather stores record entry data for each document. Record entry data makes up the metadata for each letter or document registered within an agency's case and archive system. The entry fields include case title, document title, sender/recipient, exemption authorisation (for documents to be kept from public access), document date and public record date. Contact details for the authority responsible for the document are also listed for each entry. OEP then presents this information to the user through a common user interface, [www.oep.no](http://www.oep.no). Through [www.oep.no](http://www.oep.no), users can search for, and request to inspect, public information and documents. Each government agency is responsible for processing inspection requests for documents they have entered via OEP. The agency then contacts the user directly by email, fax or letter. Users may also contact the listed authority directly themselves, if they wish to have more information about a specific document or case.

Online access to public records means everyone, independent of geographic location, can access public documents. The largest user group of OEP comprises journalists and media representatives. However, an increasing number of citizens and NGOs are using OEP. At present, OEP is available in Norwegian and Sami. From April 2011, it will be available in English. OEP provides users with the unique opportunity of familiarising themselves with public sector activities. It allows users to follow a case over time and furthermore view cases involving several government agencies. Online public records allow faster access to information, enabling journalists and other users to comment upon present issues. By 2012, all Norwegian government agencies obliged to publicise their public records online will be connected to OEP. This will include the Office of the Prime Minister, all ministries, directorates and county governor offices: 150 agencies in total. As of January 2011, 73 government agencies are connected to OEP.

The Ministry of Foreign Affairs is considering instructing Norwegian embassies and consulates abroad to use OEP. If this is agreed, Spanish, French and German language versions of OEP will be launched. OEP is developed on open source code. OEP complies with the Norwegian Personal Data Act and Personal Data Regulations.





# PARTICIPATION OF ENTREPRENEURS, ARTISANS AND TRADERS IN SETTING AND COLLECTING TAXES, AS AN EXAMPLE OF OPENING UP THE PUBLIC SECTOR FOR CIVIL SOCIETY

Submitted by The Tax Office in Sierpc

## Contact details of lead applicant

**Organisation** The Tax Office in Sierpc  
**Address** Piastowska 48, 09-200 Sierpc  
**Country** Poland  
**Web address** www.is.waw.pl/ussierpc

**Contact Person** Henryka Piekarska  
**Function** Head of The Tax Office in Sierpc  
**Email** henryka.piekarska@mz.mofnet.gov.pl

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Transparency, consultation, partnership, cooperation, openness, participation, knowledge management, communication, development, quality

## Case description

As we all know, paying taxes is considered cumbersome. Because this office is an institution that collects money, which is generally an unpleasant thing for the customer, the purpose of its action was to:

- develop a model of public management based on cooperation and openness directed at different customer groups: craftsmen, traders and large traders;
- involve the office's customers in creating a friendly and optimal organisation of tax collection;
- actively involve citizens in providing feedback on the quality of the service;
- raise public confidence in the institutions and officials providing services.

The determination to carry out these objectives results from the internal mission and understanding of the basic tasks of the public sector. The office has to be open to the needs and expectations of customers, making citizens active partners in the development of the office and enhancing their confidence. They worked on the assumption that customers have the right to know the institution acting on their behalf, as well as the right to be involved and have a say in decision-making. Therefore, customers' satisfaction is crucial. That is why they focused on a partnership with the customers involving them in the decision-making process. There is now a permanent pattern of meetings, which are held regularly:

- In January, a working group session is held consisting of employees representing the tax office in Sierpc organisations and representatives of companies from manufacturing, construction, service or business. During the sessions, not only are the values of tax rate cards negotiated, but also changes in tax laws. It also offers a space to address any concerns about how the law is applied. The participants (entrepreneurs) provide feedback on taxpayers' satisfaction with the office's public service employees.
- Several times a year, depending on the needs at the time, information-based/training meetings are held for clients in conjunction with other partners (local governments, organisations, associations, local media). The meetings provide information on new rules and their interpretation.
- Occasional meetings are held over Christmas, to celebrate the accolades and awards received by the office, as well as building effective partnerships, exchanging opinions and discussing future plans and intentions. In addition, there is a customer satisfaction survey system using ISO procedures, CAF and SERVQUAL methods, to identify weak areas of the office for diagnosis and improvement.

As a result, the office's image and public perception, as well as the quality of customer service, have improved considerably. This has been confirmed by numerous newspaper articles, results of surveys among customers and comments and opinions about this office. A high level assessment of their work as civil servants and the office's positive social value have also been confirmed at macroeconomic level.



# EARLY INTERVENTION SYSTEM IN OPOLE POLICE

Submitted by The Regional Police Headquarters in Opole

## Contact details of lead applicant

**Organisation** The Regional Police  
Headquarters in Opole  
Address Korfanty Str. 2, 45-077 Opole  
Country Poland

**Contact Person** Maciej Świątłowicz  
Function Expert for Police International  
Cooperation  
Email m.swiatlowicz@opolska.policja.  
gov.pl

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Justice, police, human rights and security

## Key words of project

Early Intervention System in Police

## Case description

'The Early Intervention System' (EIS) involves creating an effective policing system by implementing an efficient system for identifying areas within the organisation that are not working. This system operates on the basis of signals (both internal and external) received from local society, the starting point in preparing 'repair activities'. The main objective of EIS is to improve the police's core competences (as public service personnel) in the sphere of standard management in police units in the Opole region. These activities are also carried out in conjunction with citizens, local societies and social organisations.

The basis of the EIS is the information delivered by the above-mentioned local agents, which takes the shape of internal and external signals. Next, these signals are transformed into training material on the basis of case study methods. Then police specialists prepare workshops, which help to develop quick preventive reactions, to learn how to adjust activities for different groups of people, to break through stereotypes and, consequently, promote openness in society.

Following the initiative of the regional police headquarters in Opole 5, other Polish regions created the so called 'EIS platform': an expert centre responsible for testing in practice the clues picked up through EIS, as well as for recommending tried and tested solutions.



# 'MALOPOLSKA 2020 – UNLIMITED OPPORTUNITIES – UNLIMITED DEBATE' – REGIONAL PUBLIC DISCUSSION ON THE MALOPOLSKA REGION DEVELOPMENT STRATEGY FOR 2011-2020

Submitted by The Marshal Office of the Malopolska Region

## Contact details of lead applicant

**Organisation** The Marshal Office of the Malopolska Region  
**Address** Ul. Basztowa 22, 31-156 Kraków  
**Country** Poland  
**Web address** www.strategia2020.malopolskie.pl

**Contact Person** Magdalena Łasak  
**Function** Desk Officer, Unit for Strategic Planning, Department of Regional Policy  
**Email** mlas@malopolska.mw.gov.pl

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Regional policy and development, decentralisation

## Key words of project

Malopolska Region, public consultation, The Malopolska Region Development Strategy, regional debate



## Case description

In parallel to the work on the consecutive drafts of the Malopolska Region Development Strategy (MRDS), the Marshall Office of the Malopolska Region carried out a broad regional debate on the future of Malopolska. Public consultations included a range of initiatives and events aimed at opening up the preparations for the new strategy to the region's inhabitants, from October 2009 (following approval and publishing of the MRDS update guidelines) until mid-November 2010 (following the second draft approval).

Using communication tools resulted in MRDS consultations within the framework of a multi-platform regional debate about the future of Malopolska, lasting several months. Over the course of the debate, all stakeholders representing social, professional and local community groups, as well as the inhabitants of the region, had the opportunity to express their opinions about the document and suggest changes. At each stage of the work on the strategic document, they could familiarise themselves with the content using the specific website [www.Strategia2020.malopolskie.pl](http://www.Strategia2020.malopolskie.pl). Due to the range of activities undertaken, it was decided formally to extend the timeframe beyond the 35-day term, designated by law. This increased the fundamental quality of the document, but also raised awareness among the intended audience. The events and initiatives organised during the course of the regional debate related to the work on the Malopolska 2020 Strategy were as follows:

1. Public events:
  - a. Public consultations through the internet: enabling stakeholders to acquaint themselves with the document and to communicate their opinions, as well the updated MRDS draft;
  - b. Territorial consultations consisting of five meetings located in the centres of the Malopolska region sub-regions. These meetings allowed guidelines to be drafted and agreed on individual conduct for the development of Malopolska in the sub-regional dimension;
  - c. Thematic consultations consisting of conferences and seminars on the key areas of the strategy: higher education, culture, rural areas, cities, economy and entrepreneurship;
  - d. Promotional campaign involving broad use of the media: regional television, both public channel TVP Krakow and internet television of the Marshal Office, as well as the regional and local press, internet (Facebook and an internet competition 'My idea on Malopolska', where any Malopolska resident could submit an initiative aimed at improving the life of local or regional community or development of the region).
2. Experts' activities, which included discussion on the MRDS drafts within the framework of MRDS 2020 update team; and Malopolska Council for Observatories of Regional Development and Evaluation, Malopolska Innovation Council, and Malopolska Council for the Public Benefit, Regional Urban and Architectural Commission.
3. Discussion within formal bodies: the Regional Assembly's Committees and Regional Board; Malopolska Mayor's Forum and Convent of the Poviats Starostes of Malopolska Region; Joint Commission of the Central Government and Territorial Self-Governments.

Around 1500 of the region's residents took part in the public participation on the updating of the MRDS for the years 2011-2020.



# CLIENT'S NEEDS SURVEY AS A WAY TO START A DIALOGUE WITH CITIZENS

Submitted by The Tax Office in Rawicz

## Contact details of lead applicant

**Organisation** The Tax Office in Rawicz  
Address Staszica Str. 4, 63-900 Rawicz  
Country Poland  
Web address www.usrawicz.pl

**Contact Person** Michał Kałka  
Function HR specialist  
Email michal.kalka@wp.mofnet.gov.pl

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

6-10

## Type of sector

Taxation, customs, finances

## Key words of project

Survey, client's needs, satisfaction, questionnaire, client, dialogue, opening

## Case description

The project being carried out by the tax office in Rawicz involves cooperation with society in order to achieve a series of common goals, mainly by creating a platform of dialogue with the clients, based on the survey research about their contentment and expectations. The main statutory goal of the tax offices is the collection of taxes. All the basic processes identified in the organisation serve to increase the effectiveness, efficiency and transparency of reaching the main goal.

One of the elements of the organisational culture in the tax office in Rawicz is establishing a dialogue with the client, as they think that involving the client in the organisation's work is essential. Regularly conducting survey research forms the basis of the dialogue with the client. Therefore, clients are informed that their assessment is needed and the office is ready to listen to their opinions. The organisation also benefits from this, as it obtains knowledge about the clients' perceptions, gets to know the strong and the weak sides, and can therefore introduce the correction and preventive actions.

The efficiency of such activities is confirmed by the high marks given in the area of clients' expectations and satisfaction – in 2010 over 99% of clients were satisfied with the service from the tax office in Rawicz. The project is based on the involvement of workers of all positions at all levels of the organisation. Conducting research surveys does not generate any additional costs, and helps to maintain a stable dialogue with the client. This solution can be used in every organisation with an administrative profile which works at the organisation-client level, and the results can be used to build stable relations between both sides.



# PROVIDING INFORMATION IN ADVANCE AND COLLECTION OF COMMENTS AND OBSERVATIONS OF THE LOCAL COMMUNITY ABOUT THE PLANNED CONSTRUCTION OF A SECTION OF NATIONAL ROAD NO. 16 MRAGOWO – MIKOŁAJKI – ELK

Submitted by General Directorate for National Roads and Motorways

## Contact details of lead applicant

<b>Organisation</b>	<b>General Directorate for National Roads and Motorways</b>
Address	Ul. Żelazna 59, 00-848 Warsaw
Country	Poland
Web address	www.mragowo-orzysz.pl
<b>Contact Person</b>	<b>Aleksandra Cybulska</b>
Function	International Cooperation Officer
Email	alcybulska@gddkia.gov.pl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Transport and infrastructure

## Key words of project

Local community, infrastructure, cooperation, ecology

## Case description

EU regulations and Directive 85/337/EEC on assessing the effects of certain public and private projects on the environment, as well as its transposition into Polish law, prescribe that:

- the public is given an opportunity to express an opinion about a project's investment prior to its realisation;
- the body conducting the environmental impact assessment of the project gives the public an opportunity to take part in the procedure of issuing environmental decisions.

These legal provisions provide that the community must be given an opportunity to participate in public administration affairs, no earlier than at the stage of the environmental impact assessment procedure, *i.e.* once the investor has submitted a formal application for an environmental decision. Hence, given the Polish legal order, it is not obligatory to inform the community about time-consuming preparations for an investment project, initial variant analysis or the data collected. It is a shortcoming of the formal administrative procedure, which becomes especially apparent for large projects with a significant impact, requiring lengthy preparatory work. At the stage prior to the filing of the official Environmental Impact Assessment Report, the investor is not formally obliged to communicate with the public.

However, the General Directorate for National Roads and Motorways (GDDKiA) decided to inform the community well in advance about preparatory work connected to the planned construction of a new road, and thus gather opinions from the local public and NGOs for the Environmental Impact Assessment Report (EIAR) to be prepared at a later stage. What is more, informing the community in advance enables feedback to be collected on the opinions concerning the investment and the proposal to be modified according to the information provided by the individuals and institutions. These activities, informal from the point of view of the obligatory administrative procedure, generated costs and additional work for the GDDKiA officials, designers and the team, including the authors of the report. Nevertheless, they created the possibility to gather information from the public and organisations much earlier than would normally be the case at the stage of preparing the EIAR (only within a closed team of designers and authors of environmental documentation). Meetings with the public were attended by over 700 people. Among those, there were NGOs and sailing organisations, as well as scientific and forest institutions. An essential and innovative aspect was identifying potential conflicts, and attempting to prevent them prior to escalation. The project illustrates perfectly that involving society in projects created by public administration enhances the accountability of public bodies' decisions. The project showed that public administration has strengthened its openness and transparency, sharing information, knowledge and experience with the community to gain reciprocity. The project created an opportunity to get involved in joint discussions to find solutions that were satisfactory for all parties. Such a project offers the community a chance to participate in the decision-making process carried out by public administration, which considerably improves the administration's image.



# PARTNERSHIP WITH BUSINESS IN VIEW OF THE POLISH EU PRESIDENCY 2011

Submitted by Polish Ministry of Foreign Affairs

## Contact details of lead applicant

**Organisation** EU Presidency Coordination Department  
**Address** Al. Szucha 23, Warsaw  
**Country** Poland  
**Web address** [www.prezydencjaue.gov.pl/en/partnership-with-business/presidency-partners](http://www.prezydencjaue.gov.pl/en/partnership-with-business/presidency-partners)

**Contact Person** Magdalena Luminska  
**Function** Chief Specialist  
**Email** [magdalena.luminska@msz.gov.pl](mailto:magdalena.luminska@msz.gov.pl)

## Administrative level of lead applicant

National

## Size of organisation

25-50

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Partnership for the EU Presidency, transparency

## Case description

Ahead of the first Polish EU Presidency in 2011, Poland was looking for the most transparent and open way of engaging the private sector in the organisation and promotion of the Presidency. The Ministry conducted extensive research into how previous Presidencies had dealt with the topic and the Ministry found out that there was no model which could be adapted, and often the rules for selection of the partners were not clear.

Being aware of the fact that the ‘public sector-private sector’ marriage often sparks controversy and automatic accusations of corruption in Poland, the Ministry was determined to come up with a formula that would be open and transparent from the beginning, and which would allow maximum use of opportunities stemming from such cooperation, not to mention saving the public budget.

As a result of a thorough preparation process, it came up with rules for selecting the Presidency partners, which (once adopted by the plenipotentiary of the government responsible for the Polish EU Presidency) were published on the website devoted to the Presidency preparations ([www.prezydencjaue.gov.pl](http://www.prezydencjaue.gov.pl)). The idea was to launch an open competition for companies willing to support the organisation of the Presidency totally free of charge. It must be noted that the Ministry was not talking about sponsoring, as no equivalent goods or services on the part of the MFA could be provided.

The launch of the procedure was followed by a series of information meetings arranged with the business associations which explained the unique cooperation formula. Companies were invited to submit their proposals, knowing exactly what the Presidency organisation requires. A total of 14 companies submitted proposals offering their strategic goods and services free of charge in the areas of transport, beverages and IT. As a result of the negotiations, six partnership agreements have been signed, which will help to save around €4 million in the EU Presidency budget, not to mention the benefit of having strong partners who are also committed to promoting the Presidency.

The biggest challenge was to make sure that the public and the media were informed at every step of the procedure to avoid a communications crisis, which the Ministry managed to accomplish.



# TEAM FOR CORPORATE SOCIAL RESPONSIBILITY

Submitted by Ministry of Economy

## Contact details of lead applicant

**Organisation** Ministry of Economy  
**Address** Plac Trzech Krzyzy 3/5  
 00-507 Warsaw  
**Country** Poland  
**Web address** www.mg.gov.pl/CSR

**Contact Person** Dominika Wierzbowska  
**Function** Expert  
**Email** dominika.wierzbowska@mg.gov.pl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME; Trade unions, associations of producers, employers and consumers, trade associations and organisations

## Key words of project

Corporate social responsibility (CSR), risk management, strategic management, social, environmental and economic responsibility, sustainable development, corporate responsibility, systemic approach, participatory governance

## Case description

In order to meet social expectations, the public sector has to create the conditions conducive to sustainable development by acting as a bridge between society and the business sector. In this regard, in 2009 the team for corporate social responsibility (CSR) was put together, chaired by the representative of the Ministry of Economy at the rank of Undersecretary of State. The team consists of representatives of central administration and its specialised agencies, and the key social partners involved. Its tasks include:

- preparing recommendations related to the promotion and implementation of CSR principles for the government;
- proposing solutions concerning the coordination of actions taken by public administration bodies in respect of promoting and introducing CSR principles;
- analysing and making use of experience, as well as promoting good practices in the area of CSR, particularly the tools devised under the European Alliance for Corporate Social Responsibility;
- creating conditions for enhanced communication and dialogue on issues concerning CSR between administrations, businesses, social partners and NGOs.

In order to carry out its tasks, the team established four working groups headed by representatives of NGOs and associations of employers, employees or consumers, namely:

1. CSR promotion system in Poland.
2. Socially responsible investments.
3. CSR and education.
4. Sustainable consumption.

Their main task is to develop proposals for recommendations for the team. They also aim to develop and carry out the action plan allowing the proposed solutions to be implemented, contributing to increasing awareness of the global challenges of sustainable development and forming responsible attitudes. The team's activities ensure cohesion and balance between the need to build strong foundations for economic growth, create jobs and ensure competitiveness, and the need to meet sustainable development challenges. The cooperation between the team and its working groups contributes to improved communication among the government, businesses, NGOs, consumer organisations and academic circles, and it ensures the favourable conditions for CSR development. Dynamic activities carried out by the team in 2009 and 2010 resulted in closer cooperation between Poland and the countries of the presidency trio (DK and CY), as well as the development of CSR promotion directions during the Polish Presidency of the Council of the European Union. The conclusions from the team's work were also mentioned in the assumptions for the National Reform Programme, the aim of which is to present strategic directions of economic growth for the coming years, in line with the Europe 2020 Strategy. Structural reforms will take into account the role of social responsibility in building the economic model based on partner cooperation and dialogue with stakeholders. The team's work has also been used in the process of drafting strategic documents which are a new form of shaping state policy.



# WING – (W)INCLUSION POLICY IN GEORGIAN LOCAL GOVERNMENT

Submitted by City Hall of Bydgoszcz

## Contact details of lead applicant

**Organisation** City Hall of Bydgoszcz  
**Address** Ul. Jezuicka 1, 85-102 Bydgoszcz  
**Country** Poland

**Contact Person** Agnieszka Dybowska  
**Function** International Projects Coordinator  
**Email** a.dybowska@um.bydgoszcz.pl

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

External relations and aid, development and enlargement

## Key words of project

Eastern partnership, development project, social and employment inclusive policy

## Case description

The 'WING' project, co-financed by the Polish Ministry of Foreign Affairs with the 'Polska Pomoc' programme, is the first multilateral joint action dedicated to development policy and Eastern Partnership that is managed by the city of Bydgoszcz together with local and Georgian partners. Up until now, Poland and Polish local governments played the role of beneficiaries of development programmes in the majority of cases rather than the one of organisations offering aid and development assistance. The exceptional character of the project departs from the fact that, since the very beginning, the local public administration of the City of Bydgoszcz has implemented a methodology based on the collective governance approach. The project aimed at:

- Supporting Georgian local government in the field of social exclusion and inclusive employment policy, in the establishment of employment, market institutions and social inclusion organisations.
- Sharing good practices and methodologies on inclusive social and employment policy with local and regional Georgian administrations: the municipality of Terjola and the Imereti region.
- Creating local and international networks between institutions of Bydgoszcz and the Imereti region: Association of Local Democracy Agency, city of Bydgoszcz, Local Development Agency of Georgia, municipality of Imereti, Foundation Wiatrak, job centre of Bydgoszcz, Centre for Social Integration in Bydgoszcz.

The project was implemented in 2010 through a series of activities:

- Workshops for Georgian representatives on employment and social inclusive policy, with a methodology based on in-depth problem analysis and a goal orientation system to define prospective changes.
- Study visits to the best local NGOs working in the field of social exclusion, vocational activities, volunteering, employment market and social mobility.
- Consultancy for Georgian local government representatives on adaptation of Bydgoszcz good practices in the field of social and employment inclusive policy in the municipality of Terjola.
- A publication with methodological guidelines and examples of good practices and practical solutions presented by the Bydgoszcz institutions and organisations.

Thanks to the project implementation the following results were achieved:

- The establishment of networking between Bydgoszcz and Georgian organisations and institutions through collective governance.
- An increase in knowledge, competences and skills enabling the adaptation of good practices in the field of employment and social policy in local and regional governments.
- The transfer of good practices developed by Poland as a former transformation country to Georgia experiencing a shift from the communist system to a democratic-liberal regime.

The added value and extra bonus of the project is its cooperative character, starting from the preparation phase, the implementation of the decisions, through to its final evaluation, impact assessment, satisfaction measurement, monitoring and evaluation of effects. Additionally, all key players contributed to the project's follow-up and definition of the next steps for further continuation. The total budget of the project was: 94,190 PLN (€23,547.50).



## ES+ VILA REAL

Submitted by Civil Government of Vila Real

### Contact details of lead applicant

**Organisation** Civil Government of Vila Real

Address Largo Conde de Amarante

5000-529 Vila Real

Country Portugal

**Contact Person** João Cotter Salvado

Function Project Manager

Email ptcotter@gmail.com

### Administrative level of lead applicant

Regional

### Size of organisation

1-25

### Number of people involved in the project

1-5

### Type of sector

Regional policy and development, decentralisation.

Research and innovation, social welfare

### Key words of project

Social entrepreneurship, social innovation

### Case description

The involvement and empowerment of local communities is essential in finding effective solutions for local social and environmental problems and for their integral and continuous development. Social Entrepreneurship adapts management tools for individuals and organisations with a strong social mission, being able to satisfy specific needs of the community searching for innovation, sustainability, impact and transferability. 'ES+' is an innovative way of identifying and mapping social entrepreneurship initiatives with a high potential for social and environmental transformation, as well as developing regional strategies to boost social entrepreneurial practices within these sectors.

This project is seen as the optimal first step in empowering local agents to maximize their impact and capacity to generate change. The initiatives they promote try to solve neglected social and environmental problems with innovative approaches and new solutions, thus transforming mentalities and social dynamics. They have high potential, as they can be replicated and scaled-up. Such initiatives are based on implementation, development and growth models which are financially sustainable.

This project has been publicly presented at the Conference on Social Entrepreneurship Perspectives (Linz, Austria, August 2011), at the Annual Conference of European Research Network (Trento, Italy, July 2009), and at a Good Practices Panel of the European Commission (Stockholm, Sweden, October 2009).



# COLLABORATIVE BUDGET 2.0

Submitted by Municipality of Lisbon

## Contact details of lead applicant

**Organisation** **Lisbon City Council**  
**Address** Paços do Concelho  
Praça do Município 1º Piso  
1100-365 Lisboa  
**Country** Portugal  
**Web address** [www.lisboaparticipa.pt](http://www.lisboaparticipa.pt)  
[www.cm-lisboa.pt/op](http://www.cm-lisboa.pt/op)

**Contact Person** **Anna Sousa Pinto**  
**Function** Town Council Advisor  
**Email** [anna.pinto@cm-lisboa.pt](mailto:anna.pinto@cm-lisboa.pt)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Participatory budget, collaborative budget, local administration, citizen involvement, web 2.0, modernisation, Lisbon CB



## Case description

As the crisis stuck hard around the world, Lisbon City Council tried to face new challenges with innovative solutions, by changing the paradigm with which they were working, breaking down hierarchical and inflexible structures, and calling civil society to play a part in the decision-making process. In Lisbon, civic participation and citizen collaboration are understood to be a strong pillar of democracy. Hence, they implemented an ambitious participation programme, aiming at higher citizen involvement in the management of the city. Connecting people and organisations within a strategic partnership is the goal, making citizens co-producers, instead of clients of municipal services. Lisbon aims at being a Smart City, a city of inclusion, innovation and improvement.

The most important feature of their participation programme is their 'Collaborative Budget 2.0' (CB). Lisbon was the first European capital to implement a participatory budget model (a programme highly praised by UN-Habitat), but with significant innovations that make it an important upgrade from the typical models. Currently heading into its fourth year of execution, the Lisbon CB gives effective initiative and decision-making power to the citizens, by allocating €5 million of the yearly municipal budget to them, representing 5% of the city's investment budget. The citizens are active in every step of the process, from drafting the proposals to submitting them and voting on the projects. Unlike typical participatory budget models, there are no restrictions on certain areas of intervention (as long as they are in the city council field of competence). Up until now, winning projects have shown a rich diversity in their nature and in the fields of intervention.

The Lisbon CB is also different in another important aspect: it is a qualified online-based process, strongly supported by ICT. Its use enhances cooperation and interaction between municipality and citizens; it is, thus, 2.0. The process, however, is also supported by offline tools (participation-based meetings, a thematic bus, information meetings), to ensure social and age dependent inclusion. Each year, the number of people participating and awareness of the programme have been increasing, representing a tenfold growth between its start in 2008 and 2010. It is an evolutionary process, constantly improving, thanks to its ability to adapt to citizen's needs, as predicted in CB Charter of Principles.

They work according to a motto of flexibility, letting citizens' input and needs shape the programme. In Lisbon they see the CB as an important tool for democracy, for which they have received very positive feedback from the citizens.



# CIVIL SOCIETY INVOLVEMENT IN THE WELCOMING AND INTEGRATION OF IMMIGRANTS – THE CASE OF PORTUGAL

Submitted by the High Commission for Immigration and Intercultural Dialogue

## Contact details of lead applicant

<b>Organisation</b>	<b>The High Commission for Immigration and Intercultural Dialogue</b>
Address	Rua Álvaro Coutinho 14 1150-025 Lisboa
Country	Portugal
Web address	www.acidi.gov.pt www.programaescolhas.pt
<b>Contact Person</b>	<b>Carla Martingo</b>
Function	Adviser of the High Commissioner for Immigration and Intercultural Dialogue
Email	carla.martingo@acidi.gov.pt

## Administrative level of lead applicant

National

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Migrants' integration, collaborative partnership, commitment, civil society empowerment



## Case description

The High Commission for Immigration and Intercultural Dialogue (ACIDI), following the competences of the Presidency of the Council of Ministers, is a public institute with the mission of taking part in the creation, implementation and evaluation of crosscutting public policies concerned with the integration of immigrants and ethnic minorities, as well as promoting dialogue between different cultures, ethnic groups and religions. In order to empower immigrants and their organisations as a way to better defend and promote their rights, Portugal has created a juridical framework for immigrants' associations providing the conditions for an interactive partnership between the public sector and civil society towards immigrants' integration. As a result, ACIDI has not only provided financial support to those organisations, but also, and no less importantly, has involved them in the creation, implementation and evaluation of public policies in this area.

Civil society and migrants' associations are, thus, the government's partners, working together at several levels, particularly in the creation of the Consultative Council for Immigration Affairs (COCAI). COCAI seeks to ensure the participation and collaboration of immigrant communities, social partners and social solidarity institutions in the drafting of social integration policies and policies to combat exclusion. Among other competences, it plays an important role by providing a previous statement regarding the recognition of immigrant associations, as well as on requests for financial support made by those associations within the ACIDI.

COCAI plays also a very important role in the monitoring of national plans for the integration of immigrants, since each year a progress report is produced and presented to the Council. These plans reflect the government's commitment to welcoming and integrating immigrants better. The II Plan for Immigrant Integration (2010-2013) asked civil society to give feedback on the plan's text and make suggestions towards more adequate and efficient measures, aiming at increased transparency in the government's commitment. In order to offer better help to immigrants in the welcoming and integration process, ACIDI created other specific responses in which civil society and immigrant associations are active partners: the National Centres for Immigrant Support (CNAI) and the 'Choices' Programme.

Within the CNAIs, also known as one-stop-shops, sociocultural mediators, migrants or people with a migrant background gain the clients' trust and affection, not only due to the services they provide, but also, because they have experienced the same, or similar, difficulties when coming to Portugal. 'Choices', on the other hand, is a national programme aiming to promote the social inclusion of children and youngsters, especially those who live in the most vulnerable areas, looking towards equality of opportunities and social cohesion. It is a bottom-up approach that fundraises, supports and evaluates local projects, implemented by consortiums. Other projects/programmes reflect the same cooperation-based partnership, such as the network of the Local Centres for Immigrant Integration (CLAI), and the Observatory of Immigration.



# TERRITORY INFRASTRUCTURES AND FOREST FIRES PREVENTION AND PROTECTION

Submitted by National Forest Authority

## Contact details of lead applicant

**Organisation** National Forest Authority  
**Address** Rua da Restauração 336  
 4050-501 Porto  
**Country** Portugal  
**Web address** www.afn.min-agricultura.pt/portal/  
 dudf/projeegrants

**Contact Person** Paulo Castro  
**Function** Team Coordinator  
**Email** paulocastro@afn.min-agricultura.pt

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Key words of project

Forest fires prevention, shaded fuel breaks network, empowerment of local communities, matching nature conservation and fire prevention

## Case description

This project aimed to prepare for the implementation of shaded fuel break networks as a major infrastructure for forest fire prevention in Portugal. Shaded fuel break networks are 125m-long strips, usually situated near ridges. They divide areas of 2000-5000 hectares, hence preventing the spread of bigger fires in forest areas. The Portuguese Government decided to develop several legal instruments and initiatives after the catastrophic forest fires of 2003 and 2005. Therefore, it created a National Plan for Forest Defence against Forest Fires. The *Autoridade Florestal Nacional* (AFN), the national authority for forests, presented a project to EEA Grants, to plan and implement the shaded fuel break networks. The project was developed in a large area of 800,000 hectares, of which 570,000 ha were forested areas. It had four key activities:

1. Planning the network of shaded fuel breaks.
2. Implementing 1,560 hectares of shaded fuel break networks in three demonstration municipalities.
3. Training 90 technicians in the planning techniques for shaded fuel break networks.
4. Raising awareness with several initiatives, *i.e.* creating a DVD about the networks and installing an Interpretation Centre for Forest Fires Prevention.

The project was financed by the Financial Mechanism of the EEA Grants with €1.2 million. It started in October 2007 and finished in April 2011. It was promoted by AFN and the *Instituto da Conservação da Natureza e Biodiversidade* (ICNB), the national authority for nature conservation. Since the area is mainly privately owned and/or community land, the involvement of local communities in the several activities was sought from the beginning, through actions such as:

- The Local Commission for Forest Defence Against Fires. Presenting and discussing with them the concept of these networks, the advantages and needs for specific intervention.
- Involving local communities by inviting them to implement the networks. This was possible involving the 'Juntas de Freguesia' (the local elected administrative body managing the community land) or the 'Conselho Directivo de Baldios' which is another form of managing the community land. These two bodies were invited to run the project in their own land. This empowerment was crucial to the acceptance of the project, since it raised a feeling of responsibility. Being poor mountain areas, the relevance of these contracts was essential for the local economy, as it allowed the major part of the budget to be spent within the community, not with external forest contractors.
- Involving technicians from all kind of institutions in the training sessions, not only from AFN and ICNB, but also from the municipalities, the 'Governos Cívicos' (a regional administrative body in charge of planning at district level) and the Forest Landowners Associations. Thanks to this, everyone had the same training at the same time, thus developing the same level of understanding about the networks.
- Involving the local community in the awareness-raising campaign, to communicate about the ongoing experience, being present actively and presenting the work they did and the difficulties they found.



# YOUR IDENTITY – A CHANCE FOR EQUAL RIGHTS

Submitted by Vrancea County Council

## Contact details of lead applicant

**Organisation** Vrancea County Council  
**Address** Dimitrie Cantemir Str. 1  
 Focsani, Vrancea  
**Country** Romania  
**Web address** www.cjvrancea.ro

**Contact Person** Teodora Sandu  
**Function** Inspector  
**Email** teodorasandu82@yahoo.com

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Roma legal rights

## Case description

The project 'Your Identity - a chance for equal rights' aims at the social integration of Roma in seven localities in Vrancea County, by solving the problem of a lack of identity and marital status, and by involving local authorities in determining property settlement issues. The project included outreach and awareness of the target group about the importance of identity documents and civil status, the mobile station campaigns in Roma communities and legal assistance for people who have never had any documentation of their marital status. Particular attention was paid to cases of late registration of births due to the plight of these people who are not Romanian in the legal administrative sense. The state does not recognise them and thus, they cannot enjoy the rights associated with citizenship, and are exposed to trafficking, illegal adoptions and manipulation by criminal groups.

The project team has provided free assistance to the children of Roma in this situation, and managed to complete a late registration process and to hand over their birth certificates until the completion of activities. Implementing this project was to ensure the legality of Roma in Vrancea County with regard to identity documents and marital status, their access to social services and employment, impact on improving the situation of Roma in targeted areas. The public agenda has also now incorporated the issue of social exclusion of Roma, and relationships were strengthened between NGOs, representatives of Roma communities and public institutions. Some prerequisites were created to solve problems of Roma communities, other than lack of identity and civil status identified through the sociological research conducted in the project.





# STRATEGY, SUSTAINABILITY, DEVELOPMENT

Submitted by Braila County Council

## Contact details of lead applicant

**Organisation** Braila County Council  
Address Piata Independentei 1, Braila  
Country Romania  
Web address [www.portal-braila.ro](http://www.portal-braila.ro)  
<http://sdd.portal-braila.ro>

**Contact Person** Stoica Luminita  
Function Project Manager  
Email [programe@portal-braila.ro](mailto:programe@portal-braila.ro)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Strategy, sustainability, development

## Case description

Romania's status as Member State of the European Union began on 1 January 2007. Romania has since then had to draft a strategy of sustainable development for the period 2010-2015 that involves all local players who can contribute to obtaining a relevant strategic document that responds to citizens' expectations (improving living standards by achieving quality public services, the creation of jobs, increased attractiveness and competitiveness of public products, etc.).

The strategy will act as a working instrument for local public administration and it shall affect the way of thinking and the decisions and action towards higher objectives. Strategic planning is an efficient means of improving the consistency of activities and focusing on the local and regional level, as well as the permanent improvement of activities carried out. The project is a starting point that contributes to developing the public administrative capacity at Braila County level. It will help to achieve better strategic planning, as well as developing partnerships in order to implement the projects of county interest.

The effects generated by the project shall be sustainable, considering that the project aims, over the medium and long term, at:

- The sustainable, better use of investment opportunities in Braila County and municipality;
- The promotion of Braila County, the creation of new jobs as well as making existing jobs last longer.



# TOGETHER AGAINST DRUGS

Submitted by Institution of the Prefect – Brasov County

## Contact details of lead applicant

<b>Organisation</b>	<b>Institution of the Prefect Brasov County</b>
Address	Eroilor Str., 3-5, 500007 Brasov
Country	Romania
<b>Contact Person</b>	<b>Gabriel Necula</b>
Function	Adviser
Email	servicii publice@prefecturabrasov.ro

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Governing based on inter-institutional cooperation

## Case description

In view of the danger represented by drugs, the Prefect Institution in the county of Brasov launched the project 'Together Against Drugs'. This is a pilot project, with the county of Brasov being the first to conceive of a new way of opposing this dangerous trend. The issue of drug consumption, both legal and illegal, is a preoccupation for all social actors; its complexity, multidimensional character and its dynamism generates the need for an efficient approach: a strategic component of the policy in the field of preventing drug consumption in Romania.

The adequate answer to the social, economic and public health challenges brought about by drug consumption is conditioned by a balanced vision, expressed by a unitary policy which cannot be achieved without the involvement of the institutions working against this noxious phenomenon. Through its contents, 'Together Against Drugs' answers the requests of the National Antidrug Strategy 2005-2012. According to this strategy, by the end of that period, Romania will have an integrated system of public institutions and services, which will ensure the reduction of the incidence and prevalence of drug consumption, medical care, psychological and social support for drug consumers, as well as increased efficiency of the prevention and fight against the production and illegal trafficking of drugs.

From this perspective, the training programme facilitates the development of teachers to involve them, as people with resources, in the programmes dedicated to the prevention of drug consumption, to strengthen the influence of the protection factors. This training has been developed through an inter-institutional partnership between the Prefect Institution of Brasov County, the Inspectorate of Schools Brasov County, the Centre for Prevention, Evaluation and Antidrug Counselling of Brasov County and the Brasov County Teachers' Resource Centre. In order to implement the project correctly, the Institution of the Prefect signed an agreement with the Romanian Police's General Inspectorate, the National Antidrug Agency, the Brasov County Inspectorate of Schools and the Brasov Teachers' Resource Centre. The project aims to consolidate the local network of prevention of drug consumption in the pre-university school system.

This network will develop partnerships with other counties, bringing added value to its sustainability. The training course within this project was specifically designed and represents a change in the approach to fighting against drugs, and was accredited by the Ministry of Education, Research, Youth and Sports. These trained teachers will be specialised in order to approach the issue of drug consumption correctly. In turn, these teacher-trainers will communicate the information to students, so as to raise their awareness and, thus, carry on and develop communication activities on the topic of fighting against drugs.



# CELEBRATING THE 9<sup>TH</sup> MAY – NATIONAL AND EUROPEAN VALUES

Submitted by Vrancea County Council

## Contact details of lead applicant

**Organisation** Vrancea County Council  
**Address** Dimitrie Cantemir Str. 1  
 Focsani, Vrancea, 620098  
**Country** Romania  
**Web address** www.cjvrancea.ro  
 www.asistentasocialavn.ro  
 www.bjvrancea.ro

**Contact Person** Marian Oprisan  
**Function** President  
**Email** contact@cjvrancea.ro

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

9 May, unity in diversity

## Case description

Every year, the Vrancea County Council celebrates Europe Day (9 May), through different activities that bring the importance of this day to citizens' attention. One such event was the county council's participation in Open Doors on 8 May, for the fifth consecutive year. The event 'Regions of Europe – Europe of Regions', held in Brussels on the occasion of Europe Day by the Committee of the Regions, was attended by Vrancea with the stand 'Vrancea – the county where history meets legends'. 'Open Doors' is among the main international events in which Vrancea County Council has participated. Their presence has been significant, noticed also by the European forums.

The Contest 'My holiday in Europe', which is in its second edition, was organised by Vrancea County Council, in partnership with Vrancea County School Inspectorate and the Youth County Council, at the municipal theatre Major Ghe. Pastia from Focsani. High school students from Vrancea County participated in this event, trying to illustrate in a representative way the specificities of each EU Member State. One of the winning teams in this competition represented Vrancea twice at a famous competition in Italy: Mediashow, a multimedia olympics sponsored by the most famous universities from Italy, winning two mentions.

The asphalt drawing contest 'Europe in Colours', brought together students from Vrancea who tried to express in colours their own vision of the European Union. The graffiti contest '2gether 4 Europe' attracted the interest and participation of high school students from Vrancea. They had to express in a very original way what 'Together for Europe' means for them. One of the institutions subordinated to Vrancea County Council, the *Duiliu Zamfirescu* County Library had two projects on this occasion, 'Us and Europe' and 'Europe at my home'.

The first one, organised in partnership with the Directorate of Social Assistance and Child Protection Vrancea, was the launching of the programme 'Library therapy for the soul'. The programme was held at the Department for Children and Youth Library under the auspices of Europe – my house, and consisted of reading, games and surprises, book displays and multimedia presentations with information about the ingredients of Europe and the European Union. The second event which was organised by the county library was called 'Us and Europe', and consisted of an exhibition on the occasion of Europe Day, featuring the work of Vrancea preschoolers.

Also, another institution subordinated to Vrancea County Council, the General Directorate of Social Assistance and Child Protection Vrancea, held a number of activities: a series of sporting contests (running, chess, football) and creation (pottery), exhibitions (Europe's children, Happy childhood, Icons on glass), exhibition of handicrafts (handmade) and pottery items, information on the European Union from the general staff Vrancea, books, games and documentary films and a series of debates about the significance of 9 May.



# YOUNG PEOPLE FOR A BETTER WORLD

Submitted by Institution of the Prefect – Brasov County

## Contact details of lead applicant

**Organisation** Institution of the Prefect  
**Brasov County**  
 Address Eroilor Str. 3-5, 50007 Brasov  
 Country Romania  
 Web address www.tineripentruolumemaibuna.ro

**Contact Person** Nadia Bozocca  
 Function Superior Adviser  
 Email integrare.europeana@  
 prefecturabrasov.ro

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs

## Key words of project

Social enterprise, solution in social inclusion and inter-institutional communication and cooperation

## Case description

The strategic project 'Young people for a better world' runs from the beginning of November 2008 to the end of October 2011, within a partnership between the Prefecture Institution in Brasov, Romania's National Scouts' Organisation (RNSO), the 'Virgil Onitiu' Brasov branch, the Brasov Work and Social Solidarity Department (the present Brasov County Agency for Social Welfare), the Brasov County Department for Youth (the present Brasov County Directorate for Sports and Youth) and the Mayor's Office in Zarnesti (Zarnesti is the location of the social enterprise's headquarters).

The project aims to establish a social enterprise for developing and promoting profit-making activities and services: to help socially excluded persons or people exposed to the risk of exclusion, to (re)integrate them into the labour market within the formal economy. Such people are institutionalised children and young people, young people in prison and people who were previously in prison, women at risk, etc. At the same time, the project aims at to provide information-based, advisory and non-formal educational activities, all contributing to the development of independent life skills for institutionalised children and young people: the main beneficiaries of the project. Classes and training sessions in the social-economic field are also organised, as well as national and regional conferences about specific themes.

The project aims to familiarise the project beneficiaries and the local and regional authorities with the concept of a social economy, and to offer them viable alternatives of social development and inclusion. The established partnership within the project between Brasov RNSO and some local authorities relevant at community level was, from the very beginning, intended to strengthen the dialogue between the partner institutions in order to identify the solutions to social exclusion and to facilitate social inclusion. The project also aims, through the suggested information and social inclusion promotional activities, to involve both public and private non-governmental institutions to promote viable solutions for the social inclusion of marginalised groups, as well as the concept of a social economy and social enterprise as a viable alternative of social inclusion. Another objective of the project is the formation of a national partnership to encourage youth involvement in the complex process of establishing and managing social economy structures.



# THE PEOPLE OF BRAILA – EUROPEAN CITIZENS

Submitted by Prefect’s Institution of Braila County

## Contact details of lead applicant

**Organisation** Prefect’s Institution of Braila County  
**Address** Piata Independentei 1  
 810210 Braila cod  
**Country** Romania  
**Web address** www.infobraila.ro/2011/03

**Contact Person** Carmen Soare  
**Function** Councilor for European Affairs  
**Email** braila\_carmen\_1967@yahoo.com

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Active European citizens

## Case description

Many Romanian citizens do not understand the role of the Prefect’s Institution, the advantages of Romania’s accession to the EU, or the fact that the government assumes certain responsibilities that are required in this process. Thus, the aim of this project is to open the Prefect’s Institution of Braila County to the citizens, as a representative of the government, while promoting the EU’s policies in the county.

In 2010, a series of activities were organised for:

1. Raising awareness of the importance of learning/knowning at least one foreign language: International Francophonie Day. The students presented their favourite character from francophone literature in French; Danube Day: presentations in English, French and Romanian of films and Powerpoint materials; European Day of Languages; Which European city should I visit? The students convinced the audience to visit a city from an EU Member State in the official language of the recommended city. Then, six foreign volunteers presented their native cities in their native languages.
2. Supporting the knowledge of the Romanian Language and, especially, of foreign languages for the citizens of the Republic of Moldova: A campaign collecting books in Romanian/foreign languages for schools/libraries in the Republic of Moldova was launched.
3. Knowing the national minorities of the city/county of Braila, their history, language, clothing and traditional customs: Roma Day: The Importance of the International Roma Day. Testimonies of deported Roma people, achievements at county level regarding the integration of Roma people; National Minorities’ Day: Together for Braila: exhibition of costumes and typical objects of minorities in Braila (Bulgarians, Hebrew, Greeks, Turks, Roma and Russians) as well as a presentation of the role of each minority in the life of the city.
4. Helping senior citizens in a home for elderly in Braila: Europe Day: grandchildren for grandparents (within the framework of the European Year for Combating Poverty and Social Exclusion): fair in 37 education units. The money was donated to a home for the elderly in Braila.
5. Promoting the activities of the Prefect and his institution among young children involved: International Child Day: Open Day: the Prefecture was visited by students and a group of youngsters from PMTT.
6. The promotion of non-violence in schools: Non-violence week in the school of Braila; Childhood through a child’s eyes: inter-county art competition.
7. Protection of the environment and sustainable development: Danube Day: Presentation on the Danube: Space of life; Greening action: get active for the river; a group of children from the school of Tichilești cleaned the banks of Danube.
8. Use of IT skills.
9. Promotion of equal chances and non-discrimination.

The activities were covered by the local press and by websites of European/ international institutions.



# THE INTERACTIVE MAP OF BRASOV COUNTY

Submitted by Institution of the Prefect – Brasov County

## Contact details of lead applicant

**Organisation** Institution of the Prefect  
**Brasov County**  
 Address Eroilor Str. 3-5, 50007 Brasov  
 Country Romania  
 Web address www.prefecturabrasov.ro

**Contact Person** Nadia Bozocca  
 Function Superior Adviser  
 Email integrare.europeana@  
 prefecturabrasov.ro

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Interactive governance, communication and public-private cooperation, facilitating citizens' access to relevant information on all areas of Braşov County

## Case description

The Project 'The Interactive Map of Brasov County' was implemented in partnership between the Brasov County Prefect's Institution and SC Stiefel Eurocart SRL. The idea behind this project arose from the desire to enhance transparency within state institutions for citizens, giving them as much relevant information as possible about the county, meaning: public institutions, tourist attractions, infrastructure, economy, culture, health, education, nature reserves, events, etc. The project also aims at promoting Brasov County by creating and posting on the website of this institution interactive maps where all areas of the county can be identified, thereby constituting a useful guide of the county whilst promoting its institutions.

The interactive map of Brasov County is a unique project in Romania. Due to the complexity of the information posted, it managed to bring about added value in promoting the county, offering citizens easy access to relevant information about everything related to the public sector. The partnership established within the project between the Prefect's Institution and S.C. Stiefel Eurocart SRL was proposed from the beginning in order to consolidate the dialogue between partners and thus identify solutions, so as to provide quality public services for citizens and businesses.

The project also demonstrates that through fitting public-private cooperation, useful activities can be carried out to improve access to information, using minimum financial resources. The online interactive map is fully supported by SC Stiefel Eurocart SRL.

# IASI MUNICIPAL DISTRICT CENTRES PROJECT

Submitted by Iasi Municipality

## Contact details of lead applicant

**Organisation** Iasi Municipality  
**Address** Bd. Stefan cel Mare 11  
cod 70064, Iasi  
**Country** Romania  
**Web address** www.primaria-iasi.ro

**Contact Person** Adriana Spataru  
**Function** Head of Mayor's Office  
**Email** international.iasi@gmail.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform. Involvement of citizens in public decisions

## Key words of project

Public services, modernisation, citizens, district centre

## Case description

The 'City Hall's District Centres' project started in March 2005 and consisted of five steps. Firstly, the Mayor of Iasi visited Villeneuve d'Ascq, a town in France. Mr Gheorghe Nichita, Mayor of Iasi, and Mr Jean-Michel Stievenard, Mayor of Villeneuve d'Ascq, laid the foundations for a multifaceted plan of cooperation including the implementation of a participative field of democracy by creating the Municipal District Centres in Iasi.

In October 2005, the three following phases of the project took place:

1. The organisation of a public auction session to arrange the first three city hall's districts: Nicolina, Pacurari, Tatarasi.
2. Adoption of a new personnel structure in the information citizen centre service, named 'The Local Participative Democracy Bureau'.
3. Support provided to Villeneuve d'Ascq experts to perfect the techniques and sort out the administrative details required in implementing the project.

In March 2006 a decision was made to extend the project. During one session the local council of Iasi approved the location of the fourth City Hall's District Centre, called *Alexandru cel Bun*. In August 2006 the City Hall's District Centres of Nicolina, Pacurari, and Tatarasi began their activities. In December 2006, the *Alexandru cel Bun* centre started its activity. In November 2008, a fifth centre opened, namely the *Frumoasa*. There were plans to create another two centres in 2009.

Activities developed at the centres:

- Informing citizens about City Hall public services.
- Assisting citizens to resolve their problems in which City Hall is qualified.
- Guiding citizens to other institutions and organisations to help them, for services that City Hall is not qualified to provide.
- Applying the 544/2001 law's stipulations about free access to public information.
- Applying the 52/2003 law's stipulations about transparency of decisions.
- Applying the 27/2002 law's stipulations about resolving petitions.
- Receiving and releasing documents, forms, and questionnaires.
- Call centre, resolving petitions received by telephone.
- Initiating the centre's consulting council sessions for local problems and monitoring the solutions established during these sessions.



# NATIONAL NETWORK OF ROMA LOCAL EXPERTS, SUPPORT MECHANISM FOR THE IMPLEMENTATION OF THE SOCIAL INCLUSION MEASURES FOR ROMA PEOPLE, A VULNERABLE GROUP SUBJECT TO SOCIAL EXCLUSION

Submitted by Government of Romania – National Agency for Roma

## Contact details of lead applicant

**Organisation** Government of Romania  
**National Agency for Roma**  
 Address Splaiul Independentei Str., 202A  
 8<sup>th</sup> floor, room 33  
 Bucharest  
 Country Romania  
 Web address [www.anr.gov.ro](http://www.anr.gov.ro)

**Contact Person** Adrian Bodonea  
 Function Project Manager  
 Email [info@anr.gov.ro](mailto:info@anr.gov.ro)  
[adrian.bodonea@anr.gov.ro](mailto:adrian.bodonea@anr.gov.ro)

## Administrative level of lead applicant

National

## Size of organisation

25-50

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Roma minority, public services, local community development



## Case description

The Roma community represents one of the largest minorities in Romania: about 2.5 million persons. According to the Ethnic Relations Barometer, published in 2002, about 33% of the Roma population identify themselves as Romanian, 37% as Roma, while the remaining population assumed with the local/regional identity. At the local level, especially in the rural area, Roma minority is confronted to a greater extent to segregation and social exclusion effects such as: Roma issues are not a priority for local public administrations, low education and skill level, unorganised and poor Roma communities, discriminatory, judgmental and stereotype attitudes towards Roma from the majority population, the diversity of Roma families. All these factors determine a series of effects which influence negatively the social inclusion of Roma: low participation in the civic and public life, low level or lack of self-esteem, weak social-development of Roma communities, discrimination on the labour market, dependence on the social benefits.

The project aims to increase the degree of representation of Roma minority in local public administration. In total, 210 young Roma people, including Roma women, are trained in public administration, especially on Roma community development issues and are employed within city councils.

Their role is to act as a bridge between Roma communities and local authorities, as well as to support the implementation of the national public policies correlated with the priorities identified at a regional, county and local level for the socio-economic and cultural inclusion of Roma minority. The project is being developed across the 42 counties of Romania.

Roma communities and public institutions at local, regional and national level, work together in order to increase the social inclusion of Roma people from Romania, by the development of the network of local experts for Roma, at national level. The specific objectives of the project are:

- to increase the representation degree of Roma in the local public administration structures, at the level of the 8 development regions of Romania;
- to develop a sustainable national network of local experts for Roma in order to support the implementation of measures of social inclusion of Roma;
- to develop the institutional capacity building of the local public administration through training and employment of Roma local experts in city halls;
- to facilitate the creation of Local Working Groups in order to identify, plan and implement actions which will lead to the socio-economical inclusion of Roma, at a local level.

# SHORT-TERM US VISA – INFORMATION CAMPAIGN

Submitted by Romanian Ministry of Foreign Affairs

## Contact details of lead applicant

**Organisation** Romanian Ministry of Foreign Affairs  
**Address** Alexandru Str. 33, Bucharest  
**Country** Romania  
**Web address** [www.mae.ro/node/1636](http://www.mae.ro/node/1636)

**Contact Person** Amelia Tue  
**Function** Director, Communication and Public Diplomacy Directorate  
**Email** [amelia.tue@mae.ro](mailto:amelia.tue@mae.ro)  
[presa@mae.ro](mailto:presa@mae.ro)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Strong ties with the country of origin, US short-term Visa, pilot project, dynamic banner, zero public funding, Public-Private Partnership, combination of a traditional-new media approach

## Case description

The Romanian Ministry of Foreign Affairs (MFA), in partnership with the US Embassy in Bucharest, has launched a national information campaign for the US non-immigrant visa programme. It was a pilot project and a pioneer project from two points of view: it was the first one on this scale designed by the Romanian MFA in partnership with a foreign embassy in Bucharest; and it was the first one carried out by a US embassy abroad for this purpose. The campaign had three main aims:

1. to better inform the potential Romanian applicants for a non-immigrant visa in a less formal way in order to have a general understanding of the criteria and the process of obtaining a US visa;
2. to increase the acceptance rate of non-immigrant visa applications by Romanian citizens (also by 'discouraging' the potential applicants that do not meet the criteria);
3. to contribute to Romania's fulfilment of the Visa Waiver Programme technical eligibility criteria (with a particular focus on the maximum 3% refusal rate benchmark).

The project's idea began within the Romanian MFA. The US Embassy provided the necessary technical information and, consequently, helped to shape the campaign's main messages. The support of the National Association of Travel Agencies (ANAT), and some private operators (e.g. tourism agencies) helped in disseminating the information free of charge. In the US, Romanian-American NGOs, Romanian churches, and media outlets were brought in as partners. The actual implementation required no public funding and was done in close cooperation with other public institutions and the private sector. Briefly, the elements of the campaign were the following:

- A dedicated information page (US VISA), the central element of the campaign, providing all the data needed for the general public.
- A TV advertising campaign, produced with the support of the Ministry of Administration and Interior. The video was broadcast on two national television channels and was uploaded to the MFA's YouTube account. It was also regularly shown on TV screens inside subway stations and in both international airports in Bucharest.
- An audio advertising campaign, produced with the support of the Romanian Radio Broadcasting Society. The campaign was broadcast by two national radio networks during the campaign. The MFA has received free-of-charge broadcast status from the National Audiovisual Council for both the video and the audio campaigns.
- A dynamic online banner of the campaign.
- New media instruments: relevant information and useful links have been constantly uploaded on the MFA's Twitter account, Facebook page and Flickr account.
- Collaboration with travel agencies; the information package was sent to all interested travel agencies, which disseminated the information free of charge.
- Reaching the Romanian community in the US through the Romanian Embassy, the three General Consulates and the 19 Honorary Consulates. They have sent official letters and information materials to the leaders of Romanian associations in the US, to student organisations and Romanian churches, to the Romanian-US media and to Romanian media correspondents in the US.



# PUBLIC SERVICES IN VALCEA COUNTY – PARTNERSHIP FOR A COMMON MISSION

Submitted by Prefect's Institution of Valcea County

## Contact details of lead applicant

### Organisation Prefect's Institution of Valcea County

Address Tudor Vladimirescu Str. 1  
Ramnicu Valcea, Judet Valcea  
Country Romania  
Web address [www.prefecturavalcea.ro](http://www.prefecturavalcea.ro)

### Contact Person Irina Vasilescu

Function Project Manager  
Email [irina.vasilescu@prefecturavalcea.ro](mailto:irina.vasilescu@prefecturavalcea.ro)

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Increase administrative capacity

## Case description

This project was implemented by the Prefect's Institution of Valcea County together with 16 public administrations at county level. Its main objective was to increase the quality of public services delivered to citizens by decentralised public administrations (at local and county level). This had to be achieved through the development of human capital (education and training), exchanging views on ethical issues between public administrations, decentralised services and civil society, as well as developing an integrated network of communication using information technology. It was financed through the scheme 'Financial Mechanism of European Economic Space'.

The human resources needed to assure the efficient functioning of the information network that was created included public clerks from the specialised units in the partner institutions who were instructed through training sessions in the main domains in which they work. These sessions concluded with national and even internationally-recognised diplomas (ECDL). Citizens' involvement in the authorities' administrative activity, as well as the successful exchange of views on ethical issues between specialised institutions, local administrations and civil society materialised in 13 information sessions, organised over 15 months. Various themes of significant interest for the authorities, as well as for the public, were approached: environment protection, health, rural development, education etc.

The project is an answer to a clear need for communication between the partner institutions. The project leader has the responsibility of monitoring the activity of decentralised public services. Thus, the electronic network which will be created, as well as the information sessions taking place, will improve the dialogue between service providers and institutions. The final aim is to improve the quality of services provided to citizens. The citizens will have the possibility to access information about the services they require using a single website. The project began in January 2010 and ended in April 2011. Activities that have been accomplished over the period of implementation:

- Specialised instruction in 19 domains (the use of Doc Manager system and of an electronic network, communitarian regulations, ECDL, communication and PR, human resources, management etc.).
- Exchange of experiences and ethical issues between public clerks through information and communication sessions in different domains.
- Acquisition and installation of a Doc Manager system in 13 public institutions.
- Acquisition and installation of an electronic network in 17 partner institutions.
- Development of the website [www.prefecturavalcea.ro](http://www.prefecturavalcea.ro) in a portal with the possibility of a 'one-stop-shop' for citizens.
- Provision of the technical infrastructure necessary for the network, for the software Doc Manager and for the web portal; advertisement and promotion activities.
- Provision of auditing the whole activity throughout the development of the project.
- Promotion activities of the project's results and of the sponsors.



# PARTNERSHIP FOR PERFORMANCE THROUGH CAF

Submitted by Prefecture of Sibiu County

## Contact details of lead applicant

**Organisation** Prefecture of Sibiu County  
**Address** A. Saguna 10 Str., Sibiu  
**Country** Romania

**Contact Person** Rares Macrea  
**Function** Deputy Prefect  
**Email** rares.macrea@gmail.com

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Common Assessment Framework (CAF), modernisation, performance, partnership

## Case description

Only 47 out of over 10,000 Romanian public institutions are CAF users. With this in mind, in December 2010 the Sibiu Prefecture promoted CAF in 50 institutions from Sibiu County, at a meeting of the Prefectural College. After this meeting, nine public key institutions in Sibiu wanted to use CAF: Public Finance, the Labour Inspectorate, the Regional Agency for Environment, the Water Management System, the Office for Rural Development, the Inspectorate for Emergency Situations, the Department for Culture and Heritage, the Employment Agency and the Department for Youth and Sports. This resulted in a partnership between them and the Sibiu Prefecture, as CAF coordinator.

Sibu County estimated the number of days necessary for the implementation of CAF at an average of seven days per institution. Considering the fact that there was only one person within the Sibiu Prefecture with experience in coordinating the CAF instrument, 70 days would have been needed to implement CAF in ten institutions. As this was not the optimal solution, alternative solutions were needed, namely the design of a CAF eTool with the help of 'Google Docs'. Both the implementation and use of the tool was free. In parallel with this electronic eTool, the team created a website on which CAF assessors could find relevant information.

The institutions designated a total of 77 internal evaluators who participated in a one-day CAF training. The idea of this eTool arose from the question: 'What is CAF?' CAF is a questionnaire with nine criteria and 28 sub-criteria. Therefore, 28 electronic forms were posted in the templates' public gallery of Google Docs. Each participating institution opened a Google account as caf.institution@gmail.com. This account centralised all the correspondence related to CAF, so that each evaluator received 28 emails containing a link to a form with the sub-criteria which had to be completed.

The completed form along with favourable or unfavourable comments, observations and suggestions for improvement were then automatically saved in an Excel document, with a compilation of responses from all respondents. A very important element was ensuring anonymity. The automatic compilation shortens the time of CAF implementation, the consensus meetings can be arranged immediately and simultaneously in the ten institutions. With the help of this electronic tool, they managed to introduce the total quality management principles in ten key institutions in Sibiu County in ten days. Technically, with this new approach, any public institution in Romania has free and fast access to the CAF in 5 simple steps.

This electronic tool does not change the procedure for using the CAF, it only facilitates the use of CAF. Out of 47 CAF users in Romania, 18 are prefectures who can assume the role of CAF coordinators in each county. By scaling this project up to national level, the number of CAF users can increase to 1000 in six months. 'Partnership for performance through CAF' increased the number of CAF users in Romania by 21% in just ten days.



# HEROES AND STORIES FROM SALAJ

Submitted by Prefecture of Salaj County

## Contact details of lead applicant

**Organisation** Prefecture of Salaj County  
**Address** Piata 1 Decembrie 1918  
 12 Zalau jud Salaj  
**Country** Romania  
**Web address** www.prefecturasalaj.ro

**Contact Person** David Iulia Aura  
**Function** Counsellor  
**Email** iulia\_david\_aura@yahoo.com

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

11-15

## Type of sector

Education (higher and lower), training and learning;  
 Government body

## Key words of project

Collaborative work, heroes and stories from Salaj,  
 promoting multiculturalism

## Case description

The Prefecture of Salaj County, in association with the Journalists' Association of Salaj, the Education Inspectorate, the Salaj County Library and the Information Office of the European Union in Romania organised a contest for pupils from secondary schools named 'Heroes and Stories from Salaj'. The idea behind this project was to develop the idea of working together and to show that state institutions are transparent and close to citizens. The prefecture wanted to underline the importance of history for children and help them to remember prominent figures from the history of Salaj County. Moreover, the Prefecture of Salaj County's objective was to promote multicultural values, taking into consideration that in Salaj Romanians live with Hungarians and with some other minorities, but there are important stories and heroes from all ethnic groups.

The children were invited to apply with stories about their favourites heroes. The competition was also in the media and the pupils could directly apply on the website of the prefecture. The paper was also signed and validated by their history teacher. The jury was made up of several representatives from the prefecture, the Education Inspectorate, the library and the journalists' association. 40 applications for this project were received and there were 11 winners. Diplomas were awarded to them by the Prefect Vegh Alexandru and Miss Viceprefect Onorica Abrudanu. The prizes were books and packages with European Union shirts, pens, CDs, etc.

The winners' work was published in a brochure edited by the Prefecture of Salaj, which was freely distributed to citizens. The brochure 'Heroes and Stories from Salaj' was given to the citizens by the County Prefect, in commemoration of the unfortunate events that took place during the Second World War in Ip and Traznea. The pupils' work remembered great names of the history of Romania, such as Luliu Maniu, a former Prime Minister of the interwar period born in Salaj; Corneliu Coposu, a fighter of the communism who was in prison almost all his life because he opposed communist ideas; Michael the Great, a prominent Romanian figure whose last victory against the Ottoman Empire and other heroes from the Second World War; but also Wezselenny, a local baron who tried to implement reforms in Transylvania in the seventeenth century.

In conclusion, the idea of the whole competition was to promote multiculturalism, and to make pupils remember the people that fought for freedom, as well as to enhance respect towards other ethnic groups. The results were fantastic; some of the pupils proved to be talented writers. The journalists' association even published some of the best papers in the cultural magazine of Salaj 'Sylvanian Copybooks'.



# THE PUBLIC-PRIVATE PARTNERSHIP – THE SOLUTION FOR GOOD GOVERNANCE

Submitted by National Agency of Civil Servants

## Contact details of lead applicant

**Organisation** National Agency of Civil Servants  
**Address** Eforiei Str., 5<sup>th</sup>  
 5<sup>th</sup> District, Bucharest  
**Country** Romania

**Contact Person** Adriana Circiumaru  
**Function** Head Unit  
**Email** adriana.circiumaru@anfp.gov.ro

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Public-Private Partnership, collaborative governance, citizens' satisfaction management, anti-corruption, local action groups

## Case description

Since 2005, the National Agency of Civil Servants (NACS) has been developing in partnership with the NGO Assistance and Programmes for Sustainable Development – Agenda 21 (APSD - Agenda 21) several projects that are supported by European funds in more than half of Romanian counties. Within these projects, civil servants have received training courses, and have been involved in information campaigns and public debates. At the same time, citizens have received questionnaires about their needs as beneficiaries of public services, and their degree of satisfaction towards them. The reforms proposed attempted to improve the institutional transparency, citizens' participation in decision-making, the quality standards for public services and also to implement some indicators measuring ethics in public policy, etc; with the final aim of delivering public services that are focused on citizens' needs. These public-private partnerships achieved maximum impact with minimal resources, resulting in a more efficient use of resources and greater flexibility in using ideas, initiatives or proposals arising from citizens, thus adding value to such projects. The cooperation enhanced the credibility of local public authorities, and contributed to increasing citizens' trust in them and to a better identification of the concerns and proposals of citizens. These remarkable results were arguments for implementing the project 'Corruption regards us all!' in 2010 in partnership with Agenda 21, funded by the Transition Facility 2007/19343.01. In this project, civil society could monitor the law and the provisions of the national anti-corruption strategy on vulnerable sectors and the local public administration for 2008-2010 within 16 public institutions.

Based on this monitoring process, a study was compiled entitled 'Citizens' Perception on Corruption in the Public Institutions: Causes, Practices and Prevention'. Its results were presented and analysed within local public debates on 'Transparency and Integrity in the Public Administration', held in the six counties involved in the project. Within the debates, best practices in applying the national anti-corruption strategy at local level were discussed (projects, strategies, action plans, commitments, analysis and assessments of the situations of risk, vulnerability to corruption, integrity standards and indicators, etc.). They were all compiled in a publication of best practices in combating corruption at local level. These public debates aimed to establish local action groups comprising representatives of public authorities and local NGOs, to strengthen public-private partnerships and hence reduce vulnerability to corruption, and reinforce the integrity of local public administration. They make their contributions to decision-making, support local initiatives and promote citizens' proposals without perceiving any remuneration.

The experience gained in the project and the best practices identified were disseminated within the framework of the international conference 'Innovation and Quality in the Public Sector', namely in the workshop 'Increasing Integrity, Transparency and Accountability in the Civil Service', organised by NACS in November 2010. Through the activities undertaken, the project contributed towards preventing and fighting corruption at local level, promoting integrity, ethics, transparency, accountability and good governance and educating citizens in active involvement by identifying and combating corruption.





# BRINGING ADMINISTRATION CLOSER TO CITIZEN – AUDIENCES’ PROGRAMME – THE COUNTY COUNCIL FROM YOUR NEIGHBOURHOOD/VILLAGE/HOUSE

Submitted by Cluj County Council

## Contact details of lead applicant

**Organisation** Cluj County Council  
**Address** 21 December 1989 Blvd. 58  
 Cluj-Napoca  
**Country** Romania  
**Web address** www.cjcluj.ro

**Contact Person** Alin Tise  
**Function** President of Cluj County Council  
**Email** infopublic@cjcluj.ro

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Key words of project

Audience, citizens, transparency, decision-making, solving problems

## Case description

Since 2008, the new president of the Cluj County Council, Mr Alin Tise, has launched a series of hearings within the county territory, outside of the Cluj-Napoca municipality. This new programme was initiated with the aim of gaining a better understanding of the specific problems affecting each individual belonging to the community, and to help citizens to solve their problems. So far, meetings have taken place in all 75 county communes, twice a year. Many of these meetings took place not only in the commune centre but also in the neighbouring villages, depending on the preferences previously expressed by citizens.

In 2011, the County Council President started the programme of hearings in all county cities and the town of Huedin, a first step in this project being the Cluj-Napoca municipality. Until now, there have been no fewer than two meetings with the citizens of Someseni and Intre Lacuri neighbourhoods. In Cluj-Napoca several neighbourhood meetings will be organised, because the County Council has an important responsibility towards its citizens, namely to present them with the most important urban projects in progress, along with finding out their wishes.

Also this year, Mr Tise launched the ‘Online Hearing’ programme, aimed at all users of social networks such as Facebook. The hearings are held every Thursday, from 16:00 onwards, on the website of the County President: <http://www.facebook.com/#!/AlinTise> and on the website ‘Se întâmplă în Cluj’ <http://www.facebook.com/#!/seintamplaincluj>. Alongside this, the County Council President holds hearings both at the institution headquarters, after an initial appointment, every Monday between 15:00-20:00, and also on the local television, every Tuesday starting at 18:00.

The wide range of channels through which the managerial team of Cluj County Council interacts with the citizens demonstrates the high degree of transparency within the decision-making process, and also proves that decisions taken at this level are also based on citizens’ demands. Hence, citizens’ involvement increases exponentially.

# TRANSPARENT TOWN

Submitted by Town of Martin

## Contact details of lead applicant

**Organisation** Town of Martin  
Address Namestie S. H. Vajanskeho 1  
036 49 Martin  
Country Slovakia  
Web address [www.transparenttown.eu](http://www.transparenttown.eu)

**Contact Person** Jozef Petras  
Function Spokesperson  
Email [hovorcamt@gmail.com](mailto:hovorcamt@gmail.com)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Transparency, public involvement, public trust, corruption, increased information flow, complex package of anticorruption measures, saving of public finances and assets, electronic auctions, online database



## Case description

The initial premise of 'Transparent Town' is that unsatisfactory transparency in public services brings negative consequences such as corruption, loss of trust, insufficient control and monitoring from the public, insufficient participation of the public on decision-making processes and too little feedback. When seeking solutions to improve the unsatisfactory transparency of public services, the Mayor of Martin found a partner organisation, Transparency International Slovensko (TIS), and thus launched this project.

'Transparent Town' maximises the level of transparency with municipality employees, as well as its elected officials. Public procurement, purchasing goods and services, sale and rent of public properties, recruiting new employees, solving conflicts of interests, as well as accessing information are all fields in which institutions make important decisions every day. Therefore, 'Transparent Town' minimises the potential for corrupt behaviour in these processes.

Thanks to the proposed measures, decisions affecting the efficiency of how public resources and properties are handled are made transparently. Tools are now available for people to monitor the activities of public sector, to analyse them and follow up on them with active participation. The project has a direct impact on all who are part of the public life. The added value is the regaining of trust in the performance of public services, reflected in the higher participation of citizens in public matters. If they wanted to support these qualitative attributes with quantitative indicators, they should first mention the introduction of electronic auctions used for procurement purposes and purchases of goods and services. In the first six months, the town was able to save 28% of anticipated costs. Moreover, everyone has full access to invoices, contracts, tenders, procurement or approved documentation. An interesting benefit is also the increased interest of foreign investors in the land governed by the town of Martin as a final destination for their investments. Investors do not hide the fact that one of the reasons behind their particular interest in Martin is the project 'Transparent Town', which guarantees that they will not come across corrupt behaviour.

In a democratic society, the public decides on public issues through elections. The leaders of the town of Martin have come to an agreement to be in the public eye at all times. All town contracts, invoices, hiring of employees, renting and selling of town properties, granting of programmes, and assigning of town apartments to those in need will be made public 24 hours a day, 7 days a week. The project has been met with big success nationwide.

# IPP – IT SUPPORTED DECISION-MAKING PROCEDURE PROJECT

Submitted by Ministry of Public Administration

## Contact details of lead applicant

**Organisation** Ministry of Public Administration  
**Address** Tržaška cesta 21, Ljubljana  
**Country** Slovenia  
**Web address** <http://e-uprava.gov.si/e-uprava/edemokracija.euprava>

**Contact Person** Andraž Pernar  
**Function** Senior Adviser  
**Email** [andraz.pernar@gov.si](mailto:andraz.pernar@gov.si)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

eDemocracy, eParticipation, eSignature, informatisation, automatisisation, integration, resolution on legislative regulation, drafting regulation, decision-making, impact assessment, consultation with interested public

## Case description

The legislative process is essentially a complex process which actively involves ministries, public services, the government and the national assembly. Some parts of this process were already supported by some previously developed software tools. The IT support project for the process of drafting regulations, therefore, had to cover various aspects to ensure the functioning of various software platforms and the use of a full range of related software products.

The result of the project is a system that allows all essential steps in the process of adopting a legal act to be covered, operating uniformly in all spheres of competence involved in the process of preparing and adopting legislation. Strong emphasis is also placed on fostering the involvement of the public in contributing to the process of drafting legislation. Linking back-end systems of informational support of the regulation-drafting process with the web sub-portal eDemocracy allows for easy monitoring of existing legislation, as well as preparation of new legislation, in one single place, which is of paramount importance to users. Above all, this part is very useful for non-governmental organisations and professional spheres of the public, who are in this way able to convey comments and suggestions, thus contributing to better legislation.

Also supported in the process is the electronic signing of documents, while the collection of documents and the preparation of all regulation material is centralised. The Ministry of Public Administration and the Government Office for Legislation prepared the resolution on legislative regulation on the basis of national and international recommendations, responding to national issues and international trends. As a politically binding document, it has been prepared in accordance with existing legal provisions governing the procedure for adopting regulations. These are the government's rules of procedure and the national assembly's rules of procedure. Resolution refers to the wider field of legislative activity, which is carried out by government institutions, ministries and other authorities (statutory authorities and local authorities) as a whole.

The resolution incorporates established constitutional, legal and nomothetical principles and rules. The resolution also constitutes a commitment by the respective political authorities and civil servants that in formulating policies and drafting regulations they will take into account the main principles of good legislative policy. Policy and law makers will need to conscientiously implement the impact assessments of proposed regulations and policies on the economy, environment, social and public finance, or a broader segment of the public administration, and in accordance with the minimum recommendations and guidelines, conduct consultations with professionals and other interested members of the public. The IT supported decision-making project incorporates the principles of the resolution on legislative regulation.

# eSIGNATURE APPLICATION

Submitted by Ministry of Territorial Policy and Public Administration

## Contact details of lead applicant

**Organisation** Ministry of Territorial Policy and Public Administration  
Address María de Molina 50, Madrid  
Country Spain  
Web address <http://forja-ctt.administracionelectronica.gob.es/web/clienteafirma>

**Contact Person** Miguel Álvarez Rodríguez  
Function eGovernment Expert at the Ministry of Territorial Policy and Public Administration  
Email [miguel.alvarez@mpt.es](mailto:miguel.alvarez@mpt.es)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual

## Key words of project

Open source, eSignature

## Case description

The use of electronic media in citizens' relationships with their public administrations can only take place when there is confidence in the security of networks and information. However, there is still some distrust with regard to electronic transactions and with communications and the transmission of information through new technologies in general. This lack of confidence is an obstacle to the development of eProcurement. Public administrations should ensure security and confidence on all fronts of contact with the public, as it is a basic premise for the effectiveness and expansion of eGovernment.

The electronic signature and the @firma Client arose, in response to this need among other initiatives. @firma Client contributes to providing assurance and increasing confidence in a wide range of online services, especially those requiring a high degree of security in authentication and integrity of data. The Spanish General Directorate for the Promotion of eAdministration has developed and released @firma Client, so that everybody has at their disposal not only a free mechanism to implement digital signatures, but also the source code associated with it. With this initiative, the General Directorate is offering a reference solution to meet the identification and authentication measures described in the Spanish Law 11/2007, on citizens' electronic access to public services. Other objectives behind this initiative are the promotion and reuse of applications and technology transfer. By releasing @firma Client, stakeholders are unburdened of the hard tasks and costs associated with the development of software modules dealing with 'eSignature' in their applications.

The electronic signature and, by extension, the @firma Client constitute a tool to confirm the origin and integrity of messages exchanged through telecommunication networks. The @firma Client component allows users to carry out the process of digitally signing documents in their local machines. This module is distributed independently from the @firma platform, a multi-CA platform validating certificates and electronic signatures, although @firma Client is one of its fundamental pieces. @firma Client goes beyond the signature of files or web forms, features shared by most electronic signature applications, as it allows additional operations such as large-scale multi-signature, co-signature, countersignature, encryption and decryption of data and generation of digital envelopes.

Other innovative features that distinguish it from other tools in its class, including commercial ones, are the wide range of possible signature formats it supports, its compatibility with multiple operating systems and browsers, the ease with which it can be incorporated into other developments and the high level of security provided. According to the principles of reuse of applications and technology transfer, the @firma Client was released in the technology transfer centre forge, with a dual EUPL version 1.1 and GNU GPL version 3 license. With the release, a collaborative community around the project has been created. Anyone interested in the integration of @firma Client or in its development is welcomed and has at their disposal the tools in the forge such as a code and documentation repository, a bugs/queries record, mailing lists, suggestion forum, etc.

# THE SANT BOI DE LLOBREGAT'S OBSERVATORY – VIRTUAL SPACE OF KNOWLEDGE AND RELATIONSHIP

Submitted by Sant Boi de Llobregat City Council

## Contact details of lead applicant

**Organisation** Sant Boi de Llobregat City Council  
**Address** Plaça de l'Ajuntament, 1, 08830 Sant Boi de Llobregat, Barcelona  
**Country** Spain  
**Web address** <http://observatori.santboi.cat>

**Contact Person** Carles Peidr  i Garc a  
**Function** Technician at the Assistance Service for Evaluation and Planning of Public Policies  
**Email** [cpeidro@santboi.cat](mailto:cpeidro@santboi.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Information society, technology, media and audiovisual

## Key words of project

Citizenship participation, planning, knowledge, new technologies, governance, transparency, proximity, relational policy



## Case description

The project is based on developing a tool that creates and spreads knowledge about the city, as well as the implementation of new areas for citizenship participation and the way this whole structure interacts and contributes with improving the policies that the city council must deliver. This tool is what they call the observatory of the city: a virtual platform in web format that contains updated city indicators (territorial, demographic, economic and social indicators), as well as studies and monographs about a variety of policies and topics (such as road safety or standards of living for different age groups). It also publishes periodical bulletins, especially about the labour market.

The observatory of the city also works as a relationship platform in order to share documentation, exchange opinions amongst the members of the new citizenship participation spaces and give continuity to the analysis and the discussion that take place into them. The new participation processes and spaces are characterised by incorporating new economic and social agents into participation dynamics (the business and trade sector in the business forum or the local agreement for social inclusion), by opening citizenship participation to new fields (the Security Participative Local Committee) and by implementing new work methodologies (in the city council).

The participation processes and spaces mentioned above work essentially as areas where information points of view are exchanged, contact and relationships are promoted and the city's main policies and projects are analysed. To sum up, the aim is to enable citizens to contribute with their knowledge, experience and perceptions in the design, implementation and evaluation of local policies, as well as creating new opportunities and initiatives resulting from the relationships that take place into them.

The observatory of the city and the participation spaces are articulated in the following way: the observatory feeds the most significant information into their work according to their requests and work plan. In turn, these spaces contribute with new knowledge, so it can be extended to all other citizens. On the other hand, the observatory works as a virtual space where the members from every participating area can be connected with each other, hold open debates, share knowledge and make progress with the job and goals for their respective spaces of reference (a pilot test is in progress at the city council in the form of work commissions). With this structure, the city council permanently has a rich and updated knowledge base, it facilitates and enhances relationships amongst social and economic agents, institutions and associations of any kind, and finally it puts the right conditions in place to reorient and improve current policies and to design future ones. This new space creates new opportunities to provide services and provides answers to the needs and demands which have been identified.

# PETROL STATIONS GEOPORTAL – AN EXAMPLE OF OPEN DATA IN eGOVERNMENT FOR EMPOWERING CITIZENS

Submitted by Ministry of Industry, Tourism and Trade

## Contact details of lead applicant

**Organisation** Ministry of Industry, Tourism and Trade  
**Address** Castellana 160, 28046 Madrid  
**Country** Spain  
**Web address** <http://geoportal.mityc.es/hidrocarburos/eess>

**Contact Person** Pablo Burgos Casado  
**Function** Area Manager  
**Email** [pburgos@mityc.es](mailto:pburgos@mityc.es)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Economic affairs, competition, SME; Information society, technology, media and audiovisual; Transport and infrastructure; Energy sector

## Key words of project

Web map services, INSPIRE directive, oil prices, open data, web 2.0

## Case description

The petrol station geoportal provides citizens with information about fuel prices and public opening hours of petrol stations. It has a version for mobile phones, PDAs and a version for GPS navigators. A version for TDTi (interactive services for TDT channels) has been developed to channel this information into new TDT channels.

The geoportal has been developed using WMS (Web Map Services) and it combines maps provided by the National Geographic Institute of Spain with maps provided by Ministry of Industry, Tourism and Trade (MITYC) with online information about prices and public opening hours of petrol stations. The project has been selected as a successful example of the eSDInet+ programme and the eContent programme. The project is based on a SDI (Spatial Data Infrastructure) using open source and web services to allow interoperability. The geoportal is a collaborative project between different administrations (IGN, D.G.CATASTRO, MITYC) and companies from the energy sector (petrol station operators). These operators and petrol stations send information each week and every time they change prices using a web form or by sending a SMS. The application receives the information and updates the website.

This information is shown in a GIS system that combines alphanumeric information with maps, where users can see the location of each petrol station. It has a gateway with Google Earth in order to view routes and distances. The version for mobile phone combines the possibility of seeking in an alphanumeric way by region, address or postal code for each kind of fuel; or looking at this information through the maps and photos provided by the National Geographic Institute using geoportal tools. The project for multi-channel access (mobile phone, PDAs, GPS navigators) uses java and xml and some libraries' open source in order to provide the information. The version for GPS navigators allows drivers with these gadgets to receive the file daily including the location and prices of petrol stations in the format used by their navigator. The TDTi version is based on a java framework and uses MHP (Multi Home Platform) standards to provide interactive services on TDT channels.

The project is based on the ideas of web 2.0 trying to offer users information in an attractive way. At the Ministry of Industry, the petrol station geoportal is the most visited page. It is an example of a public initiative in the field of web 2.0 data that is open to the public, and was recognised as a finalist in the European awards for eGovernment. It is included in the project Aport@ for reusing public data and information. It also includes pages on social networks for users of Facebook and Twitter. With these pages, MITYC is offering a new communication channel that can reach a large number of citizens and manage the delivery of information.



# THE CITY COUNCIL OF GOTARRENDURA TARGETS SUSTAINABLE DEVELOPMENT

Submitted by Gotarrendura City Council

## Contact details of lead applicant

**Organisation** Gotarrendura City Council  
**Address** Plaza de Santa Teresa 1  
 Gotarrendura  
**Country** Spain  
**Web address** www.gotarrendura.es

**Contact Person** Fernando Martín Fernández  
**Function** Mayor of Gotarrendura  
**Email** aytogotarrendura@gmail.com

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Sustainable development

## Case description

Currently, Gotarrendura city council is concentrating heavily on sustainable development, trying to combine social, economical environmental aspects. In the social sector, Gotarrendura is working to offer the best services and opportunities for the population. In the economic sector, big companies have been set up, especially companies in the sustainable development sector, creating employment and prosperity. In the environmental sector, the city council has always respected and looked after the environment, supporting projects which have very little impact on the environment and reducing emissions of CO<sub>2</sub>.

In 2004, the new city council named it a priority to find solutions for resolving the existing problems in this small rural setting: emigration, aging population, a lack of opportunities and deficit in infrastructure. Sustainability is the main interest of the current strategy, and through the concerted efforts of the whole corporation, important results have been obtained. Finally, it has been possible to attract people from different places to maintain the existing population. By means of this sustainability strategy, several operations have been put into practice, classified into 7 groups: 1. Services which benefit the local community; 2. Education and training; 3. Employment; 4. Culture; 5. Tourism; 6. Environment; 7. Policy of research, development and innovation ('I+D+i').

Social care programmes have been developed: activities for the older population, improvement of telecommunication infrastructures, training courses, environmental activities, reviving tourist itineraries, commercial trade fairs, reviving traditional, popular festivities, supporting and creating associations, employment, waste management, reforestation, construction of official state-protected housing, as well as systems of energy efficiency and renewable energy, which have greatly contributed to reducing the consumption of electricity and water.

In this way, Gotarrendura city council has been concentrating on conserving and taking advantage of its own resources, and has been creating a comprehensive plan which concerns the following sectors: urbanism, environment, energy, infrastructure, action in social welfare, local community budget, programmes to raise awareness of the environment, training in new technologies, etc. The objective has always been to offer training to the rural community in order to improve people's quality of life. However, one area where this local community has made significant achievements has been in the field of renewable energy. Currently, there are different facilities of photovoltaic energy and one thermo-solar plant. This way, Gotarrendura has been greatly compensated in creating the respective companies. It processes the necessary permits through the administration, ensuring compliance with legislation; it also cooperates in finding suitable lots of land on which to build renewable energy plants. On the other hand, in 2011 a new biomass plant will be built. With an output of 9.9 MW, it will be the biggest in Spain, allowing Gotarrendura to become a benchmark. Thanks to the sustainability project in this rural community, different procedures have been developed, which open up various manners of participation. Therefore the City Council intends to introduce and put this project forward at international level.

# COLLABORATIVE GOVERNANCE WITH eCOGNOCRACY – DESIGN OF PUBLIC POLICIES IN CADRETE

Submitted by University of Zaragoza

## Contact details of lead applicant

**Organisation** University of Zaragoza  
Address Gran Vía 2, Zaragoza  
Country Spain  
Web address <https://participa.cadrete.es>

**Contact Person** José María Moreno-Jiménez  
Function Professor and Chair of the Zaragoza Multi-criteria Decision-Making Group (GDMZ)  
Email [moreno@unizar.es](mailto:moreno@unizar.es)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

eCognocracy, public policy design, eGovernment, collaborative governance, knowledge society

## Case description

Designing public policies using information technology as a communication support system is one of the most important current issues in the field of citizen participation in political decisions (eGovernment). This work presents a methodology based on the cognitive democratic model known as 'eCognocracy' (Moreno, 2003a, 2006; Moreno-Jiménez and Polasek, 2003). In addition to facilitating debate between representatives and their represented (deliberative democracy), this model allows for co-decision making between citizens and politicians. Furthermore, and of even greater importance, 'eCognocracy' generates a continuous education process that is in keeping with the lifelong process of living systems (cognitive progression).

The methodology contemplates multiple rounds (generally two) when incorporating the preferences of the actors involved in making the decisions, and it takes advantage of the creative capacity of human beings when resolving complex problems. At the same time, the methodology permits the evaluation of both the individual and social learning that is derived from the scientific resolution of the problem, as well as the democratisation of the knowledge that is extracted. The methodology was applied by the members of the research project P1127-09 to a real life experience in the municipality of Cadrete, near the city of Zaragoza (Spain), concerning the design of sports and cultural policies for the area (<https://participa.cadrete.es>).





# WATER PARTICIPATION PROCESSES – 2006-2010 WATER FRAMEWORK DIRECTIVE

Submitted by Regional Ministry of Territory and Sustainability

## Contact details of lead applicant

**Organisation** Catalan Water Agency  
**Address** Provença 204-208  
 08029 Barcelona  
**Country** Spain

**Contact Person** Muntsa Niso Holgado  
**Function** Head of the Sole Unit for  
 Participation and Cooperation  
 of the Catalan Water Agency  
**Email** mniso@gencat.cat

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Participation, citizens, discussion, governance, sustainable, good condition of water, consensus, disagreement, conflict, response sessions, diversity, representation, comprehensive water management

## Case description

The basic principle behind the water management policy is sustainability in four main areas: environmental sustainability, sustainability to guarantee water supply, economic sustainability and social sustainability. The Catalan Government's chief aim in water management is to address all the criteria contained in the Water Framework Directive applied to the specific circumstances of Catalonia, which include preventing the deterioration of ecosystems, achieving good environmental status in bodies of surface water and good chemical and qualitative status of groundwater.

In assuming these objectives, the Catalan Water Agency understands that its main priority is to achieve good environmental conditions (or at least the best conditions possible) in all bodies of surface water in successive planning horizons, so that effective management ensures that water is available for rational distribution among users and guarantees environmental protection. In this regard, and in compliance with the criteria established by the Framework Directive and the anticipated timetable of actions, the government's water administration is implementing different management measures designed to:

- achieve good environmental water conditions;
- prevent environmental problems at source;
- encourage sustainable behaviour (saving, reuse);
- manage supply and demand, and use each kind of water in the most suitable way;
- guarantee that all citizens have access to a sufficient amount of water of suitable quality.

The only requirement of these measures is that the quality of the water in the river basins in Catalonia is guaranteed and improved, whilst following the guidelines indicated by the water policies of the Catalan Government and legislation in force. Therefore, water management involves a change in the vision of those who govern, manage and use water. Without this cultural change, any technical measures aimed at increasing resources or reducing water consumption will not be successful. This is why extensive participation mechanisms have been established to get people involved.

The Water Framework Directive was approved by the European Parliament at the end of 2000, to provide for the creation of participation processes for water management planning and ensuring that bodies of water (rivers, transitional waters, marshes, lakes, etc.) are in good condition. In Catalonia, the Catalan Water Agency has applied the directive through a process that guarantees information, consultation and the active participation of citizens and organisations in the diagnostic assessment and writing of the programmes of measures to be taken. The agriculture and livestock, forestry, industrial and energy sectors, as well as companies, users, consumers, environmental organisations, universities and citizens, with direct or indirect connections with water, have been involved in this process. The aim was to address all existing interests (environmental, social and economic) in each river basin or sub-basin to improve the efficiency of water management.

# AN ADMINISTRATION FOR ALL – STRATEGIC MODERNISATION PLAN OF THE ADMINISTRATION OF CASTILLA AND LEON 2008-2011

Submitted by Government of Castilla and Leon

## Contact details of lead applicant

<b>Organisation</b>	<b>Regional Ministry of Autonomous Administration</b>
Address	C/ Santiago Alba 1 47008 Valladolid
Country	Spain
Web address	www.jcyl.es
<b>Contact Person</b>	<b>Cristina Gredilla Cardero</b>
Function	General Director of Citizen Services and Quality of Services
Email	fermoran@jcyl.es

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Participation, leadership, coordination, transversality, orientation to citizens, orientation to results, excellence, implication, transparency

## Case description

The government of Castilla and Leon has modernised and improved the quality of the services of its community. For this, a strategic plan to modernise the administration of Castilla and Leon between 2008-2011 was designed and implemented. The plan aimed to improve governability, search for excellence in management, and change the culture of public administrations. To achieve this, various channels of participation were established among the institutions and the stakeholders, promoting efficiency and transparency. Six strategies were designed which responded to the six groups of interest identified: citizens, companies, government, civil servants, society and local administrations. At the same time, these strategies are being implemented through 20 programmes, which have required 65 projects to be set in motion and managed.

This process of design and implementation has added value in itself, given that more than 400 people have reflected upon the *raison d'être* of this administration, its strengths and weaknesses, strategic areas and objectives, and have established the project management methodology which allowed a formal and coordinated system of execution, implementation and follow up to be put in place. It also took into account the complexity, interrelationship and cross cutting nature of the activities that had to be managed, the extensive network of directive centres involved and the large number of people and bodies that intervened. This methodology facilitated transparency and coordination in its actions.

Now, the administration of Castilla and Leon is improving its relationship with the citizens through the development of electronic administration, whilst reinforcing the channels of attention and information, streamlining and simplifying procedures, improving legislation, reducing the administrative burden, as well as establishing new channels to communicate with different groups of the population. This has required progress to be made in the professionalism of public employment by providing training in management responsibilities, individual training and promotion of the employee portal. At the same time, it has improved the functioning of electronic applications to facilitate job searches, whilst promoting the practical training of job seekers through a new regulatory standard of training programmes, and has set up the virtual office. The participation of the public employees from the administration is also being promoted. Other advantages have been noted too, such as teleworking, code of ethics, certifications ISO 14.001 guaranteeing equality of opportunities, reconciliation of family and work life and respect of the environment, etc.; with the end result of an honest, sustainable, integral and equitable administration, which is respectful of the environment. Modernisation has become a public policy in Castilla and Leon, covering all areas related to focusing on the citizen, the unification of the range of services, the creation of a culture of quality management and continuous improvement. In short, administration has been made easier. It now anticipates the needs of its citizens and offers them more individual attention which is more intelligent, as it learns from experience; faster, as it has also reduced time and costs; clever, integrating knowledge, innovation and creativity; responsible, equitable and respectful of the environment and open to sharing administrative procedures and technologies with local administrations.



# CREATING HOUSING TOGETHER

Submitted by Basque Government – Department of Housing, Public Works and Transport

## Contact details of lead applicant

**Organisation** Basque Government –  
Department of Housing, Public  
Works and Transport

**Address** Donostia-San Sebastián 1  
01010 Vitoria-Gasteiz

**Country** Spain

**Web address** www.etxebide.info/  
leyvascavivienda

**Contact Person** Ana Tellería

**Function** Advisor of the Department of  
Housing, Public Works and  
Transport, Basque Government

**Email** ana-telleria@ej-gv.es

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional  
affairs, reform

## Key words of project

Citizen participation, drafting legislation

## Case description

One of the Basque Government's priorities for the 2009-2013 period is to apply the principles of good governance to housing policy. Housing is one of the main concerns of Basque citizens. In this cold economic context, the Basque Government considers it more necessary than ever to join forces to search for wide consensus, to ensure citizens have right of access to adequate housing. Therefore, the Basque Government's Department of Housing, Public Works and Transport has designed and implemented a participative process structured into three sub-processes, through which it aims to foster the full participation of Basque society in drawing up housing strategy, policy lines and legislation.

Other specific objectives are to find out the opinion of the Basque people in relation to housing legislation; to receive proposals enhancing the strategy; to establish long-term cooperation between the institutional, economic and social agents involved in the field; to take advantage of the potential of ICT to promote participation; and to achieve high levels of participation and satisfaction. This open, social innovative process enhances transparency, plurality and client orientation. Its implementation consists of the following steps:

- Design: definition of the aim, participation channels and duration of the participative process. Evaluation and decision on whether to foster processes with specific groups and explanation of the rules of the game.
- Launching and monitoring: pre-testing of the participation and communication tools of the process. Liaising with the media is extremely important, so that information reaches its target population. Cooperation with associations or other types of representative social groups is recommended, as it helps to raise awareness. During the open participation, ongoing monitoring and introduction of the planned participative elements, as well as other new elements have arisen from the process, performing the necessary communication activities to foster participation.
- Termination: evaluation of the proposals received for their possible inclusion in the strategy, policies or regulations put forward for social debate, and preparation and presentation of a report on the participative process. Evaluation of the process from three points of view: level of participation, satisfaction with the participative process and impact of the participation. Satisfaction with the participative process is measured by means of a survey that is carried out at the end of the process. The impact of the participation is measured in accordance with the number of proposals put forward and the number of which are adopted.

A total of 45 citizen proposals for the Housing and Urban Regeneration Master Plan were evaluated for their potential inclusion; of which 30 (67%) were included in the master plan. To date, 98 citizen proposals for Basque housing law have been received. Once grouped together, the Department for Housing is working on the evaluation of 35 proposals, 31 of which are directly related to housing law and 4 with the management of housing policy. The total budget assigned to this process was €322,453.



# EGTC DUERO-DOURO

Submitted by European Grouping of Territorial Cooperation Duero-Douro

## Contact details of lead applicant

**Organisation** European Grouping of Territorial Cooperation Duero-Douro  
**Address** Pl. Egido s/n. 37173 Trabanca  
**Country** Spain  
**Web address** www.duero-douro.com

**Contact Person** José Luis Pascual Criado  
**Function** General Director  
**Email** comitedegestion@duero-douro.com

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

11-15

## Type of sector

Regional policy and development, decentralisation

## Key words of project

Transnational cooperation, social and economic cohesion

## Case description

This project aims to underline and reward the excellence of 187 public local administrative agencies, which are finding innovative solutions in times of budget restrictions by setting up a European Grouping of Territorial Cooperation (EGTC). These 187 entities are, and were, in a similar situation. They are in the most extreme areas of the country, along the border, suffering from an unbalanced distribution of goods and services. Therefore, all of them decided to form a peripheral rural territory to give them a voice to express their basic needs and requirements. This EGTC is a public entity that has its own legal status and full ability to act, whose main aim is to enhance economic, social and territorial cohesion. It organises and carries out cross-border, transnational, interregional activities, promoting and enhancing the exchange of experiences between both countries, Portugal and Spain.

Additionally, this legal instrument is a new model of local efficient governance, becoming a 'second generation' form of territorial cooperation. The 'EGTC Duero-Douro' is based on the Subsidiarity Principle, which ensures that decisions are taken as closely as possible to the citizen and that constant checks are made as to whether action at community level is justified in the light of the possibilities available at national, regional or local level. Specifically, it is the principle whereby the Union does not take action (except in the areas which fall within its exclusive competence) unless it is more effective than actions taken at national, regional or local level. It is closely bound up with the principles of proportionality and necessity, which require that any action by the EU should not go beyond what is necessary to achieve the objectives of the treaty.

Several action plans have been drafted within the framework of this EGTC: employment, education, social affairs, environment, etc. Their results are beneficial for all parties. All of them are planned, managed and tested in an active and real manner. Also, there are know-how exchanges between its members in a periodical way; enriching best practices and promoting all initiatives whose results have been positive. This kind of governance is going to offer positive feedback, defining best solutions for detected needs. Therefore, EGTC provides added value to local governance, as it ensures that citizens have the possibility to make decisions about their problems and act accordingly. Hence, decision-making is bottom-up and not top-down, *i.e.* until recently supra-municipal agencies took decisions without knowing if such decisions would suit citizens' demands.

EGTC is a good tool for providing less favoured regions with the means and resources, legal, social and/or economic voice for their proposals, as well as using the human capital of the territory. This guarantees knowledge exchange and enhances social, economic and territorial cohesion. This new legal instrument has the ability to change the rural area, leading to sustainable development and economic modernisation through innovation, employment, cooperation, environment and education. The 'EGTC Duero-Douro' can be found across 9000 km<sup>2</sup>.

# iSAC, AN INTELLIGENT ONLINE INFORMATION AND REFERRAL SERVICE

Submitted by Terrassa City Council

## Contact details of lead applicant

<b>Organisation</b>	<b>Terrassa City Council</b>
Address	Raval de Montserrat 14 08221 Terrassa
Country	Spain
Web address	www.isac.cat
<b>Contact Person</b>	<b>Carmen Valenciano</b>
Function	Head of the I&R office
Email	carmenvalencianodemendiola@terrassa.cat

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform

## Key words of project

Information and referral service, online service

## Case description

'iSAC' (Citizens' Attention Service) is an online information and referral service (I&R), designed by following a citizen-centric, citizen-inclusive and community-centric approach. Its mission is to attend to citizens' demands online, by retrieving and managing information from existing databases. 'iSAC' provides an online platform (available 24 hours/365 days). It is multilingual, and able to process several linguistic registers (e.g. colloquialisms, administrative terms) and localisms. As it is programmed with open source, it is modular (it can be tailored according to user's needs), it uses built-in learning techniques and it can integrate web 2.0 tools.

'iSAC' was developed within the framework of a cooperative project. The owners of the software are the Terrassa City Council, the *Consorci de l'Administració Oberta de Catalunya*, and the University of Girona. The main objective was to design a service able to expand the capacity of public authorities, in order to respond to an increasing number of citizens' queries. Citizens and businesses' questions are submitted through the website or by email. 'iSAC' is able to process single words, a set of keywords, or complex sentences. A preliminary answer is provided with a sign expressing conformity to the question, unless there is no understanding of the question. It can also be a provisory set of answers, where the system asks the user to clarify the question. The service identifies the citizen's language (e.g. English, Spanish or Catalan) and asks for confirmation before going ahead.

'iSAC' allows citizens to limit their questions to one or several data bases. iSAC's distiller module has the capacity of extracting data and digital objects from unlimited repositories inside the organisations. Answers are thus provided with selected links to resources and directories. If iSAC cannot supply an answer, it asks the user to reformulate the query (in other terms or providing more information). Only with the user's acceptance, the system asks for contact details (phone, mobile phone, SMS and chat or Skype account), and the query is sent to the I&R back office for a personalised answer. However, if no result is available, the user can formulate the question through a wiki. Some useful information, mostly related to complex public procedures and community services, can be better explained by citizens having had the same experience, rather than by I&R staff.

Citizens are asked for feedback through a brief questionnaire. They are also invited to provide comments about the service. The Terrassa City Council was the first public administration to install 'iSAC' (in December 2006). Nowadays, 'iSAC' provides responses to queries that amount to one third of the queries processed by the I&R service. This positive output has led four other Catalan local administrations (Sant Cugat del Vallès, Begur, Salt and Celrà) and one American NGO (Community Answers) to install 'iSAC' in their websites. Moreover, the service is currently being deployed in different European local administrations (Prato in Italy; Saint Médard en Jalles in France; and Bremerhaven in Germany), and one European NGO (the European Institute of Women's Health).



# IMPROVEMENTS OF GOVERNANCE

Submitted by Town Hall of Cornellà de Llobregat

## Contact details of lead applicant

**Organisation** Town Hall of Cornellà de Llobregat  
**Address** Pl. Iglesia 1, Cornellà de Llobregat 08940 Barcelona  
**Country** Spain  
**Web address** <http://nou.cornellaweb.com/ca/acordSocial.asp>

**Contact Person** Joan Culillas Jalencas  
**Function** Director of Programs of Mayoralty  
**Email** [jculillas@aj-cornella.cat](mailto:jculillas@aj-cornella.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Transparency, democratic improvements, civil participation

## Case description

The project tries to have some impact on substantially improving the democratic quality of the city's government, as well as on the involvement of civil society in the decision-making process. The project takes part in what is considered to be an important feature of the concept of governance: civil participation. This means taking a step forward in the process of approximation to a new way of governing.

In Cornellà de Llobregat, the municipal government, in line with the thesis of the European Union on democratic governance, has drafted a series of proposals to improve the relations between citizens and the town hall, and to create new content that is fundamentally directed at making the municipal management more transparent and clear.



# CULTURAL HERITAGE AND MUSEUMS – MOVING TOWARDS GENDER PERSPECTIVE

Submitted by Ministry of Culture of Spain and Complutense University of Madrid

## Contact details of lead applicant

**Organisation** Ministry of Culture of Spain and Complutense University of Madrid  
**Address** C/ Rector Royo Villanova s/n 28040 Madrid  
**Country** Spain  
**Web address** <http://en.www.mcu.es/MC/Mujeres>

**Contact Person** Marian López Fdz. Cao  
**Function** Responsible of the Project  
**Email** [macao@edu.ucm.es](mailto:macao@edu.ucm.es)  
[instifem@rect.ucm.es](mailto:instifem@rect.ucm.es)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Sports, youth, culture and art; Education, training and learning

## Key words of project

Gender equality, culture, education, social participation, museums

## Case description

The equality of men and women is a fundamental principle of EC law, recently revised in Directive 2006/54/EC on the implementation of the principle of equal opportunities and equal treatment. In Spain, this principle is legislated by Organic Law 3/2007 of 22 March on the effective equality of men and women. Indeed, the changes that our society has experienced require a series of initiatives to make gender equality truly effective. The project 'Cultural Heritage and Museums: Moving towards Gender Perspective' advocates the effective implementation of that equality.

Informal educational centres and museums are an essential tool for broadcasting a different world view, one which shows that women have also played a prominent role in the cultural arena. This project is based on cooperation between public authorities and public/private institutions; multi- and interdisciplinary teamwork among museum professionals, researchers, university professors/lecturers and associations; the dissemination of information through new technologies; the democratisation of access to culture and heritage through the use of online resources, digitisation of collections, etc.; and the active participation of civil society in understanding cultural heritage from a gender perspective.

Motivated by the need to revise the discourse of certain museums, in July 2009 the Spanish Ministry of Culture signed a cooperation agreement with the Complutense University of Madrid. Under the terms of this agreement, the ministry would work with the university's Feminist Research Institute to effectively implement a gender perspective in state-owned museums. Four major museums operated by the Ministry of Culture were chosen for this project: the National Archaeological Museum, the Prado Museum, the Museo Nacional Centro de Arte Reina Sofía, and the Garment Museum, Ethnological Heritage Research Centre (CIPE). The project involves two main tasks:

1. An in-depth analysis of these museums. The project evaluates the collections, exhibition discourses, artwork acquisition criteria and documents generated by the museums over the last ten years from a gender perspective. The primary aim is to detect any potential gender bias that may downplay the participation of women as creators and co-protagonists in society.
2. At the same time, by reinforcing communication with civil society and the public, the project proposes new views of presenting the museum collections from a different perspective putting the emphasis on the efforts and knowledge of women in history, culture and society.

As an extension of the cooperation agreement between the Complutense University of Madrid and the Ministry of Culture, the Directorate-General of Fine Arts organised the first online exhibition entitled 'Heritage in Feminine Code'. The exhibition analyses the active participation and presence of women throughout history by giving an overview of pieces from the collections of thirty Spanish museums belonging to the Digital Network of Spanish Museum Collections. All these initiatives will make the role of women in culture and civil society visible, turning museums into social agents of democracy and equality and designing and implementing a roadmap of best practices for culture.

# GLOBAL MODEL OF IMMIGRATION AND HEALTH – BUILDING BRIDGES TO OVERCOME BARRIERS

Submitted by Ramón y Cajal Hospital

## Contact details of lead applicant

**Organisation** Madrid Regional Authority, Deputy Ministry of Health Planning and Infrastructure and Ramón y Cajal Hospital, Tropical Medicine & Clinical Parasitology, Infectious Diseases Department

**Address** C/ Aduana, 29, 28013 Madrid Ctra. Colmenar, km 9.1. 28034 Madrid

**Country** Spain

**Web address** [www.saludentreculturas.es](http://www.saludentreculturas.es)

## Contact Person Belén Prado

**Rogelio López-Vélez**

**Function** Deputy Minister of Health Planning and Infrastructure, Madrid Regional Authority.

Head of Tropical Medicine, Infectious Diseases Department, Ramón y Cajal Hospital.

**Email** [viceconsejeria.ordenacioninfraestructuras@salud.madrid.org](mailto:viceconsejeria.ordenacioninfraestructuras@salud.madrid.org)  
[rlopezvelez.hrc@salud.madrid.org](mailto:rlopezvelez.hrc@salud.madrid.org)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public health and social welfare/affairs; Science, research, innovation

## Key words of project

Immigrants, healthcare, health education, communication, integration

## Case description

Currently, over 17% of the population of the area of Madrid are immigrants. The massive arrival of immigrants has led to one of the most important social transformations of the region. Immigrants are a vulnerable and extremely heterogeneous group, with their own individual perceptions about health. In addition to this, some obstacles can hinder their access to health services, especially linguistic, cultural, or administrative barriers. Moreover, immigrants can suffer from tropical diseases, they might lack health education or have false beliefs.

In 2007, Madrid's healthcare system launched a project for the comprehensive care of immigrants. When developing this project, the Madrid Regional Authority followed the EU Strategy 2020. The project takes into account the needs of all citizens and professionals involved. The general objective is to ease the integration and access of immigrants to healthcare services. The three main pillars are medical care, health education and intercultural mediation. The main activities are: Individualised medical care at a specialist healthcare centre; Health education and early diagnosis, through a culturally tailored community-based health education programme for migrants, performed in non-clinical settings; Training of intercultural mediators; Training of professionals; Clinical and epidemiological research and involvement in national and international networks; Technical consultancy to other healthcare centres and to national and international institutions dealing with immigration; Communication through general and specialist media, targeted campaigns and websites.

Due to the involvement of migrants and other facilitating agents, this model undergoes continuous change, addressing the needs of this group and contributing to its sustainability over time. In addition, training of professionals in both social and healthcare fields and training of migrants as intercultural mediators also leads to the sustainability of the project and helps to achieve a greater impact in the target population and the rest of society. Moreover, the methods used help to reduce health inequalities of migrants. The willingness to open up the different phases of the project to civil society is clear: immigrants are asked to share their thoughts and beliefs about health and the Spanish healthcare system so that activities can be adapted to their specific needs. The intercultural mediators are crucial stakeholders in the project, as they ensure that the information effectively reaches the target population. Moreover, patient empowerment is promoted.

This project offers originality with respect to current non-collaborative models. It combines the involvement of various agents, thus providing a multidisciplinary approach. This collective initiative could help to guide the implementation of other prevention strategies or global healthcare models for migrants in the EU. The transferability of the project is reflected in the active participation of the project's leading team in several European workshops where this project was highlighted as an example of good practice. To summarise the project's impact, 38 NGOs and associations worked together on the project and around 3000 migrants were enrolled in the health education activities.



# GOOD GOVERNANCE OFFICE / CENTRO DE BUENAS PRÁCTICAS EN LA ADMINISTRACIÓN PÚBLICA

Submitted by School of Public Administration of Castilla y León

## Contact details of lead applicant

**Organisation** School of Public Administration of Castilla y León

Address Santiago Alba 1, 47008 Valladolid

Country Spain

Web address [www.eclap.jcyl.es](http://www.eclap.jcyl.es)

**Contact Person** Juan Carlos González González

Function Director

Email [gongonju@jcyl.es](mailto:gongonju@jcyl.es)

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

11-15

## Type of sector

Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform

## Key words of project

Database, good practices, decision-making, open data, collaboration university- regional government

## Case description

The School of Public Administration of Castilla y León is aware of the need to adapt to the current societal shift, a movement from Information Society towards Knowledge Society. This means that new tools and procedures are necessary to organise, structure and understand the information now available. In this sense, the provision of relevant information about practices in other administrations enables us to adapt programmes and policies to citizens' needs quickly, and with higher guarantees of success. The aim of the Good Governance Office (GGO), a centre aiming to identify best practices in governance in different countries, is to become a tool for sharing innovative policies, thus encouraging new policies in 'Castilla y León'. The objective is to form an efficient and mutually beneficial relationship between the universities of 'Castilla y León' and their public administrations, by ensuring the availability of relevant information relating to governance.

In many cases, the knowledge generated within organisations does not reach those who could benefit the most from it. The GGO has helped to overcome this situation by working together with public universities of Castilla y León, so that the knowledge created by researchers responds to the specific needs of the administration. This process has led to a range of policies being developed in 'Castilla y León', such as teleworking or hardware virtualisation. Each university is responsible for a field in which they are specialists: the University of Salamanca (USAL) for human resources, the University of Burgos (UBU) for administrative modernisation, the University of León (ULE) for new technologies, and the University of Valladolid (UVA) for economic management. In each institution, there is a GGO research group consisting of a researcher and an expert on the subject assigned.

The GGO is open to the whole of society. Anyone, anywhere, can interact with the office by providing examples of good practices, suggesting areas of research, or adding information to the database. The Good Governance Practice Database is fully accessible to anyone *via* the website. The GGO has adopted a model of transparent operations, centred on productivity, and has opened up new channels of communication between different universities. It has used resources that already existed in the ECLAP (*i.e.* its Moodle platform), thus avoiding additional costs being incurred.

The work of the GGO is evaluated by an external consultant every two years. The office evaluates itself in order to assess the appropriateness of the criteria used and, within each field, the needs of the different management departments. In order to do this, a series of indicators are used such as the number of good practices sent to each management centre or the overlap between the areas researched by the GGO and the policies developed by the management centre. After carrying out this analysis, GGO observed that there were similarities between the proposals made by the GGO and the developments implemented by the Director-General.

## CITIZEN SERVICES

Submitted by Pozuelo de Alarcón City Council

### Contact details of lead applicant

**Organisation** Pozuelo de Alarcón City Council  
**Address** Plaza Mayor 1, Pozuelo de Alarcón  
**Country** Spain  
**Web address** www.pozuelodealarcon.org

**Contact Person** Esther Carrasco  
**Function** Citizen Services Head  
**Email** ecarrasco@pozuelodealarcon.org

### Administrative level of lead applicant

Local

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Public administration, modernisation, institutional affairs, reform

### Key words of project

Development of citizens' new services

### Case description

'Pozuelo de Alarcón' is a town located in the northwest of Madrid; it has a population of 83,000 inhabitants and a medium-high socioeconomic level. In line with the European Commission's view on eGovernment, the city council has launched a local eGovernment plan, through which new applications will be launched to provide new, faster and more accessible services. Other activities are also being considered, such as an information campaign for citizens and the training of staff with the relevant legal, organisational and technical background to comply with this new action plan and the legal framework (both European and national). The final aim is for *Pozuelo de Alarcón* to offer new and renewed services to citizens and businesses effectively and efficiently. The city council is also helped by the reduction of costs, processing times and mistakes, resulting in greater efficiency and productivity, reduced bureaucracy and reduced use of paper.

The advantages of eGovernment are of such magnitude that its benefits will be quickly spread. Moreover, citizens' perception of transparency is thus enhanced, as they are now able to know the processing status of their cases. Citizens' participation is also encouraged, mainly through the use of mailboxes and questionnaires, with the objective of receiving suggestions to simplify administrative procedures. The city council is well aware that the citizen remains at the centre of municipal operations, so it assumes the mission of improving satisfaction through better services. Therefore, 'Pozuelo de Alarcón' is building citizen-oriented services with a high degree of accessibility. The use of information and communication technology has opened up new ways of interaction between citizens and public administrations.

In 2004, there was a dysfunctional situation in which each of the departments of the city council responded separately to individual inquiries and complaints from citizens. This precluded a global action and a unique image of the city and resulted in a lack of coordination, the misallocation of human and budgetary resources and, in some cases, even conflicting views on cross-cutting materials. There were no follow-up consultations. At that time it was not practicable to quantify accurately the number of requests, complaints or inquiries on the same subject or to perform the same correlation with other municipal departments involved.

In 2006, 'Pozuelo de Alarcón' began to implement a centralised procedure to receive, distribute, process and monitor all communications which were delivered to the municipal offices *via* the web or traditional post. At that time, different spokespersons were appointed to be responsible for handling inquiries, complaints and suggestions with an action's protocol stated in advance. The new 'Pozuelo de Alarcón' eGovernment plan attempts to resolve all of these issues with the final objective of becoming a better administration.



# EUROPEAN SUBJECT

Submitted by Valencian Regional Government

## Contact details of lead applicant

**Organisation** Regional Vice Ministry  
for European Affairs

Address Juristas, 10, 46001 Valencia

Country Spain

Web address www.gva.es

**Contact Person** Rafael Ripoll Navarro

Function Regional Vice-Minister  
for European Affairs

Email sareu@gva.es

## Administrative level of lead applicant

Regional

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning;  
European Affairs

## Key words of project

European subject about the EU: organisation and  
operations

## Case description

The Valencian Regional Government has developed an initiative based on the order from 17 June 2009 of the Regional Minister of Education regulating optional subjects in secondary education. This initiative focuses on the development of a specific European subject, 'European Union: Organisation and Operation', aiming to accentuate the Union's principles and performance by informing students about its work and the consequences and benefits of it.

Additionally, this subject is willing to contribute towards the construction of European citizenship. All in all, its purpose is to convey to secondary education students (from 16 to 18 years old), the historical, political, social and cultural relevance of the EU, as well as to promote student mobility to improve educational achievement. This subject gives the possibility to teachers and pre-university students to bring themselves closer to Europe and to the values that unite European citizens: values such as tolerance, human rights and democracy.

In this sense, belonging to the European Union gives us certain rights and duties as European citizens, which need to be acknowledged and carried out responsibly, considering that they offer us many opportunities beyond our frontiers. Moreover, the European Union offers countless resources for our young people: they can complete their studies in other Member States, improve their knowledge of foreign languages, undertake internships abroad, etc. All these opportunities can increase the student's professional possibilities in a globalised environment.

All of these aspects are not subject to a united and coherent study in the current formative curricula, which only contemplate the study of the European construction process from a historical perspective. This creates the need for a new subject offering a global overview about the importance of integration in the European Union, especially focusing on the opportunities that it offers for citizenship.

For this reason, the Valencian Regional Government (more specifically the Regional Vice-Ministry for European Affairs, together with the Directorate General of Organisation and Educational Centres) has launched a new subject targeted at high school students about the 'European Union: Organisation and Operations', with the aim of training young people in this field, taking into account that it is important and necessary to participate in the European Union, promoting active citizenship.

# THE SPANISH CADASTRE, AN EXAMPLE OF OPEN PUBLIC ADMINISTRATION

Submitted by Directorate-General for Cadastre – Spanish Ministry of Economy and Finance

## Contact details of lead applicant

**Organisation** Directorate-General for Cadastre  
**Address** Paseo de la Castellana 272  
28046 Madrid  
**Country** Spain  
**Web address** [www.sedecatastro.gob.es/ovcinicio.aspx](http://www.sedecatastro.gob.es/ovcinicio.aspx)

**Contact Person** Amalia Velasco  
**Function** International Affairs Coordinator  
**Email** [amalia.velasco@catastro.meh.es](mailto:amalia.velasco@catastro.meh.es)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Cadastre, virtual office, inclusive, interoperable

## Case description

The Spanish Cadastre is a data bank that includes physical, legal and economic information for 75 million real estate properties. The Spanish General Directorate for Cadastre (SGDC) has been working for over 20 years to have a complete, interoperable and homogeneous digital data model for the whole territory.

For this mission the SGDC provides a virtual office that gives all citizens, without exception, access to cadastral data *via* the internet or *via* 3000 Cadastral Information Points, avoiding the digital gap. Being the biggest data provider of the Spanish Spatial Data Infrastructure (IDEE), it is a secure service guaranteeing data privacy and, at the same time, it fully supports transparency within public services. SGDC is the first organisation to offer free access to the cadastral information and its policy of open access has demonstrated compliance with INSPIRE Directive, PSI Directive and Spanish law on citizens' electronic access to public services.

Citizens have open, free-of-charge access to all data (except those subject to data protection law); administrations and other public entities, after registering, have access to all levels of data, including protected data, but exclusively for the performance of their own competencies; and cadastral owners, identified *via* a digital signature, can also access their own protected data. The internet services of the SGDC have been described as a phenomenal success with more than 8 million people accessing it each day and more than 4,735,000 certificates issued in 2010. But users demand more information. Private companies and citizens want to have the possibility to edit all cadastral information too, re-use it and add value to it to provide many other services.

Following the adoption of the new Spanish Law on a Sustainable Economy, every citizen can get free editable WFS and other formats through the 'licence for downloading and using information provided by the Directorate-General for Cadastre (Spanish Ministry of Economy and Finance)'. With this innovative Licence, the SDGC meets the demand of citizens and establishes the conditions to ensure their intellectual property rights, the liability derived from wrong or outdated data or services and the procedure in case of non-accomplishment of the accepted conditions for accessing information or services and the disciplinary proceedings.

The SGDC is convinced that this further step will boost the economy by developing services based on knowledge and innovation and will have a major impact on Spanish and European Spatial Data Infrastructure, thus becoming an example to other cadastral institutions.





# OPINA EXTREMADURA

Submitted by Government of Extremadura

## Contact details of lead applicant

**Organisation** Government of Extremadura

Address Romero Leal 30  
06800 Mérida, Badajoz

Country Spain

Web address [www.opinaextremadura.es](http://www.opinaextremadura.es)

**Contact Person** Jaime Gragera

Function General Director

Email [jaimе.gragera@juntaextremadura.es](mailto:jaimе.gragera@juntaextremadura.es)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Information society, technology, media and audiovisual.

## Key words of project

Open government, transparency, participation, collaboration

## Case description

'Opina Extremadura' is an initiative of the Extremadura Regional Government to promote active participation in the definition and development of regional policies.

This platform is based on Information and Communication Technology (ICT) to provide a wide variety of channels (web 2.0, social networks, mobile applications, etc.), thus allowing citizens to evaluate and take part in day-to-day political activities. It also allows public administrations the possibility to assess citizens' opinions about their strategies, and to identify new action lines and public concerns.

'Opina Extremadura' is an open government tool that makes it possible to promote not only communication, but also citizen-centred participation, bringing people closer to those who govern by involving them in day-to-day politics, hence creating a culture of continuous participation.

# THE CITY OF BARCELONA'S FOOD MARKETS REMODELLING PROCESS

Submitted by Barcelona Markets Municipal Institute

## Contact details of lead applicant

**Organisation** Barcelona Markets Municipal Institute  
**Address** Avinguda Icària, 145-147, pl. 4a 08005 Barcelona  
**Country** Spain  
**Web address** <http://w110.bcn.cat/portal/site/Mercats>

**Contact Person** Núria Costa i Galobart  
**Function** Head of Communication  
**Email** [ncosta@mercatsbcn.cat](mailto:ncosta@mercatsbcn.cat)

## Administrative level of lead applicant

Local

## Size of organisation

25-50

## Number of people involved in the project

11-15

## Type of sector

Economic affairs, competition, SMEs; City's commercial department

## Key words of project

City's markets remodelling, partnership, co-decision process

## Case description

Through its food markets, Barcelona has preserved a commerce 'of proximity', run by small entrepreneurs who place value on purchasing healthy foods, assisted by skilled professionals, linked to their neighbourhood, and who are always encouraged to implement innovative trends and sustainability in the food sector. This allows markets to act as a driving force for the rest of the trade sector in the city in several ways: faster adaptation to SME regulations, better implementation of labelling processes, introduction of products and innovative food concepts, providing new services and increasing recycling etc. To manage this whole process, the Barcelona Institute of Markets was created. Markets have thus not only a new public dimension, but they also play a crucial role as promoters of social dialogue. Additionally, reforming such institutions is agreed by public consultation, thus ensuring both a high degree of public acceptance and cohesion in the neighbourhood.

In this sense, the process of dialogue and consensus that generates market reform includes citizens (neighbours, neighbourhood associations, the district mayor), as well as the private sector:

- Citizens are involved throughout the process either directly or indirectly in its different phases. People have understood the reform or creation of new markets as an essential public facility that improves the quality of life of the neighbourhood, upgrades its environment, improving accessibility and diversifying the commercial network. This understanding by the people is shown through the public service surveys of the city council of Barcelona, where the scores given each year have shown repeatedly that this service is the best service provided by the city after the libraries.
- The private sector comes into play in two different dimensions: traders (those working within the market and those established around the market) and new entrants. Their input is essential; the system of long-term public concessions obtained by the sellers through private competition ensures traders the profitability of their investment in the remodelling process. This system allows them to finance between 40 and 50% of the cost of market reform, thus ensuring greater commercial viability of its operation after the reform.

But restructuring not only affects the trade sector of the city, but also the city planning, the environment and public health. Therefore, a close partnership between different public sectors is required throughout the process. As such, this is a clear case of a new way of working together, contributing tangibly to the objectives of service delivery.

This model of managing renovation or new construction has enabled Barcelona to keep, consolidate and improve the network of markets. Moreover, this has been done with large-scale public sector involvement and a wide public acceptance. This innovative reform process led by the public sector in cooperation with the private sector, and the specific mechanisms that articulate the dialogue throughout the process, are the specific good practices presented in this award.



# LANGUAGE AND MATHEMATICS IN MOTION

Submitted by Förskolan Grinden / preschool Grinden

## Contact details of lead applicant

**Organisation** Förskolan Grinden  
Address Ådalsvägen 2, 646 32 Gnesta  
Country Sweden  
Web address www.forskolangrinden.se

**Contact Person** Karin Andréason  
Gustav Bårgaskörd  
Function Preschool Director  
Preschool Teacher  
Email 10258@swipnet.se

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Motor skills and learning

## Case description

Educators want to help children who are struggling in their development. The municipalities should invest in children's development in a conscious way, particularly at an early stage. We must begin to work consciously with children's senses and reflex development, in order to advance in their school development. The project aims to use all senses to learn. For preschool teachers this is a very important project, since on a daily basis, they see children who need help with their language development. Children who have not started talking for different reasons, children who pronounce letters differently and talk 'weirdly', children who pronounce words wrongly because of their hearing, children who fail to master language rules, etc. Unfortunately these problems are being seen increasingly as the years go by. This preschool is working to use structured movement education to teach maths and language.

Everything they do with language and mathematics at the preschool is done through movement. They work with visual and acoustic perceptions, and touch and motor skills. Preschool works with movement to teach maths and language through conscious motor training, so that children get optimal conditions for learning when they enter school. The starting point is the infant's reflexes and other basic movements. If the development is hindered, the children can develop learning disabilities later in school. The children jump and move in mathematical terms and forms, such as jump as much as their age and go off into squares, circles, triangles, rectangles and diamonds. There are also outdoor mathematics. 'Berta dragon' is a toy dragon which uses mathematical formulas. Furthermore, she inspires them to think in mathematical formulas and teaches them how to speak out.

Also, children's linguistic ability is developed through clapping and jumping rhythms. The auditory (hearing) development is also of great importance for language development. Hearing sounds 'too well', taking too much notice of disturbing noises around, can lead to concentration problems and general unrest. If the children hear too much on the low frequencies they can misunderstand our different language audio and thus get the wrong pronunciation of their language. These are some of the goals this project is working towards.

The whole project is based on the curriculum *Lpfö 98* and in the revised new curriculum, coming out in June 2011, where the importance of children's maths and language development will be clearer and more specifically confirmed. This school can help to develop its children's education by starting with conscious motor skill training when the children are young, even babies. Money can be saved for the municipalities if the motor skill development is trained before they start school. Then they do not have to hire special education teachers for the same purpose. If children have good motor skills when they begin school, they can concentrate more on developing other skills such as language, mathematics, English and other subjects. If there are problems with motor skills, it can be more difficult to sit still and concentrate on schoolwork.

# PARTNERSHIP BETWEEN THE UNEMPLOYMENT BENEFIT PAYMENT OFFICE OF THE CANTON OF NEUCHÂTEL (CH) AND PÔLE-EMPLOI (FR) FOR THE PROCESSING OF E301 FORMS

Submitted by Caisse cantonale neuchâteloise d'assurance-chômage – Administration centrale

## Contact details of lead applicant

**Organisation** Caisse cantonale neuchâteloise d'assurance-chômage – Unemployment Benefit Payment Office of the Canton of Neuchâtel

**Address** Avenue Léopold-Robert 11a  
BP 2384 - CH-2302  
La Chaux-de-Fonds

**Country** Switzerland

**Contact Person** Pascal Guillet  
Stephan Naula

**Function** Manager and Responsible for Tax Pool

**Email** pascal.guillet@ne.ch

## Administrative level of lead applicant

Regional

## Size of organisation

25-50

## Number of people involved in the project

6-10

## Type of sector

Public health and social welfare/affairs

## Key words of project

E301 forms

## Case description

The Bilateral Agreements between Switzerland and the EU, in force since 1 June 2002, consist of seven specific agreements, including the Agreement on the Free Movement of Persons (AFMP). Initially concluded with the 15 EU Member States, the AFMP was later extended to the 10 States that joined the EU in 2004. In an agreement signed on 26 October 2004, both parties defined specific transitional provisions for new EU Member States. This regulatory scheme was designed to ensure mutual, gradual and controlled opening of the EU and Swiss labour markets. Restrictions on accessing the Swiss labour market may be upheld until 30 April 2011. Subsequently, a protection clause makes it possible to re-impose, for a period limited to three years, restrictions on the number of residence permits issued, in case of an unexpected influx into Switzerland of nationals from EU Member States.

In response to concerns voiced by many circles about the risks of social and wage dumping in Switzerland, the Swiss Parliament reinforced the flanking measures spelled out in the additional protocol to the agreement. When Bulgaria and Romania joined the EU on 1 January 2007, Switzerland and the EU resumed negotiations to deal with the potential consequences of the enlargement. They ended on 27 May 2008 with the signing of the FMP Protocol II. This agreement includes transitional provisions for a period of seven years, from 1 June 2009 onwards. An additional three-year protection clause after the seven-year transitional period was also approved by the European partners. Like the FMP Protocol I, the FMP Protocol II was submitted to an optional referendum.

Due to its proximity to France and the important role played by cross-border workers in the regional economy, the Canton of Neuchâtel (Switzerland) was particularly concerned by the implementation of the bilateral agreements, in particular, by the AFMP. Before the bilateral agreements entered into force, prior control of working conditions was performed by social partners (trade unions, employers' associations) and the State. Thereafter, this was no longer possible. Such controls are indeed deemed discriminatory by the EU and cannot be carried out by one State to the detriment of others. To minimise the negative impact on the regional labour market, the Department of Economy of the Canton of Neuchâtel introduced various mechanisms aimed at monitoring the labour market in its territory. One was to set up a tripartite commission formed by representatives of employers' associations, trade unions and the State. Thanks to this new body, the cantonal authorities were able to follow developments and intervene in the most blatant cases of wage dumping.

The free movement of persons also requires states to collaborate, in particular in the definition of entitlements to social protection, such as unemployment benefits. To this end, the Unemployment Benefit Payment Office of the Canton of Neuchâtel set up an in-house competence centre to deal with questions related to the EU. The government realised the importance of having a 'ground-based' observatory and provided financial support to the competence centre.

# BERNRADIO – SWISSCOM MARITIME COMMUNICATION

Submitted by Federal Office for National Economic Supply

## Contact details of lead applicant

**Organisation** Federal Office for National Economic Supply  
**Address** Belpstrasse 53, 3003 Bern  
**Country** Switzerland  
**Web address** www.swisscom.com/SBC

**Contact Person** Ruedi Rytz  
**Function** Head of Infrastructure Units  
**Email** ruedi.rytz@bwl.admin.ch

## Administrative level of lead applicant

National

## Size of organisation

25-50

## Number of people involved in the project

1-5

## Type of sector

Information society, technology, media and audiovisual; Science, research, innovation; Transport and infrastructure

## Key words of project

HF radio, maritime communication, Bernradio, ocean shipping, crisis communication, business continuity management

## Case description

The Federal Office for National Economic Supply (FONES) is responsible for protecting Switzerland's critical supply infrastructure, such as, for example, electricity, ICT and transportation. Roughly 90% of primary or semi-finished products bound for Switzerland have been transported across the sea, before they are reloaded in a harbour and forwarded to Switzerland. Switzerland is a flag state of 37 modern merchant ships run by six Swiss ship-owning companies. In times of crisis these vessels might be put into service for the import or export of goods to prevent the Swiss economy from suffering severe damage. Obviously, in such a situation, communication with the ships is of utmost importance. For over 60 years, communication between ship owners and their vessels relied on HF radio. In the late 1980s, however, the situation changed fundamentally with the emergence of satellite communication.

Satellite systems offer broader communication bandwidth and almost 100% coverage throughout the world. This is in contrast to HF technology, where ionospheric disturbances may hamper communication. As a consequence, in the nineties many commercially operated HF radio stations went bankrupt. Thus, it is no wonder that the Swiss HF radio station 'Bernradio' seemed to have come to an end. As a last resort, FONES approached Swisscom Broadcast (SBC). Rapidly, it became clear that only a strong joint effort could keep the HF radio station alive, whilst at the same time significantly reducing the operating costs. In order to achieve this objective, it was obvious that Swisscom Broadcast had to offer a bundle of commercial and competitive HF communication services. Evidently, the services should suit the needs of FONES, *i.e.* the merchant ships sailing under Swiss flag. Moreover, in order to boost revenue, the services should be attractive enough for the international maritime industry at large.

Linking up HF radio stations all over the world by the internet allows a vessel to source communication services from a nearby HF station, therewith rendering them available on a 24x7 basis all over the world. This technical innovation was improved by SBC, thanks to continuous feedback by Swiss ship-owning companies. Today, due to this technical innovation, BERNRADIO/GLN marketed under the label of Swisscom Maritime Communication, is successful on the market. As of March 2011 it seems likely that the Swiss *Botschaftsfunk* (another HF radio service maintained by the Federal Administration to secure communication with Swiss embassies in times of crisis) will purchase SBC products as well, transferring this successful technology from the maritime business to yet another area. In summary, close collaboration between public administration, Swisscom Broadcast and Swiss ship owning companies has led to a new product 'Swisscom Maritime Communication' that offers:

- Crisis resistant (and satellite independent) communication services, connecting the Federal Administration and Swiss merchant vessels.
- Largely reduced financial costs for the Federal Administration.
- New business opportunities for a telecom company through successfully marketed services for the maritime business.
- Future business opportunities due to the *Botschaftsfunk* and other companies with the need of robust communication services.

# GEO.ADMIN.CH – THE GEOPORTAL OF THE SWISS CONFEDERATION

Submitted by Federal Office of Topography swisstopo

## Contact details of lead applicant

**Organisation** Federal Office of Topography  
**swisstopo**  
Address Seftigenstrasse 264, 3084 Wabern  
Country Switzerland  
Web address [www.geo.admin.ch](http://www.geo.admin.ch)  
[map.geo.admin.ch](http://map.geo.admin.ch)  
[api.geo.admin.ch](http://api.geo.admin.ch)

**Contact Person** David Oesch  
Function Project Leader  
Email [david.oesch@swisstopo.ch](mailto:david.oesch@swisstopo.ch)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Spatial data infrastructure, geodata, open data, INSPIRE, maps, SDI, cloud computing, open government, geoinformation, data services, open source, GIS, gov2.0.

## Case description

Up to 80% of all decisions affecting citizens are linked to geographical information (Coopers and Lybrand 1996). 'Geo.admin.ch' is the federal government platform that facilitates public access to this spatial data. It was created following the entry into force of the Federal Geoinformation Act and is aimed at both the general public and professionals, and its intention is to contribute to a more effective dissemination of the comprehensive information that exists in this field relating to Switzerland's territory.

In connection with the infrastructure developed at the cantonal and municipal levels, 'geo.admin.ch' constitutes an important component of the future national geoinformation infrastructure. 'Geo.admin.ch' is based on the Federal Geoinformation Act, which stipulates that, in order to ensure it is used at all levels, the federal, cantonal and municipal authorities, the business sector, the general public and the scientific circles are to be provided with fast, simple and reliable access to up-to-date geodata encompassing the entire territory of Switzerland, at the required level of quality and at a reasonable cost. 'Geo.admin.ch' fulfils the requirement of a common reference framework for geographic data and services of public interest in order to foster a network that facilitates their use. It also forms the necessary basis for the creation of a national geoinformation infrastructure, resulting from co-ordinated activities at the federal, cantonal and municipal levels.

As winner of the first prize in the 2010 Excellence in Public Service Award, 'geo.admin.ch' is the comprehensive federal government platform for geoinformation, geodata and geoservices. It is accessible to the general public and contains more than 100 geodata sets, originating from a variety of federal bodies, as well as more than 20 thematic portals. Anyone who wishes to can view, print and order geodata. It is visited by an average of around 10,000 users each day. The technical infrastructure, which was nominated for the 2010 Swiss Open Source Award, comprises a combination of original open source solutions and cloud computing services.

The portal is available in Switzerland's four official languages, as well as in English, and it is accepted by both the general public and professionals. It is a fast, innovative, stable and robust implementation of a single point of entry, including catalogue, map viewing function and services for spatial data sets, to increase the economic benefit of basic geographical data.

The federal geodata portal is managed by the Federal Office of Topography, swisstopo, on the basis of a mandate from the Coordinating Agency for Federal Geographical Information (GCG).

# CIVIC RIGHTS AND INTEGRATION – UNDERSTANDING CITIZENSHIP AND EXERCISE IT FULLY

Submitted by Multicultural Cohesion Office

## Contact details of lead applicant

**Organisation** Multicultural Cohesion Office  
**Address** Avenue Léopold-Robert 90  
 2300 La Chaux-de-Fonds  
**Country** Switzerland  
**Web address** www.ne.ch/cosm

**Contact Person** Thomas Facchinetti  
 Derya Dursun  
**Function** Delegate for Foreigners  
 Head of Multicultural Office  
**Email** thomas.facchinetti@ne.ch  
 derya.dursun@ne.ch

## Administrative level of lead applicant

Regional

## Size of organisation

50-100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Integration, citizenship, cohesion, multiculturalism and civic rights



## Case description

Over the past decade, between 5000 and 6000 Swiss people and foreigners have taken up residence in the Canton of Neuchâtel. At the same time, between 4500 and 5000 leave it each year. These flows are an inescapable contemporary reality which is part and parcel of the political and economic openness of the Canton to the other regions of Switzerland, Europe and the world. Successfully hosting and integrating these individuals, whatever their origin, is an important cornerstone in the cohesion and social harmony of the cities and municipalities of this Canton.

The Neuchâtel scheme Welcome for Newcomers (ANA) started in 1997, and was set up by the Working Community for the Integration of Foreigners (CTIE) and the Multicultural Cohesion Office (COSM). In 1998, it began a pilot experiment in the municipality of Le Landeron. Following the favourable results, the programme was then gradually implemented in other towns and currently addresses a population of 109,087 people out of 172,000. It covers cities and municipalities with a total of 68.5% of foreign resident populations. The programme is in compliance with the measures provided for in the Federal Act on Foreign Nationals that imposes on public authorities a mandate for information. The programme favours good relations between municipal authorities and local populations, newcomers in particular. It is based on the assumption that a feeling of being welcome is the first step towards a successful integration for anybody – whether they are foreign or Swiss – who settles in a new environment. It includes the delivery of useful documents when newcomers join their new municipalities (in particular a welcoming brochure), a welcome letter signed by municipal authorities and translated, as well as an annual or biannual official welcoming reception. French courses, tours and other services complete the programme. This approach to civic empowerment, consisting of encouraging inhabitants to exercise their civil rights, to reach a better understanding of citizenship and making them aware upon their arrival of the constitutional rules, can easily be adapted to other contexts.

The 'civic rights and integration' approach offers an additional perspective, as it contributes towards strengthening citizenship among the immigrants and the population of Neuchâtel. The backbone of the project consists of the Citizens Charter, disseminated systematically by all 53 towns and municipalities of the Canton, in addition to the welcoming programme for newcomers. This charter is made up of five documents, bound together in a kit which is handed over to the newcomer in exchange for a non-legally binding signature, so as to underline its importance. It includes, among others items, a text translated into several languages on the foundations and essential principles of the democratic organisation of Neuchâtel and Switzerland.

This model inspired other Swiss Cantons and cities to participate in the Programme of Intercultural Cities of the Council of Europe and the European Commission, for which the Canton of Neuchâtel was also retained. In fact the project won the Prize for Excellence in Public services 2010 organised by the IDHEAP.

# OPEN POLITICS BERN (BERN 2.0)

Submitted by State Chancellery of Canton Bern

## Contact details of lead applicant

**Organisation** State Chancellery of Canton Bern  
Address Postgasse 68, 3000 Bern  
Country Switzerland  
Web address [www.gr.be.ch/gr/fr/index.html](http://www.gr.be.ch/gr/fr/index.html)  
[www.rr.be.ch/rr/fr/index.html](http://www.rr.be.ch/rr/fr/index.html)

**Contact Person** Bruno Huwyler-Müller  
Function Secretary General  
Email [info@sta.be.ch](mailto:info@sta.be.ch)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Information society, technology, media and audiovisual

## Key words of project

State Chancellery of the Canton Bern, transparency, sustainability, principle of publicity, public access to information, electronic management, politics, parliament, government, administration, legislative, executive, society

## Case description

The project 'Open Politics Bern (Bern 2.0)' seeks to improve access to documents and decisions made by the Bernese Cantonal Parliament and Government. It also enables better political participation of society by ensuring electronic access to official documents. Access to proceedings and documents of the authorities is an important element of the principle of publicity. The meetings, documents and decisions of the Cantonal Parliament are public. Even though meetings of the Cantonal Government are not public, most of its decisions are.

In the past, the organisation of government and parliament meetings was exclusively focused on paper documents. This made it very difficult to communicate political decisions. It was not possible to provide paper documents to the public on a larger scale. As a result, there was no systematic and proactive communication on political decisions regardless of location and time. Although in theory the constitutionally guaranteed principle of public access to information provides for transparency, in reality, however, access to information was limited only to a relatively small group of people in the know. Little use of modern media made it difficult for citizens to participate actively in political life. Also the internal administrative costs and the paper costs were high. The main objective of the project was to offer better public access to documents of the Cantonal Parliament and Government. This should guarantee greater transparency, innovation and sustainability. It should also improve the information management system according to international standards; facilitate political participation by implementing electronic information services, enable different linguistic versions of public documents, save paper and strengthen the confidence in politics and the interest in democratic processes by facilitating access to information. This will improve the overall communication policy, as well as trigger positive impulses in all three dimensions of sustainable development (society, economic and environment).

The entire project was implemented by the State Chancellery of the Canton Bern. The Cantonal Chancellery is the secretariat and liaison office for the Cantonal Parliament and the Cantonal Government. The Cantonal Chancellery is responsible for organising the 45 weekly meetings of the government and the 5 sessions of the parliament. Consequently, the State Chancellery has an important coordinating role within the cantonal administration. The project in question involved several of the chancellery's departments. The majority of the work was carried out by the office of communications and the general secretariat. The project was implemented in several stages. From the parliamentary examination order to the full implementation of all three subprojects ('Konsul', 'WebGR' and 'WebRR'), it took six years.

- 'Konsul' provides the technical and organisational basis for electronic information services for citizens, public administrations and the authorities.
- 'WebGR' and 'WebRR' are comprehensive internet platforms providing information about the activities of the parliament and government regardless of location and time.

# DIYARBAKIR CALL CENTRE PILOT PROJECT

Submitted by Diyarbakir Governorship

## Contact details of lead applicant

**Organisation** **Diyarbakir Governorship**  
**Address** Diyarbakir Valiliği Proje  
 Koordinasyon Merkez 21100  
 Yenişehir Diyarbakir  
**Country** Turkey  
**Web address** www.diyarbakirproje.gov.tr

**Contact Person** **Mehmet Yesilbas**  
**Function** Deputy Governor  
**Email** yesilbas2001@yahoo.com  
 tulaybaylan35@hotmail.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Service accessible to everyone, inter-institutional cooperation, online public service, citizen involvement, solution partner, instant information system, quick and easy access, good governance, transparency

## Case description

'Diyarbakir', a region in the south-eastern part of Turkey, has a population of 1,528,958 inhabitants; it has an unemployment rate of approximately 20.6%, and an illiteracy rate of 12.5%. Hence, the percentage of people living in financially poor conditions is relatively high in comparison with other parts of Turkey. In fact, Diyarbakir is one of the provinces with the lowest gross domestic product: 2,904 dollars.

Before the start of the project, it was customary to see a large number of young men in front of the governorate building, earning money by writing on typewriters. In most instances, they were writing petitions for people who were unable to write and formulate their own petitions in proper Turkish. Apart from illiteracy and linguistic diversity (there is a large Kurdish-speaking community), other problems prevent people from truly benefiting from public services. Many people are not able to pay the transportation costs to go and resolve their administrative procedures (as one visit to the governorship is not often enough). This project allowed to provide services to the migrant population, mainly Kurdish-speaking people and people from villages and the neighbouring provinces of Diyarbakir through operators (also in the Kurdish Language).

Based on these conditions and circumstances, this project represents the first step towards better service with an innovative and modernised method in both this region and this country, as the implementation in Diyarbakir is unique. Above all, they have been able to develop a working network covering all public institutions and organisations. Currently, through this method of working together, all problems and cases can be easily recognised and categorised, and the citizen quickly receives assistance. The new feature of the project is the creation of a call centre within the governorate. Citizens and particularly those with disabilities or people with financial problems are now able to express their problems, questions and issues without having to leave their houses.

With the help of software created especially for this purpose, all incoming calls from citizens are recorded and forwarded to the state authority. The coordination staff make regular visits to the authorities in order to keep the quality of the services at a certain level, to enhance the dialogue, and to provide feedback. Common problems and difficulties encountered in the implementation process can then be discussed and solutions and improvements are constantly suggested.

This project enables interaction between citizens and a wide range of public institutions. It supports information sharing, and acts as an interface between government institutions and interactive governance. The implementation of this project is at the same time a pilot project of the national government.

# THE SYSTEM FOR THE SAFETY OF PRODUCTS

Submitted by Undersecretariat of the Turkish Prime Ministry for Foreign Trade

## Contact details of lead applicant

**Organisation** DG of Standardisation  
in Foreign Trade  
**Address** T.C. Basbakanlik Dis Ticaret  
Mustesarligi Inönü Bulvari 36  
06510 Emek, Ankara  
**Country** Turkey  
**Web address** www.dtm.gov.tr

**Contact Person** Tarik Gencosmanoglu  
**Function** Head of Department  
**Email** gencosmanoglut@dtm.gov.tr

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances; Foreign trade

## Key words of project

SSP, control, risk, safety, quality, import, export, eSignature, web-based

## Case description

The 'System for the Safety of Products' (SSP) project, launched in spring 2010 by the Undersecretariat for Foreign Trade under the coordination of the DG for Standardisation, aims to carry out export and import controls electronically and on the basis of risk.

Designed to be reached from the web using eSignature, the new control system mainly aims to increase the efficiency of trade policy, to provide safe and quality products to consumers and firms, to streamline the allocation of resources vis-à-vis the control of 'risky' products and traders and to reduce the waiting period at customs.

A more efficient, rational and rapid control infrastructure is expected to be reached with the new control system. This System, introducing a new risk assessment understanding as far as the controls on safety and conformity with standards are concerned, will leave behind the era of checking each product at each arrival to the customs and emphasise the controls on 'risky' products. It will also contribute to the actual traceability and market surveillance schemes.

The System has been planned to initially encompass goods of vital importance to consumers like personal protective equipments, toys, radio and telecommunications terminal equipments, batteries and accumulators, construction products, medical devices and agricultural products actually inspected by the Undersecretariat. More than 300 thousand transactions regarding thousands of products worth 8 billion US Dollars according to 2009 data are planned to be included in the system.





# Theme III

## Going Green: Concrete Solutions from the Public Sector

Europe 2020 highlights the EU's future growth strategy for the coming decade. In a changing world, the EU has to create a smarter, more sustainable and inclusive economy. Sustainable growth in this context means being more resource efficient, greener and more competitive; this is also a challenge for the public sector. Changes have to be triggered by:

- supporting a competitive low-carbon economy that makes efficient, sustainable use of resources;
- protecting the environment and preventing biodiversity loss;
- capitalising on Europe's leadership in developing new green technologies and production methods;
- helping consumers make well-informed green choices.

As already mentioned, the notion of 'sustainable growth' and 'green technologies' will be a focus of the EU's future development strategy for the coming decade.

Already today, ambitious policy objectives range from CO<sub>2</sub> reductions to halting the loss of biodiversity. These objectives are translated into the latest changes of the 'green' acquis of the EU, with more than 200 directives or regulations. Public administrations at all levels play a crucial role in the enforcement of environmental legislation. As indicated by the annual reports of the European Commission, non-implementation and enforcement of waste, water, air or horizontal environmental legislation is a permanent problem. Recent problems such as those in the waste sectors have gained a lot of media attention. Some administrations have responded to this implementation challenge with concrete and innovative ideas and practices.

EPSA 2011 seeks to present these innovative practices in enforcement of environmental legislation. Proper enforcement is a prerequisite for the overall credibility of EU, national and regional policies.

In addition, public administrations are playing a decisive role in innovative solutions for their own environmental management and procurement practices. In policy fields such as waste, water, renewable energy, energy efficiency and biodiversity, 'green' innovative instruments are being developed at all levels. EPSA 2011 invited administrations to present their concrete contributions for making sustainability a reality within their own premises, with respect to the products and services bought or means of transport used, etc.

In this context, EPSA was looking for both, showcase projects based on innovative practices in the enforcement of EU legislation by public administrations (e.g. a special local project on waste collection), as well as innovative examples of environmental management by public administrations (e.g. internal practices, procurement, awareness raising, etc.).

# LEBENS LAND KÄRNTEN

Submitted by Provincial Government of Carinthia, Department 7 – Economic Law and Infrastructure

## Contact details of lead applicant

**Organisation** Provincial Government of Carinthia  
**Address** Mießtaler Straße 1  
9020 Klagenfurt  
**Country** Austria  
**Web address** www.lebensland.com

**Contact Person** Gerald Miklin  
**Function** Project Leader  
**Email** gerald.miklin@ktn.gv.at

## Administrative level of lead applicant

Regional

## Size of organisation

50-100

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

eMobility, self-sustainable traffic, green energy

## Case description

The 'Lebensland Kärnten' (LLK) project aims to develop the market for eMobility building and the infrastructure that will sustain Carinthia's emerging e-mobility movement. The mission statement of LLK is: 'In the future, Austria shall make the use of electric vehicles as easy and convenient as any European country.' LLK is split into five columns and in every column there is a different player. Charging station: The challenge is to develop a dense net of charging stations in the region. Green energy: the challenge is to produce the energy which is needed for driving electric vehicles to make the system sustainable. Maintenance: to support the customers beyond the point when they buy an electric vehicle. Information: to collect information and allocate this information where it is needed.

LLK is a project that covers all of Carinthia, so the project is promoted at all regional fairs, and since 2010 with a single eMobility fair, called *Lebensland*. The main target group of this fair is the consumer. There is a homepage to collect and present all the information. Once or twice a year they organise special promotional events like the *Senza Con Fini* tour, which was a tour with three different eVehicles: eBike, eScooter and eCar through three countries - Austria, Italy and Slovenia. Since autumn 2009 they have been hosting a conference - the 'New Mobility Forum' to promote the theme at the expert level. In 2010, they designed a special edition eBike with an Austrian bicycle producer to promote the eBike incentives of LLK. An indication of the positive feedback is that companies want to be partners of LLK and seek to advertise with their logos. Other good indicators of the positive feedback are the visitor values from the *Lebensland* fair and the 'New Mobility Forum' congress. A live stream of the main speeches from the 'New Mobility Forum' was watched by over 1800 people (or IPs). The first eBook was downloaded 1200 times in the first three months. Due to the nature of LLK, this project has no exact ending. The end of LLK in Carinthia under the theme eMobility will be reached with the creation of an economically viable eMobility market. Other authorities, who will implement the system of LLK, will get an open system to develop eMobility as a market and as a sustainable mobility system. Neighbouring regions can link their systems to increase the comfort of the eMobility user. If the region is big enough in an economic scope, this system can fully support its own economy.



# SUCCESS AT LAST – THE STRUGGLE AGAINST DOG WASTE IN THE CITY OF VIENNA

Submitted by Municipality of Vienna – Municipal Department 48 – Waste Management, Street Cleaning and Vehicle Fleet (MA 48)

## Contact details of lead applicant

**Organisation** Vienna City Administration  
 Address Einsiedlergasse 2, 1050 Vienna  
 Country Austria  
 Web address www.abfall.wien.at

**Contact Person** Ulrike Volk  
 Function Head of Public Relations & Product Management  
 Email ulrike.volk@wien.gv.at

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Dog fouling, waste, littering, awareness, acceptance, WasteWatcher, dog waste

## Case description

The Viennese have always been animal lovers and the numbers prove it: 52,000 dogs are currently registered in Austria's capital. The total number of pet dogs who live in Vienna, however, is said to be much higher. Therefore, it is no surprise that Vienna's residents are frustrated when they come across dog waste in the city every day.

Surveys show that dog waste has always been pointed out as the number one waste problem in public space. Dog owners are responsible for cleaning up after their dogs; however, unfortunately, in the past many of them have failed to do so. Ever since the 1970s the city administration has tried to take action and came up with numerous campaigns over the years, such as public dog toilets, a dog committee, poster campaigns, dog stations, designated areas for dogs and dog free zones. None of them were met with lasting success. Dog owners failed to comply – much to the dismay of Vienna's population, who expressed their discontent in 2006 by signing a petition against dog waste, in which a mother of two toddlers collected nearly 160,000 signatures.

The 'clean city' campaign: Vienna's municipal authorities and MA 48, Vienna's waste management department, reacted with a new strategy: Ulli Sima, Executive City Councillor for the Environment, initiated the 'clean city' campaign, which addressed numerous environmental issues, the fight against dog waste being one of them. The objective of the comprehensive package of measures was that the dog owners take on more responsibility. The idea was to get both, dog owners as well as the people without dogs on board, in order to facilitate mutual understanding. Dogs were not the problem – it was the inconsiderate dog owners that had to be addressed.

These are the three major aspects of the measures taken against dog waste that go hand in hand:

- Widespread awareness campaigns that should inform and sensitise the population and result in a change of behaviour.
- The MA 48 expands their services (more bins, more personnel, dispensers for dog waste baggies, etc.).
- Legal regulations have been implemented so that penalties could be issued to litterers.

The 'Waste Watchers', a mobile task force, has been established to make sure that Vienna is kept clean. The combination of several measures that were taken in different fields (public relations, services offered and changes in the law) finally led to great success. Individual measures had been taken in the past without any outstanding results. The package of measures, however, brought about the following results:

- The dog waste problem has been addressed successfully.
- More dog owners feel personally responsible.
- 42,700 dog waste bags find their way into Vienna's waste bins every day.
- High profile of the waste watchers.
- The waste watchers are widely accepted and popular.

# SOLARPOTENTIALKATASTER WIEN

Submitted by Magistrat der Stadt Wien – MA 41 Stadtvermessung

## Contact details of lead applicant

**Organisation** Municipal Department 41  
– Surveyors  
Address Muthgasse 62, 1190 Wien  
Country Austria  
Web address [www.wien.gv.at/stadtentwicklung/stadtvermessung/geodaten/solar](http://www.wien.gv.at/stadtentwicklung/stadtvermessung/geodaten/solar)

**Contact Person** Stefan Dürauer  
Function Project Manager  
Email [stefan.duerauer@wien.gv.at](mailto:stefan.duerauer@wien.gv.at)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Solarpotentialkataster Wien, Vienna, solar radiation, photovoltaic, solar heat, renewable energy, climate change

## Case description

Today about 50% of the world's population lives in cities. In Europe this proportion is higher than the global average: 72% of Europeans live in urban regions. Big cities and their residents are responsible for 75% of global energy consumption and for 80% of human-induced greenhouse gas emissions. Urban areas are highly affected by climate change and emissions such as carbon dioxide, nitrogen and respirable dust. Cities and their inhabitants must therefore play a key role in the fight against climate change.

Municipal Department 41 – Surveyors (MA 41) showed the potential of renewable energy using existing spatial data such as the Digital Surface Model (DSM). MA 41 also developed an application for all Viennese inhabitants indicating roof areas which allow an economic utilisation of the existing solar radiation with photovoltaic or solar heat technology. At the beginning of 2007, the relatively new technology of full waveform airborne laser scanning was used to capture the entire area of the City of Vienna. A laser scanner on a plane registered billions of points in the area of Vienna that cover about 415km<sup>2</sup>. With an average of around 15 points per m<sup>2</sup>, and a very high data quality regarding horizontal and vertical positions, this data represents a unique data record for further investigations. The spatial data provides an ideal basis for a location study of photovoltaic and solar heat.

Based on a feasibility study produced in 2009, the Executive City Councillor for the Environment and the Executive City Councillor for Urban Planning, Traffic & Transport, Climate Protection, Energy and Public Participation decided to commission an area-wide analysis of the solar radiation potential of Vienna's roof surfaces in May 2010. Based on DSM and other spatial data such as the Digital Terrain Model (DTM) and the Multipurpose Map of Vienna (MZK), Laserdata GmbH, a company situated in Innsbruck, computed the area-wide solar potential analysis of Vienna's surface. In September 2010 the results of this analysis were visually presented to all inhabitants in the Internet application 'Umweltgut' (environmental assets). In the course of planning photovoltaic or solar heat equipment it is now possible to consider three important aspects of every roof: A spatial query shows information about the size of the roof; The size of medium recommended and; Highly recommended areas for the use of solar radiation.

The application is a joint project of Municipal Department 22 – Environmental Protection and Municipal Department 41 – Surveyors (MA 41). The location study of solar sites is one component in the context of the potential of renewable energy. More location studies, with respect to different renewable energy sources such as geothermal energy, wind power and biomass, should follow and result in an energy map considering all types of renewables. This could lead to a master plan for the potential of renewables and further contribute to increasing the use of sustainable energy sources.



# ÖKOKAUF WIEN – ECOBUY VIENNA

Submitted by City of Vienna – Department for Environment Protection – MA 22

## Contact details of lead applicant

**Organisation** City of Vienna  
**Department for Environment Protection – MA 22**

Address Dresdner Straße 45, Vienna  
 Country Austria  
 Web address [www.oekokauf.wien.at](http://www.oekokauf.wien.at)

**Contact Person** Georg Patak  
 Function Deputy Project Manager  
 Email [georg.patak@wien.gv.at](mailto:georg.patak@wien.gv.at)

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Economic affairs, competition, SME

## Key words of project

Public procurement, environment



## Case description

'ÖkoKauf Wien' is a cross-departmental programme attached to the Executive Group for Construction and Technology of the City of Vienna. The aim of the 'ÖkoKauf Wien' programme is to enhance the environmental compatibility of the city's procurement system in line with the principles of climate protection and EU procurement regulations.

For this purpose, texts for invitations to tender, criteria catalogues and other guidelines that can be used in the field of procurement are being developed. By now, there are about 100 such product catalogues for supply, construction and other services regularly procured by the City of Vienna. An important factor for the success of the 'ÖkoKauf Wien' programme is its broad structure which involves more than 200 experts from all spheres of the Vienna City Administration as well as a number of external experts.

The programme is organised across different municipal departments and uses the existing structure and resources of the City of Vienna, thereby avoiding separate personnel expenses and related costs for offices, etc. Most of the staff members involved in the programme are employees of the City of Vienna and perform their programme tasks in addition to their actual functions. The programme is implemented at the administrative and organisational level by using the City of Vienna's existing human and technical resources. The financial resources required for the award of external contracts to support work on the programme by, for example, studies, investigations or tests are primarily provided by the City of Vienna. Staff members' motivation to participate in the programme is solely based on the opportunity to contribute their expert knowledge from their main fields of professional activity to the 'ÖkoKauf Wien' programme and, building on this knowledge, to develop generally applicable regulations, which can be used by all procurers in their everyday work, once they have been published.

The current 25 working groups develop, evaluate and update relevant ecological criteria in the fields of printing and paper, electrical and electronic appliances, construction and HVAC systems, vehicle fleet, food, disinfectants and cleaning agents, textiles, events etc. Advisory committees, supporting the working groups, have been established for public relations and legal issues. Intensive public relations work helps to make the results of 'ÖkoKauf Wien' available to all interested parties, such as public procurers, commercial enterprises and the citizens.

Before being published, the results of the 'ÖkoKauf Wien' programme are legally reviewed to ensure they can be applied without any problems. Cautious calculations of the outcome of 'ÖkoKauf Wien' revealed that by applying the results of the 'ÖkoKauf Wien' programme, the City of Vienna saves about €17 million and 30,000 tonnes of CO<sub>2</sub> emissions each year.

# ENVIRONMENTAL MANAGEMENT PROGRAMME IN THE VIENNA CITY ADMINISTRATION

Submitted by City Administration of Vienna – Programme PUMA

## Contact details of lead applicant

**Organisation** City Administration of Vienna  
**Programme PUMA**  
Address Muthgasse 62, 1190 Vienna  
Country Austria  
Web address [www.wien.gv.at/english/environment/puma](http://www.wien.gv.at/english/environment/puma)

**Contact Person** Dominik Schreiber  
Function Programme Manager  
Email [dominik.schreiber@wien.gv.at](mailto:dominik.schreiber@wien.gv.at)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Eco-management, city administration, energy efficiency, renewables, waste prevention, mobility

## Case description

Living up to its motto of being a model city in environmental terms, the City of Vienna has established an environmental management system. The programme aims for the City of Vienna to be even more environmentally friendly in the fields of energy consumption, waste management, procurement and more. So far all of the 70 municipal departments have participated in the programme.

A core team is in charge of both realising certain eco-measures covering the entire city administration and assisting the different municipal departments in autonomously implementing environmental management in their respective field. Every year a designated PUMA staff member from each municipal department draws up an environmental programme (on the basis of a draft by the core team) for the department, including specific goals and measures. Thus, a whole range of eco-measures have been developed at the same time in all participating departments and additionally the single departments have been realising specific measures drawn on the basis of the core activities.

Aside from supporting the municipal departments, the core team also runs a PUMA intranet site with target-group specific advice. The intranet site is used for information and PR work. Regular information events help to spread the news about innovative technologies and other developments and facilitate the network communication.

So far environmental awareness in the City of Vienna has been raised remarkably and many positive results have been obtained. The most successful innovation achieved by PUMA is the new and efficient organisational structure for the implementation of ecological measures and the fact that the whole city administration takes part in continuously reinforcing ecological improvements.





# KLIMA:AKTIV – GOING GREEN: BUILDINGS, MOBILITY, ENERGY EFFICIENCY, RENEWABLE ENERGIES!

Submitted by Austrian Energy Agency – Federal Ministry of Agriculture, Forestry, Environment and Water Management

## Contact details of lead applicant

**Organisation** Austrian Energy Agency  
Federal Ministry of Agriculture,  
Forestry, Environment and  
Water Management

**Address** Stubenbastei 5, 1010 Vienna

**Country** Austria

**Web address** www.klimaaktiv.at

**Contact Person** Martina Schuster  
Robert Thaler

**Function** Head of Unit

**Email** martina.schuster@lebensministerium.at  
robert.thaler@lebensministerium.at

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Green solutions, green jobs, green building, green economy, green energy, green mobility, climate protection, market transformation, energy efficiency, building and refurbishment, sustainable transport, mobility management, renewable energy sources



## Case description

'Klima:aktiv' (k:a) is the Austrian initiative for climate protection launched by the 'Federal Ministry of Agriculture, Forestry, Environment and Water Management' (BMLFUW). The programme fosters a competitive low-carbon economy based on the efficient and sustainable use of resources, the protection of the environment, and the establishment of innovative green technologies and production practices. The programme's ultimate objective is to reduce greenhouse gas emissions by encouraging green solutions: green buildings, green jobs, green economy, green energy as well as green mobility.

To enforce green solutions and environmental legislation as well as the implementation of policy goals, k:a sets various activities in four thematic clusters: Building, Energy Efficiency, Mobility and Renewable Energy. A selection of the various activities are:

- green minds: k:a fosters awareness raising in society for climate protection and provides the public with all relevant information: k:a provides online information platforms to empower consumers, companies and professionals (*i.e.* topprodukte.at); k:a participates in about 1,500 events every year; a k:a tour was organised in 2010 around Austria to promote green solutions and to inform the citizens as well as the media about the benefits of climate-friendly mobility such as cycling and public transport, fuel saving eco-driving, alternative vehicles and renewable energy encouraging environmentally friendlier and healthier mobility; so far, the programme has fostered a change in public awareness concerning climate protection. Already in November 2009, 36% of Austrians recognised the brand and associated it with a variety of positive attributes: economic, positive, modern, dynamic, and ecological.
- green advice: k:a offers tailor-made technical consulting and support for companies, investors and public administrations, tourism, leisure and youth, etc.
- green subsidy: k:a mobil offers financial support with a focus on alternative vehicles, investments in improving cycling, demand-oriented buses and awareness raising. More than 1300 projects were supported by k:a mobil, inducing green investments of about €239 million!
- green jobs created by k:a. Some 200,000 people are employed in the areas of renewable energies, the energy-efficient building sector, waste management, recycling, etc., including the environmental-related retail sector.
- green trainings: k:a provides the qualifications needed in the thematic programmes and coordinates training and education in the various fields (further training on solar heating, heat pumps, biomass, the k:a building standards for plumbers and planners; training for renovation consultants; trainings in eco-driving, etc.). Altogether more than 5000 participants have taken part in k:a trainings.
- green buildings: k:a established nationwide quality standards for energy-efficient buildings. It serves as an orientation for all stakeholders to assess their projects and as a basis for training.
- green ministry: The BMLFUW also encourages internal changes in the means of environmental management.
- green house gases: k:a activities save 1.3 million tonnes of CO<sub>2</sub> yearly.



## CLEAN NEIGHBOURHOODS

Submitted by IMOG – Intergemeentelijke Maatschappij voor Openbare Gezondheid /  
Inter-municipal Public Health Company

### Contact details of lead applicant

**Organisation** IMOG  
Address Kortrijksesteenweg 264  
8530 Harelbeke  
Country Belgium

**Contact Person** Koen Delie  
Function Director External Affairs  
Email koen.delie@imog.be

### Administrative level of lead applicant

Local

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

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

### Key words of project

Innovative measurement tools, coordinate a new way of working

### Case description

Waste management and a clean environment are high on citizens' priority list. However, local authorities are often confronted with all kinds of illegal practices such as littering, fly tipping, graffiti and rubbish dumping. Not only do these practices cause an inconvenience, they also lead to dissatisfaction amongst citizens.

At the scale of IMOG, the inter-municipal cooperation, a Clean Team has been established. This team is not on the IMOG payroll and exists only virtually, but consists of agreements with social working force companies. This new organisation of internal and external service delivery provides a better quality and volume of service at a lower cost. This virtual team consists of 12 companies, operating in 13 communities and on several different tasks, but operates under one name 'Team Rudy' (a fictitious first name). Through social employment, (low-qualified) job seekers can be called in to tackle waste issues on a local level. Whereas local authorities often lack the financial means and manpower, social economy organisations often do not have the necessary knowledge and expertise to convey the message of waste prevention. The coordination of IMOG provides these organisations with courses in order to increase their participation and professionalism when it comes to waste management and prevention.

A Cleanliness coach (IMOG employee) coordinates the three involved partners: the communities, the social work force and the intermunicipal cooperation (IMOG). Qualitative and quantitative performance measurement tools have been introduced and must see to it that manpower and means are used effectively to ensure a clean environment:

1. The cleanliness barometer quantifies the (evolution of the) cleanliness and evaluates the means used by the local authorities. Being a benchmark and communication tool the instrument will sensitise both authorities and civilians on the subject of litter.
2. The sweeping plan aims at an effective use of sweeping machines and teams in the cities and towns.
3. The wastebin policy targets the best possible location of wastebins with the best possible emptying and cleaning frequency. Well placed, clean and regularly emptied wastebins will lead to litter reduction. The purpose of a wastebin policy is to lay down digitally both the best location and the optimal emptying and cleaning frequency for all wastebins in a city or town. Digitisation by means of a chip must see to it that all the wastebins are emptied in time and hence kept clean.

This activity backs the local authorities involved in keeping the neighbourhoods clean and seeing to a tidy and pleasant environment. A cleaner environment must lead to a behavioural change on waste disposal and a greater feeling of satisfaction with the environment.



# PILOT PROJECT – SEPARATE LEGAL ENTITY FOR CLEAN ENERGY

Submitted by EOS – Energy Saving Ostend

## Contact details of lead applicant

**Organisation** EOS  
**Address** Vindictivelaan 1, 8400 Oostende  
**Country** Belgium  
**Web address** www.oostende.be/eos

**Contact Person** Bart van Camp  
**Function** Director  
**Email** bart.vancamp@oostende.be

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

Pilot project, save, green loans, advice

## Case description

EOS (Energy Saving Ostend) has been formed by the city of Ostend in order to lower the energy cost of its inhabitants and to reduce greenhouse gas emissions in private households. The main focus is on decreasing the usage of energy (SAVE).

EOS is unique in Belgium and therefore acts as a pilot project for many other Belgian cities. Recently, EOS persuaded the city of Ostend to sign the Covenant of Mayors. The energy experts at EOS visit 700 households per year and produce a report on how they can reduce their energy consumption in the most efficient way. Every household receives a free 'energy package' containing small energy reducing goods, e.g., aerated shower heads, switchboxes, timers, radiator foil, isolation for tubes, etc. (average value of the pack: €20) Most of the advice is not expensive to follow, as the majority of the advised actions are free of cost.

They mainly try to change habits, e.g., they explain how to correctly use the thermostat, how to ventilate the house, etc. However, some other tips given by the energy experts are financially heavy to bear, e.g., better glazing. For this reason EOS is also registered as a bank. EOS funds green investment *via* interest free-loans up to €10,000 per household. At the moment EOS provides 400 loans per year. It is the first city in Belgium to provide loans in order to finance green investments. Once a year they organise a fair for the whole province of West-Flanders. Infosessions are given by experts regarding insulation, ventilation, low energy buildings, etc. The local entrepreneurs who are active in the green economy can have a stand at the fair in order to try to sell their products. During the last two years over 3000 visitors per year attended the fair.



# ARPIA

Submitted by Municipality of Herzele

## Contact details of lead applicant

**Organisation** Municipality of Herzele  
**Address** Markt 20, Herzele  
**Country** Belgium  
**Web address** www.arpia-art.be

**Contact Person** Jan Hermans  
**Function** Head of the Culture Department  
**Email** jan.hermans@herzele.be

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Sports, youth, culture and art

## Key words of project

Arpia, art with landscape

## Case description

Several ideas to set up an art project in the Community of Herzele, Belgium, were brought together in the summer of 2009. The municipality was asking specifically for a project focusing on contemporary art. Several inhabitants, specialised in diverse fields of theory and practice, were playing with ideas and scenarios for an art project outside the usual urban context. Both aims and ideas came together and resulted in the formation of a non-profit association called 'Arpia', in order to move from theory to practice.

The purpose of this group was to set up a project in close collaboration with the Municipality of Herzele, using art to bring people into a closer relationship with their environment. Located on the verge of urban and rural landscapes, Herzele (population 17,000, between Brussels and Ghent), was a perfect working area.

The concept of the project was sharpened through discussions and resulted in the boldly stated: Art with Landscape. During the summer, lots of activities were organised to enlarge the impact of the works of art and to connect them with performance, music, lectures, science, etc. in order to stay contemporary, alive and sometimes even kicking! Ecology is a main concern of the project, but it also aims to go beyond that. To make people take greater care of the environment, you must let them feel that they are living in the middle of it and that it is a part of themselves. That is why, for the official launch of 'Arpia', the following sentence was recurring in every piece of promotion (flyers, posters, website, etc.): 'How I learned to stop worrying and love the landscape'.

The first edition, the 'pilot', kicked off on 11 September 2010. Four impressive works of art were presented on the site of an old brick kiln, a valuable and fascinating piece of rural industry. The artists were Belgian, Swiss and German. Through activities such as walks, workshops, performances, brunches, etc. 'Arpia' reached a wide range of people. Locals were addressed, farmers were partnered with, as well as schools, local companies, universities and the local *kringwinkel* (comparable to a charity shop). Collaborations were set up on these different levels. The 'Arpia-project' was one of 100 exemplary projects that were selected for publication in the series Crosstalks by the Free University of Brussels, with the title 'We Can Change the Weather: 100 cases of Changeability'.

The ecological mainframe is translated into every aspect of the project. The works of art have to integrate themselves into their environment and be built of natural, site-specific or found materials. During the events, there will be as little impact on the environment as possible, using materials that respect nature and fit into the story of the surrounding landscape. The focus, is through the art works and the activities, on processes (growth and decline) and the rhythm of nature, on the bond between humans and nature, and encompassing all that, on our own future.





# LABORATORIES AND WORKSHOPS OF THE DEPARTMENT OF MECHANICAL ENGINEERING AND MATERIALS SCIENCE AND ENGINEERING OF THE CYPRUS UNIVERSITY OF TECHNOLOGY

Submitted by Cyprus University of Technology

## Contact details of lead applicant

**Organisation** Cyprus University of Technology  
**Address** Archbishop Kyprianos Str. 31  
 Limassol Savings Cooperative  
 Bank Building 4<sup>th</sup> Floor, Office 33  
 Estate Management Services  
**Country** Cyprus  
**Web address** [www.cut.ac.cy/digitalAssets/8/8107\\_sol.pdf](http://www.cut.ac.cy/digitalAssets/8/8107_sol.pdf)

**Contact Person** Andreas Dionyssiou  
**Function** Energy Management Engineer  
**Email** [andreas.dionyssiou@cut.ac.cy](mailto:andreas.dionyssiou@cut.ac.cy)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Solar, heating, cooling, geothermal, energy, source, mechanical engineering, estate management services

## Case description

The Cyprus University of Technology (CUT), a newly established academic organisation, installed a solar heating/cooling (H/C) system in combination with a Geothermal Energy System (GES) in a sustainably restored historical building situated in the old town centre of Limassol. The restoration of this old warehouse took place under the guidelines of the Republic of Cyprus' Town Planning Department.

The transformation of this building into a sustainable one was achieved through the guidance of the Estate Management Services (EMS), the cooperation of the Department of Mechanical Engineering and Materials Science and Engineering at the Cyprus University of Technology and commissioned external consultants. The building now operates as the laboratories and workshops of the Department of Mechanical Engineering and Materials Science and Engineering. These laboratories and workshops will focus on projects concerned with the optimisation of the solar H/C market, thus having a competitive advantage in issues of sustainable development since the building will provide hands-on experience and readily available data for research and further study. To support the solar H/C system and GES, a specially designed heat and sound insulation has also been introduced. The overall cost of the building, which includes the solar H/C system with GES, was approximately €3,000,000. The cost of the solar H/C system and GES was approximately €750,000 with an EU subsidy of 85%.

The building is 1600m<sup>2</sup> and was designed to serve the needs of the Department of Mechanical Engineering and Materials Science and Engineering. Specialised machinery and other equipment will be installed inside. Its operation is expected to commence at the end of April 2011. Within this building approximately 15-20 staff and 100 students will work daily in laboratory layouts.





# MINISTRY OF DEFENCE OF CYPRUS STRATEGIC ENVIRONMENTAL PLAN

Submitted by Ministry of Defence

## Contact details of lead applicant

**Organisation** Ministry of Defence  
**Address** Emanuel Roide Str. 4  
Nicosia  
**Country** Cyprus

**Contact Person** Eftychia Ioannou  
**Function** Executive Engineer  
**Email** eioannou@mod.gov.cy

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Environmental policy, Environmental Management System, EMAS verification

## Case description

As a major employer, land user and consumer of natural resources, the Ministry of Defence (MOD) acknowledges its environmental and social responsibilities as well as the importance of having a solid environmental policy, which underlines its ability to achieve high standards of environmental performance. For the effective implementation of its Environmental Policy, the MOD established an Environmental Management System (EMS) to manage, monitor and control all processes.

In December 2005, the Secretary of the MOD created the Environmental Committee, which in June 2006 published the Defence Environmental Policy that is promoted through six strategic policy objectives, including: Adopt and implement innovative best practice approaches that fulfill and promote MOD and stakeholder requirements; Integrate MOD activities, business processes and decisions into a sustainable environmental management system, including resource efficiency and pollution prevention; Establish clear lines of accountability for environmental outcomes; Raise the environmental awareness of Defence personnel through education, training and ready access to information; Measure and report environmental performance as part of a process of continual improvement; Maintain transparency in decision-making and establish strategic partnerships with key environmental stakeholders.

The EMS details accountabilities for environmental and safety management initiatives. The MODs Environmental Action Plan describes environmental and safety policies around sustainability issues. It includes:

- Monitor and manage the environmental accountabilities of MOD activities through the application and implementation of an EMAS verified Environmental Management System. On a pilot basis, one military camp has been chosen to implement the EMS that was verified at the end of May 2011.
- Integration of Ecologically Sustainable Development (ESD) into the built environment, including development of new facilities and refurbishment of older properties by establishing specific ESD principles and guidelines. All new facilities at military camps (administration buildings and dormitories) are designed based on the principles of 'Green Buildings'.
- Environmentally sound management and disposal of waste is applied through waste recycling programmes in collaboration with 'Green Dot' Cyprus, hazardous and non-hazardous waste management programmes.
- Programmes and initiatives for the cultural heritage protection (closure of an old church and rehabilitation of an old building to be used as a camp).
- Dissemination activities to promote environmental management among the MOD staff (military and civil); 20 seminars are planned for the period 2011-2012 in order to present the basic principles of water conservation to approx. 8000 participants.
- Programmes and initiatives for natural heritage protection (reforestation programmes, in which approx. 1000 trees are planted every year, and participation in forest fire management actions, both in cooperation with the Forestry Department);
- Integration of the principles of environmental purchasing more widely into MOD procurement activities, in line with the relevant Government Green Procurement Policy.



# ACHIEVING READINESS FOR PROMPT RECOVERY OF ORPHAN RADIOACTIVE SOURCES

Submitted by Ministry of Economic Affairs and Communication

## Contact details of lead applicant

**Organisation** Ministry of Economic Affairs and Communication  
**Address** Harju Str. 11, 15072 Tallinn  
**Country** Estonia  
**Web address** www.alara.ee

**Contact Person** Riina Aasa  
**Function** Head Procurement Specialist  
**Email** riina.aasa@mkm.ee

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Sustainable environmental management, radiation protection, knowledge and quality management

## Case description

The general objective of the project is to avoid and mitigate consequences of possible accidents caused by orphan radioactive sources. The problem is especially vital in post-soviet countries, where, due to rapid changes in society, there was a breakdown in the former regulatory system and a restructuring of the economy, during which many radioactive sources and other radioactive materials were abandoned, lost, stolen, etc. In order to prevent a recurrence of accidents with orphan sources, it was necessary to improve the capacity and emergency preparedness of state institutions for acting in such situations and recovering discovered orphan sources. This requires quick and effective recovery of orphan sources upon discovery, and ensuring their safe handling.

Although Estonian governmental institutions had put a lot of effort into creating the necessary infrastructure capable of dealing with such situations, there were still a lot of gaps, ambiguities and contradictions in the existing legal framework before the implementation of this project, and the roles and functions of agencies responding to the situations were not always clearly laid out. This all resulted in a relatively long delay between the discovery of a source and an operative response to correct the situation.

To be completely prepared to act without delay in case of a radiological incident, an operational response system for alerts was set up in A.L.A.R.A., a radioactive waste management agency. Now, there is always a person on duty, ready to immediately act in the case of an orphan source radiological incident. Thus the agency is always prepared to immediately recover the source and transport the object to safe storage. Besides setting up such an operational response system, it was also necessary to develop a proper radiation safety quality system. Proper training of personnel, covering documentation procedures, recovery, handling, transport and necessary radiation protection measures was also a part of project. There are also plans to upgrade existing radiological measurement instrumentation and waste handling and treatment equipment in the near future.

Creation of the successfully functioning system for prompt recovery of orphan radioactive sources was the main outcome of the project. A good foundation for better cooperation between different agencies acting in the field of radiation protection was laid down as a byproduct. A new network made up of personal contacts between specialists of involved institutions has already been established and plans of joint field training operations for location and recovery of orphan sources are underway. To achieve better sustainability, the members of the project have launched another innovative project in the field of environmental legislation of radiation safety. The project has thus improved the performance of public administrations, making them more efficient, effective and environmentally-conscient. The project has also raised public awareness of the range of problems related to orphan sources. The project is carried out by the Ministry of Economic Affairs and Communication, in close cooperation with other relevant institutions (Rescue Board, Environmental Board, Environmental Inspectorate, Ministry of Environment, Ministry of Interior, radioactive waste management agency A.L.A.R.A.).

# SUSTAINABLE DEVELOPMENT STRATEGY FOR THE MINISTRY OF FINANCE

Submitted by Ministry of Finance

## Contact details of lead applicant

**Organisation** Ministry of Finance  
Address P.O. Box 28  
Country Finland

**Contact Person** Päivi Valkama  
Function Senior Budget Secretary  
Email paivi.valkama@vm.fi

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances

## Key words of project

Environmental management, public finance, staff empowerment

## Case description

The Ministry of Finance decided to act in a new way and allow an interested staff member to execute a project to define a Sustainable Development Strategy for the Ministry as part of a Management Training course. The project was perfectly in line with a number of other objectives already set by the Government and the Ministry: the struggle to find budgetary savings, the decision to limit travelling expenses, the decision to save on real estate expenditures, and the need to find ways of implementing environmental targets set for the public sector.

The approach created avenues to a new level of acceptance of a number of internal targets among staff and turned out to be a success in numerous ways, namely:

1. a practical solution for an environmental management system;
2. employee empowerment;
3. new ways of getting staff positively involved in budgetary savings;
4. publicity for a Finnish NGO and its increasingly successful export product;
5. new aspects of management by results;
6. substantial savings potential for both money and CO<sub>2</sub> emissions terms.

The Ministry of Finance Green Office was launched to the general public in June 2011, with the whole government sector under the Ministry of Finance participating (namely Customs, Taxation, Government Economic Research, Population Register Centre, State Treasury, Statistical Office, regional state administration, state service centres). With the Ministry of Finance being the official in Finland to steer other public institutions, the impact of its actions goes beyond its own governmental sector. Under the slogan 'The Ministry of Finance Saves Money and the Environment' the Ministry has set goals to reduce greenhouse gas emissions caused by its activities. To achieve this, goals for the use of electricity, heating energy, use of paper and the emissions from travelling have been set, and will be monitored and supervised by an external evaluator. The use of water and other materials will also be monitored, although not reported as of yet. The World Wildlife Fund (WWF) Finland and its Green Office certificate and its network of comparable organisations (almost 200 organisations at this time) will act as the outside verifiers of activities and the public reporters of goals and achievements.

The Ministry of Finance chose to get involved to ensure continuity of the goals and comparability of efforts. At this stage the staff are being taken onboard through direct involvement in their everyday worklife. Environmental considerations are gradually being filtered in all aspects of work: buildings, IT systems, waste recycling, travelling decisions. A new budget preparation system called BUKETTI is being devised; it is expected to result in dramatic savings in the consumption of paper. IT systems decisions now all take aspects of energy, travel need and paper consumption into consideration on a much more visible level than before. Initial indications of savings resulting from the new environmental goals are substantial.

# FINLAND'S FIRST RENEWABLE ENERGY PUBLIC SWIMMING COMPLEX

Submitted by City of Pori – Environmental Agency

## Contact details of lead applicant

**Organisation** City of Pori  
**Address** Valtakatu 11, 28200 Pori  
**Country** Finland  
**Web address** www2.pori.fi/uusi\_uimahalli

**Contact Person** Marjo Kekki  
**Function** Energy Advisor  
**Email** marjo.kekki@pori.fi

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Solar energy, energy efficiency, swimming complex

## Case description

The first public swimming pool in Finland to utilise solar power gives an extra boost to the forward-looking energy region of Satakunta. At the 450<sup>th</sup> Jubilee meeting of Pori City Council on 8 March 2008, the decision was taken to build a new swimming pool complex in Pori, Finland, utilising solar energy.

As a brand-new energy solution for public facilities, the design includes solar-powered panels to produce electricity for the complex and solar collectors to heat the pool water. With this project, Pori will become a trailblazer, since this solar solution will be the country's first solar energy investment in a swimming pool complex, and as such constitutes a major environmental action. Solar heat collectors will generate 120,000 kwh of energy for the complex, corresponding to the annual heating costs of six average detached houses and covering 5% of the annual heat requirements of the swimming pool complex. The solar panels will produce approximately 45,000 kwh or 3% of the electricity consumed by the building. In any case, the swimming pool complex is designed to be 'energy-stingy' and includes heat recovery from exhaust air and shower water, and other energy-saving solutions. The building's façade will be clad with copper. Heat collectors will be mounted on the wall behind the copper panels. The wall collectors represent a whole new technology which will be introduced for the very first time, even on an international level.

What makes this swimming hall stand apart is this new technology combined with the more traditional solar heat and solar electricity. All three energy systems have been designed specifically to work seamlessly in connection with the swimming hall's other energy systems. According to estimates, more than 95% of all the energy required goes on heating the water in the full-size pool. At Pori's latitude of 61°29'N, in practice, solar energy can be taken advantage of from mid-February until the end of October. Only in midwinter is the sun too low in the horizon to be of use for the building's energy-production purposes. During that time the swimming hall's basic scheme, which relies on the district heating system, will provide all the required heat and electricity.

The opening of Pori's new swimming hall is scheduled to take place in September 2011. The project will facilitate the creation of new jobs in the solar energy business in the region. Experts in the field will be employed directly by the industry, but additional employment will also be generated *via* new technical products and services. Currently, the solar energy business employs almost 100 people in the Pori district. The solar energy project involves the City of Pori, Satakunta University of Applied Sciences and Luvata. The project will go ahead as soon as the energy investment subsidy from the Finnish State is confirmed. The swimming hall, with a 50 metre pool, is expected to attract around 380,000 visits per year.

# ECO<sub>2</sub> – ECO-EFFICIENT TAMPERE 2020

Submitted by City of Tampere

## Contact details of lead applicant

**Organisation** City of Tampere  
Address Aleksis Kiven katu 14-16c  
33101 Tampere  
Country Finland  
Web address www.eco2.fi

**Contact Person** Elli Kotakorpi  
Function Project Specialist  
Email elli.kotakorpi@tampere.fi

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Climate change, eco-efficiency, sustainable mobility, renewable energy, sustainable construction, systemic change, cross-sectoral development, municipality, integrated design, holistic approach



## Case description

'ECO<sub>2</sub> – Eco-efficient Tampere 2020' is a strategic project started by the City of Tampere in spring 2010. It implements the climate and energy objectives of the City of Tampere, as well as changing city development practices to promote a low-carbon and carbon-neutral urban structure and supporting sustainable businesses. With this programme Tampere aims to become a forerunner in climate policy.

'ECO<sub>2</sub>' coordinates and supports energy and climate actions of the different departments of the City of Tampere and initiates cooperation projects with business partners, universities, research institutes and civil society organisations. 'ECO<sub>2</sub>' project will continue until 2020 and its implementation in the start-up phase (2010-2012) is supported by Sitra, the Finnish Innovation Fund. There is clearly municipal cooperation as the project cooperates with other municipalities as well as on national level. And, it has already been decided that the project itself will continue as a strategic project of the city until 2020, when the full effects will be produced. And the project has the support of the high political leaders. So, the political support and the funding are secured until 2020 and there is close monitoring of the whole project. It is also cost-efficient and allows savings. This holistic approach spans several sectors such as buildings, water, technology and mobility.

The general goal is to reduce their emissions by more than 20% and increase the amount of renewable energy, at least to the level of 30% by 2020.

Although the project is young and has medium and long-term effects, its impact can already be seen in construction, in city biking, in passive houses, in private companies producing less CO<sub>2</sub>, in wooden passive houses and increased use of renewable energy. All new buildings being built will be passive houses or zero energy buildings (ZEB). Buildings account for 38% of CO<sub>2</sub> emissions, compared to 36% for Industry and 26% for Transport (source: World Business Council for Sustainable Development (WBCSD), Energy Efficiency in Buildings: Transforming the Market, 2009). The new light tramline that is planned as well as bike tracks will link the new areas to the city centre. The focus is on energy system (ground heat, solar heat, solar electricity, biomass), energy consumption and buildings, water treatment and biodiversity.

The 'Eco-Efficient Tampere 2020 project' is working closely with the EcoFellows Ltd for information, communication and campaigning. In this way, they can focus on content and leave the information and communication actions to this company. The EcoFellows Ltd. – Cooperation on behalf of the environment was set up in 2002 and produces information, guidance/counselling, educational, and expert services in the field of sustainable way of living and operating. Its board consists of the Director and representatives of the main city companies (water, waste and electricity (central administration and city traffic)). This non profit company is committed to promoting sustainable way of living in all of its actions. EcoFellows Ltd. is nationally known as a forerunner in environmental matters.



# ISSEO

Submitted by Issy Média

## Contact details of lead applicant

**Organisation** Issy Média  
**Address** Rue du Général Leclerc 62  
 92130 Issy-les-Moulineaux  
**Country** France

**Contact Person** Eric Legale  
**Function** Managing Director  
**Email** eric.legale@ville-issy.fr

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

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

## Key words of project

Sustainable development

## Case description

For several years now, the city of Issy-les-Moulineaux has pledged and implemented a proactive sustainable development policy, particularly in the field of environmental quality of buildings. In cooperation with various partners within the municipality, the City wished to extend the best practices put in place for the construction of public facilities to the building projects realised by private actors, whether in the field of energy, water and waste management, or biodiversity.

Since 2006, flagship measures were taken on the public facilities in Issy, with priority in the energy and water sector. Indeed, 3,500 m<sup>2</sup> of roofs terraces were planted (that is to say the equivalent of 18 tennis courts) and the installation of thermal and photovoltaic solar panels generated 38,620 kwh of electricity per year. Rainwater recovery will result in drinking water savings up to 250 m<sup>3</sup> per day during the summer period for the watering of flowers in the municipal greenhouses. In order to share this momentum with the urban planning actors and developers contractors in Issy, the municipality decided to create a charter of environmental quality, called Isséo.

The municipality decided to formalise this will in a charter of environmental quality of buildings, addressed to real estate developers, builders and contractors working in Issy-les-Moulineaux. Drafted in a very participative context, the paper is a pragmatic, realistic and an innovative tool, whose purpose is to structure, guide and perpetuate the environmental quality of future construction projects (flats, offices, shops). This innovative charter offers the various construction actors the possibility to put into practice an environmental quality approach that can no longer be ignored.

Thanks to the innovation brought by 'ISSEO', Issy plans to contribute to the development of the Very High Environmental Quality (THQE) and at the same time bring solutions to the energy problem of the territory.

Sustainable development is a present theme in Issy-les-Moulineaux and all future buildings in Issy-les-Moulineaux will answer the most important issues defined by the Isséo Charter, as for example:

- Promote the use of renewable and alternative energies.
- Reduce the energy consumption of buildings.
- Rationalise the drinking water consumption.
- Reduce the sources of noise.
- Smart management of green spaces.
- Limit the in-door pollution.
- Encourage active transportation.
- Facilitate and promote the use of public transportation.

All these initiatives aim at reaching the ambitious goal set at the national level in terms of greenhouse gas reduction, energy efficiency and development of renewable energies.



# THE ENERGY WOOD PLANTATIONS IN THE AGRICULTURAL DOMAIN BETTENREUTE – THE PATH TO A CARBON NEUTRAL ENERGY SUPPLY IN A PRISON

Submitted by Justizvollzugsanstalt Ravensburg, Außenstelle Bettenreute / Correctional Facility Ravensburg, Branch Bettenreute

## Contact details of lead applicant

**Organisation** Justizvollzugsanstalt Ravensburg, Außenstelle Bettenreute  
**Address** Justizvollzugsanstalt Ravensburg Bettenreute 4, 88273 Fronreute  
**Country** Germany  
**Contact Person** Tobias Brändle  
**Function** Correctional Officer  
**Email** tobias.Braendle@jvaravensburg.justiz.bwl.de

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Justice, police, human rights and security

## Key words of project

Carbon neutral, climate protection, renewable energies

## Case description

At the end of the 1980s, the state of Baden-Württemberg organised a nationwide practice test on energy production and utilisation. Under this practice test, energy forests of poplars and willows were planted on land previously used for agricultural purposes. The produced biomass is to be used as environmentally-friendly energy for combustion in heating systems. Preferably, the energy generation should take place within a network system near the production site.

The correctional facility Ravensburg, branch 'Bettenreute', implemented this test for their own energy supply. The four working areas – crop management, animal husbandry, fuel wood production and packaging operations – were set up to provide optimal opportunities to rehabilitate the prisoners. In this context, there is a 5.5 hectare area where fast-growing tree species (poplars) are cultivated. The acreage is only a few hundred meters away from the wood chip heating system, which is housed in a purpose-built building, also containing the bearings for the chips. The stock for a year can be stored in this building. The prisoners are obliged to work. They are involved in the establishment of the fuel wood plantation and take care of the plants (weed control). The prisoners harvest the trees with a chainsaw and place the logs into the wood chipper. Thus, heat is produced for the accommodation of the prisoners and for the administration building at the agricultural branch of the correctional facility, Ravensburg.

The goal is to produce the complete heat supply of the agricultural branch 'Bettenreute' by the energy forest. The most significant innovation is the production of energy wood in a previously agricultural area. The fact that prisoners will generate energy through the use of the fuel wood plantation not only achieves ecological objectives, but also social ones.



# PILOT SCHEME SUSTAINABLE BUILDING

Submitted by Federal Environment Agency

## Contact details of lead applicant

**Organisation** Federal Environment Agency  
**Address** Postfach 1406  
 06813 Dessau-Roßlau  
**Country** Germany  
**Web address** www.haus2019.de

**Contact Person** Gerd Schablitzki  
**Function** Head of Section Facility  
 Management  
**Email** gerd.schablitzki@uba.de

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Sustainability, zero-energy-building, energy efficiency, renewable energies, resource-efficient technologies, sustainable construction

## Case description

The Federal Environment Agency (*Umweltbundesamt, UBA*) is an independent federal authority reporting to the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). As such, it is Germany's central environmental authority. Its most important statutory tasks are to provide the Federal Government and Federal Ministries with scientific support in all environmental matters, to enforce and to participate in the enforcement of environmental laws (emissions trading, authorisation of chemicals, among others) and to inform the public on environmental issues.

The UBA acts as a partner and German focal point to numerous international institutions such as the World Health Organisation (WHO) and the European Environment Agency. UBA has its headquarters in Dessau-Roßlau (Saxony-Anhalt) and in addition has large offices in five locations, among them Berlin, Bad Elster (Saxony) and Langen (Hessen), as well as having seven air monitoring stations. It employs over 1400 people in total. Credibility is a key prerequisite for encouraging action. Therefore, the UBA implements environmental requirements consistently and exemplarily in its own processes, for instance when purchasing paper or Agency vehicles, in facility management or in the construction or renovation of its buildings.

At its site in *Berlin-Marienfelde*, UBA conducts experimental research into specific questions relating to environmental hygiene and the assessment of substances in and risks to groundwater and surface waters. For this purpose, the site has various buildings housing laboratories as well as an artificial stream and pond system (FSA). Water is supplied from its own wells and a waterworks facility. For a number of years now, due to staff increases some personnel at the site have been housed in containers that exhibit considerable deficiencies in functional and energy terms. At the same time, additional laboratory workstations are needed for personnel paid by third parties and for trainees, as are meeting rooms and infrastructure for laboratory personnel. In total, about 700 m<sup>2</sup> of gross floor space needs to be created. For this purpose, a new office building will be constructed in 2011/2012 which is designed to meet the highest standards in terms of energy efficiency, design of the work environment and ecological and sustainable building. The building is planned to exhibit a positive energy balance over the year, surpassing the standard of a zero-energy building, and thus meet the requirements of Directive 2010/31/EU of the European Parliament and of the Council on the energy performance of buildings.



# ICEBERG MODEL FOR ENFORCEMENT OF ENVIRONMENTAL LEGISLATION – DRINKING WATER CASE STUDY

Submitted by EPA – Environmental Protection Agency

## Contact details of lead applicant

**Organisation** EPA  
**Address** P.O. Box 3000, Johnstown Castle Estate, Co. Wexford  
**Country** Ireland  
**Web address** www.epa.ie

**Contact Person** Gerard O’Leary  
**Function** Programme Manager  
 National Enforcement  
**Email** g.oleary@epa.ie

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

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

## Key words of project

Drinking water, enforcement

## Case description

The Environmental Protection Agency (EPA) developed the iceberg model of enforcement to provide a framework to tackle poor compliance with EU environmental legislation. The model was successfully used in Ireland to tackle an EU infringement case (316/00) relating to drinking water quality; it has also been used in other infringement proceedings and has applicability across all environmental legislation. Within three years of using the new model, the European Court of Justice case against Ireland on drinking water quality was closed in March 2010, and a 50% decrease in the detection of E.coli in public drinking water was reported in 2011. The EPA iceberg model of enforcement uses two broad approaches: supporting measures (below the water surface), such as a network and audits, along with visible measures (above the water surface), such as sanctions and national reports (‘name and shame’) to achieve a regulatory outcome. The model involves a combination of enforcement tools to deliver outcomes for the environment, and the tools are selected and applied on the basis of risk.

The EPA became the regulator for the quality aspects of public drinking water supplies in 2007 and immediately recognised that a new way of working was needed to achieve a regulatory outcome for citizens. EPA persuaded the Department of Environment to fund a (€10 million) national programme of special monitoring equipment that would help reduce E.coli in drinking water. As part of this strategic intervention EPA inspectors persuaded and educated 34 local authorities to install and use the necessary equipment across all 900 public water supplies. Another strategic intervention involved the development of a national remedial action list of supplies (339). This dynamic list became known as the Remedial Action List or RAL. The central government backed the initiative with a fund of €274 million to tackle problem supplies on the RAL. A national enforcement network of officers, from the 34 local authorities (operators of the plants), Department of Environment (funding Agency), the EPA (Regulator for quality aspects) and the Health Service Executive (responsible for Public Health) was harnessed as a vehicle to tackle the drinking water challenge. The network delivered the fundamental shift and linked everybody in the chain responsible for delivering drinking water from the water catchment to the consumer.

To facilitate communication an extranet was developed to allow members to share enforcement information. Enforcement officers could identify other colleagues dealing with similar enforcement issues and have access to the latest protocols developed by the network. The use of this electronic forum allowed the induction of new local authority staff or the transfer of staff into any enforcement area (*i.e.* from waste, water or air), where they might not have had previous experience. Operating above the water line, the EPA publishes an annual drinking water report highlighting progress made with supplies on the RAL, as well as naming and shaming any local authority subject to enforcement action up to and including prosecution during the year.



## GREEN CUSTOMS

Submitted by Agenzia Delle Dogane – Direzione Centrale Sicurezza Sul Lavoro e Ambiente /  
Customs Agency – DG Safety at Work and Environment

### Contact details of lead applicant

**Organisation** Agenzia Delle Dogane  
**Address** Via Mario Carucci 71  
 00143 Roma  
**Country** Italy

**Contact Person** Massimiliano Galardini  
**Function** Customs Official  
**Email** dogane.sicurezza.ambiente@  
 agenziaadogane.it

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

>15

### Type of sector

Public administration, modernisation, institutional affairs, reform

### Key words of project

Environment

### Case description

The 'Green Customs project' consists of four main objectives:

1. Feasibility study for a photovoltaic plant of approximately 600,000 kwh.
2. Issuance of an Operational Guide on energy saving sent to all Customs Agency employees.
3. Adaptation to green criteria in tendering and purchasing procedures within public administrations.
4. Increase of separate collection of cellulosic waste and of multi-material fractions (plastics, glass, and aluminium).

The initiative concerning the photovoltaic plant stems from the strong willingness to implement specific activities aimed at rationalising energy consumption, reducing environmental impact (less CO<sub>2</sub> emissions), meeting the whole energy needs of the Agency Head Offices and selling any surplus of energy production. The initiatives concerning green purchases and the increase of separate collections of waste materials are aimed at increasing the Agency employees' awareness about implementing those actions that have a lower environmental impact, both at the workplace and at home.

As for green purchases and the photovoltaic project, the Customs Agency's economic and human resources will be used. In particular, for the implementation of the photovoltaic project, a specific Work Group was created from internal staff of the Agency; the staff belong, for their own sectors of competence, to different central structures. The photovoltaic project will be implemented over the course of several years with 'zero impact' on the environment. The plant will result in substantial advantages for the Agency's employees that will use covered parking places, where the photovoltaic panels will be installed on platform roofs.



# NATURAL-MENTE INPS

Submitted by Istituto Nazionale Previdenza Sociale – Direzione regionale per l’Umbria

## Contact details of lead applicant

**Organisation** Istituto Nazionale Previdenza Sociale – Direzione regionale per l’Umbria

**Address** Via M. Angeloni 90  
Perugia

**Country** Italy

**Contact Person** Generoso Palermo

**Function** Regional Director

**Email** generoso.palermo@inps.it

## Administrative level of lead applicant

Regional

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Solar photovoltaic systems

## Case description

The awareness of living in a small region rich in artistic and natural beauty called ‘The Green Heart of Italy’ was the main reason that led this public administration to realise a project to protect the environment, which is highly innovative both for its technology and the historic moment of its inception.

The EU directive for renewable sources (Directive 2001/77/EC) was implemented with the approval of the Italian Parliament by the Legislative Decree 387/2003 with the establishment of the ‘Energy Fund’. Thanks to the Ministerial Decree of 19 February 2007, new standards were established to promote the production of electricity from solar photovoltaic systems in an attempt to close the gap in electricity production through this method in comparison to other European nations.

Particularly since 2007, incentive tariffs have been applied to systems that facilitate the architectural merging with the building, and these rates are applied to all the energy produced, not only to the energy consumed locally. Because of the need to permanently resolve the problems of ongoing maintenance of the roof in the INPS building in *Città di Castello*, built with ‘Eternit’, the idea of making an innovative photovoltaic system, that combines the need to produce low cost energy while creating earnings with an improvement in terms of environmental ‘comfort’ and aesthetics has emerged. It is from this difficulty that a project called ‘NATURAL-MENTE INPS’ was started and remains in continuous and constant evolution.

The project’s title has been chosen because of the multiple interpretations of the Italian word *naturalmente*. This term can mean ‘obviously’ and the expression ‘NATURALMENTE INPS’ meant that ‘obviously’ this Institute was one of the first public administrations to enact this idea. It was decided to split the word in two parts ‘NATURAL’ and ‘MENTE’ because they remind one of a ‘green way of thinking’.

The project, including feasibility studies, cost estimates and development of all the administrative documentation necessary to obtain the authorisation required by the law, was developed entirely by the technical office of the Regional Directorate INPS Umbria, helping to exploit the role and enhancing the level of professional knowledge.

The experience gained by this first major project has resulted in a small ‘cultural revolution’ by stimulating ‘green’ thinking that has gradually involved other regional and national structures. In addition, this practice was considered by the INPS General Management as an exportable experience to other INPS offices in Italy.



# MANIFESTO ABOUT SAFE – SUSTAINABLE AND AUTONOMOUS – MOBILITY DURING ‘HOME-SCHOOL’ ROUTES

Submitted by Municipality of Reggio Emilia

## Contact details of lead applicant

**Organisation** Municipality of Reggio Emilia  
**Address** Piazza Prampolini 1  
 42121 Reggio Emilia  
**Country** Italy  
**Web address** www.municipio.re.it

**Contact Person** Massimo Festanti  
**Function** Staff of the City Manager  
**Email** massimo.festanti@municipio.re.it

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Sustainable mobility

## Key words of project

Sustainable mobility, education to sustainable development, health

## Case description

The ‘Manifesto about safe – sustainable and autonomous – mobility during ‘home-school’ routes’ is a tool to involve all city schools in the topic of mobility. Organisations and people that signed the manifesto include: Town districts, Provincial School Office, School Directors, Road Safety Monitoring Office, Mobility Agency of Reggio Emilia, FIAB (Italian Federation of Urban Cyclists and Bicycle Tourism), FIMP (Italian Pediatric Doctors Federation), ARPA (*Agenzia regionale per l’ambiente* – Regional agency for environment), AUSL (*Azienda Unità Sanitaria Locale* – the local health authority).

The Manifesto consists of eight projects:

1. The Bicibus/Pedibus project: Bicibus/Pedibus is a group of pupils who make the journey to and from school by bike, escorted by parents and volunteers (grandparents, teachers, etc.). The Bicibus group covers only pre-established routes, made safe and easily visible both for children and drivers by signs on the pavement. Just like real buses, Bicibus/Pedibus routes have a terminus and middle stops, appropriately indicated by signs showing arrival and departure times. Pupils go to the terminus point or to the nearest stop, wait for the group and upon its arrival go on together to school and then back home.
2. Safe home-school routes: The Municipality of Reggio Emilia is working to promote a three-year plan and an annual programme of public works, such as: paths, crossings, squares, parks, etc, where children can move safely.
3. School bus and car pooling: An alternative possibility to transporting children to school by car is to use mass means of transport, *i.e.*, public transportation, in the strict sense of the word, school bus or car-pooling.
4. Communication campaign about the importance of correct lifestyles beginning from childhood: This programme aims to make known the importance of some simple healthy habits, through a campaign to inform the public on the importance of healthy lifestyles. This programme has been created in cooperation with *Federazione Italiana Medici Pediatri* (the Italian Pediatricians’ Federation) of Reggio Emilia.
5. Sharing the rules to move safely: In order to combat improper behaviour and provide children with good examples, they developed an informative campaign whose title is ‘Sharing rules to move safely’. Using the children’s drawings and sentences, this campaign aims to remind adults of correct driving behaviour, especially in front of schools.
6. Sustainable mobility education: If we want going to school on foot or by bike with a friend to be an ordinary experience, we have to pay great attention to information activities, such as meeting with experts, parents and teachers and also class workshops for students.
7. ‘Gathering green miles’ project: This project involves all primary schools in the city. It consists of an imaginary game-journey to Kyoto and back in order to educate children and their families on sustainable mobility in home-to-school trips and on energy and water-saving issues, separate waste collection and eco-products.
8. The school mobility manager: Each activity and action, about sustainable and safe mobility in ‘home-to-school’ trips, will become fully operational if there is strict and continuous engagement between schools, families and the Municipality.

# SUSTAINABLE ENERGY ACTION PLAN (COVENANT OF MAYORS)

Submitted by Municipality of Udine

## Contact details of lead applicant

**Organisation** Municipality of Udine  
Address Via Lionello 1, I-33100, Udine  
Country Italy  
Web address [www.comune.udine.it](http://www.comune.udine.it)

**Contact Person** Agnese Presotto  
Function Official, Environmental Policy Agency  
Email [arch.agnese.presotto@gmail.com](mailto:arch.agnese.presotto@gmail.com)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Energy action policies

## Case description

Since 2005, Udine has been an active member of 'Energy cities', the European Association of local authorities inventing their energy future. The aims of the association are:

- to strengthen cities' roles and skills in the field of sustainable energy;
- to represent interests and to influence the policies and proposals made by European Union institutions in the fields of energy, environmental protection and urban policy;
- to develop and promote cities' initiatives through an exchange of experiences, knowledge transfers and the implementation of joint projects.

In 2009, Udine signed 'Covenant of Mayors', the initiative to go beyond the EU's energy and climate goals and to curb CO<sub>2</sub> emissions by 20% by 2020 *via* energy efficiency and renewable energy actions.

In order to meet these goals, the municipality of Udine is using coordinated methods, both on the definition and implementation of a general framework for action and on specific tools in the energy field. In the case of framework definition, Udine has recognised the need to manage the environmental impacts of its activities by putting in place an Environmental Management System (EMS) that is accredited by international standards. The mission of the Environmental Management System is to store, manage, verify, protect, retrieve and archive all municipal (and territorial) environmental data.

The Municipality of Udine is committed in many ways to promoting efficiency in the use of energy and has undertaken initiatives to reduce CO<sub>2</sub> emissions and limit energy consumption, with attention to local planning and management.

Supporting the 'Covenant of Mayor' initiative is the most important action in this sense: it will allow the city to play a leading role in the 20-20-20 European commitment for the reduction of greenhouse gas emission, increasing the use of renewable energy sources and decreasing energy consumption. This means not only making changes to buildings, plants and public transportation, but also undertaking communication campaigns, in order to raise awareness and involve old and young citizens.

Specific important activities on energy issues are the 'Local Energy Plan 2009', which measures a city's consumption of energy and identifies measures that would cut the use of traditional energy sources and promote renewable ones.

With this project the municipality can make a concrete contribution to the reduction of CO<sub>2</sub> emissions in public schools, which will become an example of the usage of renewable energies for citizens and private companies. Moreover, the municipality is developing a communication and education campaign aimed at students, as well as their families. The dissemination activities involve a variety of school types, from primary schools to technical high schools.



# ERDF102 – ENERGY SMART AUTHORITY

Submitted by Malta Housing Authority

## Contact details of lead applicant

**Organisation** Malta Housing Authority  
**Address** Pietro Floriani Str. 22, Floriana  
**Country** Malta

**Contact Person** Sarah Zammit  
**Function** EU Matters Coordinator  
**Email** sarahm.zammit@ha.gov.mt

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Key words of project

Energy Smart Authority



## Case description

The Housing Authority has undertaken many initiatives to perform more environmentally-friendly practices, both in its day-to-day operations as well as in its buildings and units. Installation of green technologies has been taking place on the Housing Authority's premises to lower energy consumption. Employees have also been made aware of the changes to further promote such practices.

### Projects:

1. Photovoltaic System: the Housing Authority has taken part in an EU-funded project entitled ERDF 102 – Energy Smart Authority. This project consisted of the installation of a photovoltaic system, which produced renewable clean energy to be used throughout the Housing Authority offices. This system not only produces clean renewable energy but also reduces harmful carbon dioxide emissions.
2. Light Optimisers: these were also put in place to maximise the energy harvest from the photovoltaic cells.
3. Energy-Saving Light Bulbs: all light bulbs within the Housing Authority premises have been changed to energy-saving light bulbs in an effort to further profit from the photovoltaic panels.
4. Motion Detection Activated Light: sensors for motion detection activated lights have also been set up around the Housing Authority offices to avoid excessive waste of energy.
5. Office Culture and Awareness: with regards to energy efficiency, signage is placed around the buildings for increased awareness so that all employees use energy as efficiently as possible. Management works hard to foster a green culture amongst the employees. Furthermore, employees are encouraged to be more energy efficient by switching off lights when they are not needed and turning off computers that are not being used.

# MILJØPAKKEN

Submitted by Municipality of Trondheim

## Contact details of lead applicant

**Organisation** Municipality of Trondheim  
**Address** P.O. Box 2300 Sluppen  
N-7004 Trondheim  
**Country** Norway  
**Web address** <http://miljopakken.no>

**Contact Person** Elin Rognes Solbu  
**Function** Chief City Executive  
**Email** [elin-rognnes.solbu@trondheim.kommune.no](mailto:elin-rognnes.solbu@trondheim.kommune.no)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Europe 2020 strategy, protecting the environment, reducing emissions, environmentally friendly means of transport, sustainable development, institutional setup, multilevel governance, strategic partnership, management in networks

## Case description

'The Green Partnership Agreement' for protecting the Environment 'Miljøpakken' is a major ingredient in the Municipality of Trondheim's Framework for 'going green'. The planning of this package involved a complex mixture of administrative and political processes. These processes started shortly after Trondheim abandoned its toll ring system, *Bomringen*, which had been in operation from 1991-2006. It soon became clear that the growing urban population and the increasing volumes of car traffic represented a challenge to the city's ability to stay within the accepted limits of greenhouse gas emissions. Increasing traffic was also seen to be threatening the local urban environment, in terms of public health and traffic safety issues, urban land use, and the quality of the central business area.

'The Green Partnership Agreement' was adopted by the City Council in April 2008, and came into operation in March 2010. The package is a 15-year contract between national, regional and local governments to allocate NOK 7 billion (€0.9 billion) towards a wide range of traffic, transport and environmental measures. The package enjoys wide support within the business community and among Trondheim's population, and is backed by political parties from across the political spectrum.

The main objective of 'The Green Partnership Agreement' is to combat GHG emissions and climate change in transport. This innovation initiative is launched to promote improvements in urban mobility and efficient logistics for businesses and households. 'The Green Partnership Agreement' is a local instrument for raising urban attractiveness to a higher standard. It also seeks to meet wider political targets, such as the ones recommended in the EU White Paper on 'competitive and resource efficient transport systems in Europe'.

Throughout the 15-year period covered by 'The Green Partnership Agreement', a wide range of measures will be taken to meet these objectives. New measures will be proposed along the way, as the impact of existing measures is evaluated. The main concerns during the initial phase are to reduce the land-use dedicated to traffic, and to change the transportation emphasis towards more use of public transport, cycling and walking. Investments in road infrastructure dedicated to improving the traffic safety for vulnerable users is also part of the package. A complete road network for biking is included. Investments will also target improvement of the capacity and efficiency of the city centre bypasses and remedying missing links in the main road network for car traffic.

Specific local transport policy objectives include a reduction of CO<sub>2</sub> emissions of 20%, a 25% increase in public transport travel speed in the central business area, an 8% reduction in car travel in the urban area, a 15% drop in noise levels and a 20% reduction in traffic accidents. All these objectives have 2008 as the reference, and are to be met by 2024.



# FIELD LESSONS

Submitted by RDOŚ – Regional Directorate for Environmental Protection

## Contact details of lead applicant

**Organisation** RDOŚ  
 Address Białystok, ul.Dojlidy Fabryczne 23  
 Country Poland  
 Web address www.bialystok.rdos.gov.pl

**Contact Person** Małgorzata Wnuk  
 Function Spokeswoman  
 Email malgorzata.wnuk@rdos.gov.pl

## Administrative level of lead applicant

Regional

## Size of organisation

25-50

## Number of people involved in the project

1-5

## Type of sector

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

## Key words of project

Environment education, inhabitants

## Case description

'Field lessons' is an innovative educational and environmental campaign conducted by the Regional Directorate for Environmental Protection (RDOŚ) in Białystok in Podlaskie voivodeship during the summer season of 2010. The project involved the participation of RDOŚ employees at major cultural events taking place over the weekends in Podlasie province and conducting ecological education there. During the field lessons the workers introduced to the audience the work of the Regional Directorate for Environmental Protection, stressing the changes in legal documents concerning environmental protection and the proceedings of cases that are being carried out. Everything was presented using an attractive media stand, run by specially trained RDOŚ staff.

Specifically for the project, an exhibition tent was bought and equipped with the implements necessary for the realisation of the task, e.g.: exhibition tables with computer equipment, specially prepared maps of Podlaskie voivodeship depicting nature conservation areas and leaflets about environmental issues. 'Field Lessons' was present at the region's most popular cultural events:

1. Sabantuj, Tatar festival in Kruszyniany (26.06.10);
2. Poland's Floating Equipment Championship in Augustów (25.07.10);
3. Podlaskie Festival of Bread in Ciechanowiec (16.08.10);
4. 'The Biebrza Haymaking', Poland's Mowing Championship in Biebrza Meadows (21.08.10);
5. Honey Feast in Tykocin (22.08.10);
6. Podlaskie Honey Feast in Kurów (29.08.10);
7. Mushroom Festival in Michałów (12.09.10);
8. County Harvest in Niecków (30.09.10).

Qualified RDOŚ workers answered the inhabitants' questions on matters relating to:

- decisions on environmental impact assessment;
- decision-taking concerning environmental conditions; nature preservation and the Natura 2000 areas;
- the payment of compensation for damage caused by beavers, wolves, lynxes and European bison;
- preventing and repairing damage to the environment;
- the implementation of the Eco-Management and Audit Scheme (EMAS).

They also organised games for children, which provided additional encouragement to visit the stand. On the other hand, adults could participate in nature contests and win attractive prizes, such as wall maps presenting forms of nature conservation, albums and other publications released by RDOŚ.



# LOCAL ACCOUNTABILITY FOR KYOTO GOALS

Submitted by City Hall of Bydgoszcz

## Contact details of lead applicant

**Organisation** City Hall of Bydgoszcz  
**Address** Ul. Jezucka 1, 85-102 Bydgoszcz  
**Country** Poland  
**Web address** www.czystabydgoszcz.pl

**Contact Person** Bozena Katarzyna Napierala  
**Function** Manager of Environmental Projects Unit  
**Email** k.napierala@um.bydgoszcz.pl

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

Climate change, raising awareness, local accountability

## Case description

In the face of climate change challenges that have been responded to by the European Commission, the need to reduce GHG emissions and change policies is undeniable. The impact of climate change has already been recognised by the Intergovernmental Panel on Climate Change (IPCC) in its last Assessment Report. The EU energy policy sets strict goals for the reduction of GHG emissions by 20%, reduction of energy use by 20% and achievement of 20% RES use in energy supply by 2020. This is at the European level of administration, but the challenge is to disseminate this plan to local levels of administration so that the goal is attained. This is how the 'LAKS' project was born – they became acutely conscious that they cannot relax with regards to the energy obligations that EU has put upon them – we all are accountable for climate change.

Thus four active local municipalities: Reggio Emilia (Italy), Padova (Italy), Girona (Spain) and Bydgoszcz (Poland) with the technical assistance of ARPA (Italy) decided to create a project to help meet EU requirements. The specific objectives of the project are:

- to raise awareness at the political, municipal and community levels;
- to raise transparency of municipal actions with the involvement of stakeholder dialogues;
- to fulfill EU obligations by developing tools, enacting plans to mitigate global climate change, and spreading knowledge and best practices within the EU territory.

Within the project the following actions have been taken:

- International review of tools, methods and best practices of environmental management.
- 3 audits/3 road maps, performed by ARPA and INDICA whose aim was to monitor the internal structures and local policies of municipalities.
- Twinning visits, it was decided in the project that only cross-border cooperation makes sense.
- Training sessions, the project foresaw a series of trainings for different stakeholders: city councilors, municipal officers, representatives of municipal units and companies, students, professors, private sector.

The other part was devoted to the details of GHG emission inventory: GHG emission inventory, the analysis of municipal and community GHG emissions, dated 2005 till 2009, was conducted; Economic Impact Report, the report highlighted GHG reduction actions that would be most adequate for the municipality to take according to economic, environmental and social criteria; Mitigation and Adaptation Plan, on the basis of the previous documents and research, a plan has been created with all the actions assigned to given sectors in order to achieve the 20% reduction of GHG emission; Programme of Integration, a programme to integrate the actions into existing municipal tools; Climate Balance, the creation of a local environmental accounting and reporting tool.

All the actions have been taken by project cities simultaneously in line with the same methodology developed in the project. The only difference in implementation was the starting point for the cities, e.g. Italian and Spanish partners were already familiar with the ecological administration system whereas the Polish partner was a pure novice.



# CLIMATE FOR CHANGES

Submitted by Ministry of Environment

## Contact details of lead applicant

**Organisation** Ministry of Environment

Address Wawelska Str. 52/54  
00-922 Warsaw

Country Poland

Web address [www.mos.gov.pl](http://www.mos.gov.pl)

**Contact Person** Anna Kierońska

Function Senior Specialist

Email [anna.kieronska@mos.gov.pl](mailto:anna.kieronska@mos.gov.pl)  
[dee@mos.gov.pl](mailto:dee@mos.gov.pl)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Success is your natural environment, green basic rules, green presidency, green guidelines, public administration, sustainable development, pro-environmental solutions, innovation, supporting the activity among NGOs, natural environment

## Case description

The mission of the Ministry of Environment is to take care of the environment in Poland and in the world, and to ensure the long-term development of the country is carried out with due respect for nature and human rights. In implementing its mission, the Ministry does its best to be a modern, professional institution, managing natural resources in a reasonable way, providing environmental education to the society and open to cooperation in the field of the environmental protection.

The Ministry of Environment presents the project entitled 'Climate for Changes', whose essence is the introduction of innovative solutions and changes in the field of 'green' management of the institution in the years 2008-2011.

The major components of the project are:

1. Changing the attitudes of the employees of the Ministry of Environment into more environmentally-friendly ones.
2. Reasonable and effective use of natural resources.
3. 'Greening' other partner institutions.
4. Cross-sectoral cooperation for promotion of the pro-environmental functioning of the institution and cooperation with environmental non-governmental organisations.



# PLONSK – ECOLOGICAL TOWN

Submitted by Urząd Miejski w Płońsku

## Contact details of lead applicant

**Organisation**    **Urząd Miejski w Płońsku**  
Address            Ul. Plocka 39, 09-100 Płonsk  
Country            Poland

**Contact Person** **Małgorzata Adamska-Jasińska**  
**Julia Chlewicka**  
Function            Chief Clerk  
                          Clerk  
Email                m.jasinska@plonsk.pl  
                          j.chlewicka@plonsk.pl

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Ecologic, ecological, environmental, environment, investment

## Case description

'Plonsk' is a town located 67 km from Warsaw, connected by a two-lane motorway. Traveling from 'Plonsk' to the capital takes about 45 minutes. The town covers an area of 12 square kilometres and has 23 thousand inhabitants. In demographic terms – 'Plonsk' is one of the 'youngest' towns in northern Mazovia.

For the sake of environmental protection the local authorities have for years enacted an effective environmental policy. The most important investment in ensuring sound management of water services was the building of a sewage system to service 108 streets. Currently, ecologically speaking, the most important task is the modernisation of the water treatment plant, and the replacement of old water pipes in the southwest part of 'Plonsk' by 2012, which are made of an asbestos-cement mixture. Modern technology will improve the quality of water and meet the existing conditions of the European Union. Additionally, the fully automated water supply station will be energy efficient.

An innovative pro-ecological action taken by the 'Plonsk' local government was the modernisation of the town heating system carried out by a local company – PEC. The investment was to reconstruct the existing coal-fired heating plant and change the fuel for the combined production of heat and electricity to wood chips. Płonsk was the first town in the country to invest in such a modern and comprehensive renewable green fuel energy. In 2007, GROS-POL, the company which carried out this task, was presented with the Energy Globe Award by the European Parliament.

The most important task in reaching the strategic ecological aims was to build a modern recycling plant – reducing waste storage and removing environmental pollutants. The recycling plant has a capacity of 50-60 thousand tonnes of waste per year, in which waste management consists of utility waste separation, preparation of intermediate substances for the production of alternative fuel, neutralisation of the biological substances contained in the waste by composting it through an intensive process in BIDEGMA chambers (this is the first composting plant of this kind and attracts great attention).

The latest environmental project initiated by the local government of 'Plonsk' was the creation of the Association 'Everyone for all', which is planning to acquire European Union funds for the installation of solar panelling for water heating. This novel idea gained public acceptance and aroused great interest amongst town residents and the inhabitants of the surrounding areas. One of the important elements in raising ecological awareness among residents was the national campaign 'From Eco Government to Eco Society' and 'I am segregating from nature!'. The projects involved trainings courses for teachers, competitions for kindergartens, primary schools and middle schools.



# SUBSIDISED LOANS FOR THE PURCHASE AND INSTALLATION OF SOLAR THERMAL COLLECTORS BY HOUSEHOLDS AND RESIDENTIAL COMMUNITIES PROGRAMME

Submitted by National Fund for Environmental Protection and Water Management

## Contact details of lead applicant

**Organisation** National Fund for Environmental Protection and Water Management  
**Address** Konstruktorska 3a, 02-673 Warsaw  
**Country** Poland

**Contact Person** Bartosz Jakubowski  
**Function** Director of Communication and Strategy Department  
**Email** b.jakubowski@nfosigw.gov.pl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Renewable energy, solar thermal collectors, subsidised loan, households, residential communities



## Case description

In line with EU obligations set under the climate change and energy package, the expansion of renewable energy has been placed high on the Polish agenda. However, while the Polish energy legislation and the work of the National Fund of Environmental Protection and Water Management (Fund) have so far supported large-scale renewable energy projects, it is clear that local investment in renewable energy is needed to meet the EU target. In addition, local ownership increases social support for the new technologies, promotes social change, and decreases household contribution to climate change. In order to support this transition, the Fund developed, for the first time, a creative financing scheme targeted at households.

Under the programme, household owners or residential communities get a loan from one of the six partner banks for the purchase and installation of solar thermal collectors, and a subsidy which reimburses their costs (the loan) up to 45%. The results of the programme have been staggering. In addition to a high volume of applicants and beneficiaries, the programme has stimulated the Polish solar thermal manufacturing industry, promoted a rise in green employment and strengthened related interest groups, supported the development of new education programmes, and has clearly contributed to initiating the transition from a fossil fuel based energy system to an energy system with a larger share of clean technologies and renewable sources.



# ADMINISTRATION OF PUBLIC FUNDS ALLOCATED FOR ENVIRONMENTAL PROTECTION AND WATER MANAGEMENT USING PRIORITY PROGRAMMES

Submitted by National Fund for Environmental Protection and Water Management

## Contact details of lead applicant

**Organisation** National Fund for Environmental Protection and Water Management

**Address** Konstruktorska 3a, 02-673 Warsaw  
**Country** Poland

**Contact Person** Bartosz Jakubowski

**Function** Director of Communication and Strategy Department

**Email** b.jakubowski@nfosigw.gov.pl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Priority programme, ecological effect, material effect, budget of the programme, National Fund CLUB, Forum 'Energy – effect – environment', Forum 'Good practices in waste management'.



## Case description

The administration of public finances allocated for environmental protection and water management using priority programmes and passed by the Supervisory Board, was introduced to the National Fund for Environmental Protection and Water Management in 2009.

The traditional administration, through priority programmes, has been enhanced by consultations concerning the programme structures and assumptions. Consultations initiated by the National Fund include: NFOŚiGW Club, Forum 'Energy – effect – environment' and Forum 'Good practices in waste management' as well as sociological research of the programmes' acceptance at the stage of their preparation and implementation.

The forums enrich and organise knowledge and information while providing a ground for exchanging experiences in the relevant fields of environmental protection and water management. The forums create a platform for complex legal-organisational and technical consultations, as well as, evaluation of priority programmes being prepared and implemented.

Priority programmes are consistent with Polish and EU legislation, particularly in the areas of managing public funds (permitted public assistance) and environmental goals – section of national economy 22 (water management) and 41 (environment).

Priority programmes also cover activities of the Operational Program 'Infrastructure and Environment' (implemented with EU assistance). The purpose of using priority programmes as a public finance management system in the National Fund is to create and update priority programmes as a multiple cross-section of information, which then makes it possible:

- to control cost effectiveness of supported endeavours as well as own institutional effectiveness;
- to dynamically adjust financing of ventures to the changes occurring in the environment;
- to ensure close relationship between the goals of priority programmes and means to conduct thorough and transparent financial management.



# THE CAMPAIGN

Submitted by Ministry of Environment

## Contact details of lead applicant

**Organisation** Ministry of Environment  
**Address** Wawelska Str. 52/54  
 00-922 Warsaw  
**Country** Poland  
**Web address** www.mos.gov.pl

**Contact Person** Patrycja Zasepa  
**Function** Head of Unit  
**Email** patrycja.zasepa@mos.gov.pl  
 dee@mos.gov.pl

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

Waste, innovative and effective communication, environmental education, bravery, idea placement, public campaign, the complexity of administrative actions



## Case description

Waste is currently the largest environmental problem in Poland. The difficult situation is connected with the lack of effective laws and waste infrastructure, but also to poor public awareness in this regard. 'The Campaign' came in second place in the competition for the most interesting public campaign in the area of environmental protection, organised by the European Environmental Communication Network (Green Spider Network).

Spanning more than a year, 'The Campaign' consisted of the following components:

1. Lecture by the minister in a *kindergarten* and competitions for children; 27,000 children (8-14 years) formed teams and participated in a contest for the design of sculptures and puppets from garbage or in creating a movie or comic on waste management. More than 5000 pieces of work were submitted for the contest. At the end of the campaign a special contest on segregation of garbage for kindergartens was held, in which 200 kindergartens took part. The prize for the winning *kindergarten* was a lecture on segregation of waste carried out by the Deputy Minister of Environment.
2. Ecological sin on the radio and TV. For the purpose of the campaign three television commercial spots were produced and broadcast. The films related to the popular Polish TV series and presented situations in which a likeable though crude priest reminds the parishioners that their everyday waste management is ...'an ecological sin!' The television campaign was also supported by the idea of placement – in the four most popular TV series in the target group there were scenes about waste management. Thanks to the efforts of the Ministry of Environment, the broadcasters were successfully convinced to broadcast the spots free of charge.
3. Eco-angels – ambient action. Reaching out to residents of small towns required a series of local non-customary actions. Vendors in the supermarkets put up special masks as a sign of the protest against the garbage being burned by their neighbours at home, and dressed in white costumes with wings. The eco-angels encouraged the shoppers to enact proper garbage management and explained how to do it. The non-customary actions were carried out in 500 villages and small towns in Poland.
4. Press and John Paul II. The press campaign appealed to the moral aspect of waste management. Instead of the usual advertising, the messages presented quotes from encyclicals by the greatest authority of the Poles – Pope John Paul II, on the duties of men towards nature. Advertisements, sponsored articles and special inserts appeared in press with the highest readership amongst the population: women's press, opinion-forming and Catholic titles, national and regional newspapers as well as on television.
5. Internet. For the purpose of project implementation, the website www.grzechyekologiczne.pl was created. On that website it was possible to play a game that teaches the rules of garbage management as well as to read the guidelines regarding waste segregation.



# WROCLAW – TOWARDS THE FIRST LOW-EMISSION CITY IN CENTRAL EUROPE

Submitted by Wroclaw Agglomeration Development Agency

## Contact details of lead applicant

**Organisation** Wroclaw Agglomeration Development Agency  
**Address** Pl. Solny 14, 50-062 Wroclaw  
**Country** Poland  
**Web address** www.araw.pl

**Contact Person** Marcello Murgia  
**Function** Project Manager  
**Email** marcello.murgia@araw.pl

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

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

## Key words of project

Increased quality of life, climate-friendly policies, pollution reduction, carbon dioxide emissions, lowering energy and heating costs



## Case description

Eco-innovation has finally become the key topic in the Wroclaw policy. Going green is more than just a trend, increasing urbanisation and associated industrialisation carry important implications which require planning. Planners, ecologists, policy makers, home owners, educators, students and activists have to define an urban ecology manifesto having ecological foundations including lifecycle analysis of products, efficiency of resource use, exploitation of green infrastructure and mechanisms for monitoring the results. In order to build a comprehensive perspective incorporating ecological principles and decreasing the negative impacts of urban resource demand, the municipality of Wroclaw, in cooperation with the management consulting company McKinsey and the Wroclaw Research Centre EIT Plus, is carrying out an atmosphere protection project called 'Wroclaw for Climate', which will need up to 15 years for project implementation. The vision is to catalyse climate change innovation, to create a community for climate change innovation and to deliver integrated solutions.

Unemployment in Wroclaw fell from 14% to 5% in the last eight years, more than 100,000 new workplaces have been created while foreign companies have invested €4 billion here. This was possible thanks to the creation of a culture of innovation and experimentation, which propelled the city onto a knowledge-driven growth trajectory. Once the twin goal of unemployment reduction and job creation was successfully reached, Wroclaw Agglomeration Development Agency (ARAW) – the foreign investment support institution belonging to the municipality – launched concerns about building a network where other public institutions, people and enterprises can take common decisions and share interests. These include the development of an integrated approach (taking care of physical and social infrastructure, skills development and business information, administrative and regulatory procedures) as a tool to reach many regions across Europe and increase the attractiveness of a city region to investors while promoting innovation and territorial economic development.

Now, it is time for more of a climate-focused policy. More precisely, it is time to reduce pollution and carbon dioxide emissions. The strategic objective set up for this project is to become the first climate-friendly city in this part of Europe. Analysis will cover housing estates, public utilities and commercial buildings, transport, heating, energy and waste economy, water, air and green areas. The first city to introduce a similar climate protection programme was New York in 2007. The example was followed by Stockholm and Copenhagen. It is high time Wroclaw joined these state-of-the-art metropolises.



# COMPLEX THERMO-MODERNISATION OF EDUCATION INSTITUTIONS BUILDINGS IN RADZIONKÓW GMINA (MUNICIPAL COMMUNE)

Submitted by Radzionków City Council

## Contact details of lead applicant

**Organisation** Radzionków City Council  
**Address** Męczenników Oświęcimia Str. 42  
 41-922 Radzionków  
**Country** Poland

**Contact Person** Anna Milewska  
**Function** Employee of Promotion, Culture and Sports Department  
**Email** a.milewska@radzionkow.pl

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Environmental protection, thermo-modernisation

## Case description

The project consisted of thermo-modernisation works in educational buildings in order to decrease the cost of heating (including the cost of gas) and electric energy. The execution of the project was divided into two phases:

1. Preparation of design plans and specifications (completed).
2. Project management (until 31 December 2020).

The private partner will execute, finance, and render services consisting of energy management, as well as grant a full guarantee of the economic effect of the investment.

The agreement was based on the guaranteed savings in the execution of complex construction works consisting of the thermo-modernisation and modernisation of lighting structures connected with these buildings in the Municipal Commune of Radzionków, over a period of 10 years, starting in March 2010.

Construction work consisting of thermo-modernisation and light modernisation was enacted in five educational institution buildings by the development of specific design plans, the implementation of construction work and the execution of all possible activities having economic effects. At the same time, it ensured the required usage parameters in the modernised structures in order to maintain the investment for the period of 10 years.

The subject of the agreement is the joint execution of this venture based on a division of the tasks and risks between the parties to this agreement. The commencement date for the agreement performance took place on 4 March 2010, and the deadline for completion of the agreement is 31 December 2020.



# ONE NATURE – MANY VIEWS

Submitted by GDEP – General Directorate for Environmental Protection

## Contact details of lead applicant

**Organisation** GDEP  
Address Ul. Wawelska 52/54  
00-922 Warszawa  
Country Poland  
Web address [www.gdos.gov.pl](http://www.gdos.gov.pl)

**Contact Person** Małgorzata Zakrzewska  
Function Manager  
Email [malgorzata.zakrzewska@gdos.gov.pl](mailto:malgorzata.zakrzewska@gdos.gov.pl)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

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

## Key words of project

Communication, modern, up-to-date, tailor-made tools, dedicated solutions, websites, web services, electronic media, informative society, target groups, environment, nature, ecology, education

## Case description

The 'One Nature – Many Views' project refers to the reconstruction of the GDEP's electronic media. It aims to provide one place where all web services concerning the GDEP's responsibilities are available through the main website – [www.gdos.gov.pl](http://www.gdos.gov.pl).

One important element of the project is to keep a unified, coherent design of all products (web services). Such a project is easily made possible due to its visual identification and serves to be crucial for GDEP, which is a relatively young institution. Making modern solutions available for internet users goes hand in hand with creating the image of an up-to-date and consumer-friendly office. GDEP's web services are prepared to reach the consumers in an accessible way and provide them with all necessary information. Using the services, consumers learn about the different aspects of nature conservation, particularly of the Natura 2000 network.

Websites are a perfect tool for both environmental education and ecological awareness amongst the recipients. Therefore, GDEP's web services are focused on different target groups. The ability to communicate with society and encourage its involvement in environmental subjects are the main objectives of the 'One Nature – Many Views' project.



# ILUPub – PUBLIC LIGHTING ENERGY EFFICIENCY

Submitted by AREANATEjo

## Contact details of lead applicant

**Organisation** AREANATEjo  
**Address** Rua D. Nuno Álvares Pereira 61  
 1 Esq., 7300-200 Portalegre  
**Country** Portugal

**Contact Person** Tiago Gaio  
**Function** Technical Director  
**Email** tiago.gαιο@areanatejo.pt

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Public lighting, energy efficiency, CO<sub>2</sub> emissions

## Case description

The energy consumption of Public Lighting (PL) installations plays a significant part in the Portuguese Municipalities' current expenditures. In Portugal this consumption has been increasing at an average rate of 3% per year. In April 2008 the Portuguese Government approved NAPEE – National Action Plan for Energy Efficiency, a document that encompasses a broad range of programmes and measures considered essential to achieve the final energy efficiency objectives and energy services. The energy efficiency in public illumination is one of those programmes, including, among other measures, the creation of a regulation with minimal requirements (for both new installations and existing installations), the replacement of 300,000 mercury vapour lamps (phase out) and a reduction of 2% per year in energy consumption.

Consequently, AREANATEjo decided to develop 'ILUPub', a project for the improvement of PL energy efficiency in North Alentejo Municipalities (15). 'ILUPub' includes the identification of PL energy consumption, the characterisation of PL network through an innovative methodology and the implementation of energy efficiency measures in order to achieve electricity consumption reduction as well as to promote and disseminate a good and transferable technological and environmental best practice. More specifically, the PL network characterisation innovative method allows the test of the functionality in current applications and technologies. Besides that, nowadays there are several available systems and techniques in order to achieve direct savings on energy consumption of PL (such as more efficient light systems (e.g. LED), flow regulation systems, light optimising technologies, etc.), along with an increase of bulb life (reducing waste production) and a significant reduction in equipment maintenance costs.

Portuguese Energy Efficiency Action Plan establishes the goal of a 2% reduction in public lighting energy consumption. The aim of 'ILUPub' includes surpassing this stated goal, leading to a best practice at both national and European level. The development of such a characterisation constitutes an innovative method for gaining some control on public lighting energy consumption. Thus, 'ILUPub' has been taken into account by many other Municipalities and Regions in Portugal and even EDP (electricity utility and responsible entity for electrical energy network in Portugal) has always been aware of and directly involved in the project. Moreover, the involvement of CIMAA (North Alentejo Municipalities Association), on behalf of the 15 Municipalities of North Alentejo (direct participants), proves the scale and magnitude of such a project.



## ECO CAMPAIGN

Submitted by DGRHE – Direcção-Geral dos Recursos Humanos da Educação /  
Directorate-General Education Human Resources

### Contact details of lead applicant

**Organisation** DGRHE  
Address Av. 24 de Julho 142  
1399-024 Lisboa  
Country Portugal

**Contact Person** Diva de Sousa  
Function Director of Administrative General  
Services in DGRHE  
Email dcsousa@dgrhe.min-edu.pt

### Administrative level of lead applicant

National

### Size of organisation

>100

### Number of people involved in the project

1-5

### Type of sector

Education (higher and lower), training and learning

### Key words of project

Environmental, economical and social sustainability, eco-attitudes, ecological habits, collective organisational awareness, sustainable use of resources, recycling, health and welfare organisation, solidarity

### Case description

In 2005 the Project 'ECO Campaign' was launched, aiming at the development of collective responsibility awareness, uniting economy and ecology. The logo was designed to add a face and personality to the project, and it has been an intermediary within the organisational communication. Throughout its development, the project has become more ambitious and has included the areas of health, wellbeing and social solidarity. A total of 21 actions of the environmental area were carried out, of which the sending of 154 email messages/video messages on rational use of resources: water, electricity, telephone communications, paper and printer toner.

The activities were carried out during theme weeks on water, electricity, air, flora, recycling and sustainable development. As far as economy is concerned, the paradigm of utmost responsibility was adopted, which resulted in individual behaviour change and the consequent reduction of expenditures with telecommunication and paper. Paper recycling was introduced resulting in the collection of 1,6 tonnes of paper waste. On a social level, participation of workers in social and self-growing activities was favoured, such as: national and international goods collection, the sending of 76 kg of books to East Timor, free health checkups, discussion sessions on wellbeing matters, relaxation and ergonomic techniques suitable for the workplace.

Regarding environmental issues the following activities were organised: measuring of air quality of the building; installation of energy-saving air conditioning; annual cleaning of air conditioning filters; extinction of the smoking room; implementation of recycled toners; sending of 184 electronic alert messages with information on rational use of resources; short 'Green Minute' videos transmission; acquisition of 13 recycling blue bins for selective paper collection and 10 yellow bins for selective collection of plastic bottles and containers, granting at least the distribution of one bin per floor; protocol with Lisbon Municipality to ensure the door-to-door selective collection of containers; displaying of posters on all floors, within the partnership with VALORSUL recycling company to increase recycling; collection of out-of-date medication within the partnership established with 'Infante Santo Pharmacy'; distribution of 23 hygiene residue conditioning dispensers.

All activities were assessed through questionnaires to evaluate the level of participation and satisfaction of the participants, who were employees of the organisation. With reference to the economic issues, they took the following actions: adoption of more sustainable behaviour concerning rational use of energetic resources such as electricity, water, telephone; introduction of recycled toners, implementation of environmentally-friendly attitudes in paper consumption; replacement of all light bulbs by economic light bulbs and all restroom water taps by time-set water taps. Regarding the social issues, they emphasised the collection of books carried out by NGO HELPO to send to East Timor, collection of plastic water bottle caps to buy a wheelchair for a social welfare institution (ARIFA – Association of Retired and Elderly of the civil parish of Amora); and collection of essential goods for institutions of social solidarity.



# PORTO, A WATER SENSITIVE CITY – SUSTAINABLE MANAGEMENT OF URBAN WATER CYCLE

Submitted by Águas do Porto, EEM

## Contact details of lead applicant

**Organisation** Águas do Porto, EEM  
**Address** Rua Barão de Nova Sintra 285  
 4031-654 Porto  
**Country** Portugal  
**Web address** www.aguasdoporto.pt  
 www.praiasdoporto.pt  
 www.ribeirasdoporto.pt

**Contact Person** Fernanda Lacerda  
**Function** Technical Director  
**Email** fernanda.lacerda@aguasdoporto.pt

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Sustainability, water loss, water sensitive city, efficiency gains, population well-being, transferability



## Case description

The establishment of *Águas do Porto*, in October 2006, brought a new perspective of water as a resource, with a determinant impact on life quality and socio-economic development of Porto city. The innovative philosophy for water management, at regional and national level, is based on the premise that the processes of urban development, environmental qualification, and local competitiveness require sustainability of the water resources.

The 'Porto, a Water Sensitive City' programme promotes the incorporation of the best management practices of urban water cycle in the planning policy, in order to improve the population's quality of life and to contribute to sustainable economic development and regional competitiveness, fulfilling the vision for the future of the 'Europe 2020' Strategy.

In terms of sustainable development, the primary objective of transitioning to a water sensitive city is to improve effectiveness and efficiency of the water distribution network, through the 'Porto without Water Losses' project, which is embodied in a drastic reduction of water purchased but which does not reach consumers taps. With effective management measures, almost without investment, *Águas do Porto* has reduced water loss by half in just eight months (56,000 m<sup>3</sup> to 28,000 m<sup>3</sup> per day).

Experts in water loss management say that it is difficult to obtain meaningful results in less than two/three years. It is unusual that water loss decreases by more than 15% than the previous year. Thus, the city of Porto, where the amount of water loss dropped dramatically in just eight months, becomes a case study at national and international level, promoting the benchmarking with similar organisations and the transferability of this model.

Apart from environmental benefits, between 2006 and 2010, the reduction of water loss has resulted in cumulative savings of more than 517 million. In this period the 'Porto Gravity Water Supply' project has resulted in a decrease of 65.5% in the consumption of electricity used for pumping water, corresponding to economic savings of €271,000. It is also estimated that, between 2006 and 2010, the project has prevented the emission of 719 tonnes of CO<sub>2</sub>, contributing to promoting a low carbon regional economy.

The 'Porto, a Water Sensitive City' programme is also based on the drainage and treatment of wastewater. Within 'Porto 100% Sewerage' project, a campaign is ongoing to promote the connection from all houses of the city to the sewage system, as well as the elimination of illegal connections to stormwater network. There was a decrease in the pollution of Porto streams and its beaches are no longer prohibited for public health reasons; they are now starting to have good quality water. In June 2007, all the beaches of Porto obtained the designation of bathing areas.



# ONE PERSON, ONE IDEA – A BETTER LIFE FOR ALL

Submitted by Prahova Labour Inspectorate

## Contact details of lead applicant

**Organisation** Prahova Labour Inspectorate  
**Address** Ploiesti, Bd. Independentei 12  
 Jud. Prahova  
**Country** Romania  
**Web address** www.itmprahova.ro

**Contact Person** Largeanu Cristian  
**Function** Public Manager  
**Email** cristian.largeanu@itmprahova.ro

## Administrative level of lead applicant

Local

## Size of organisation

50-100

## Number of people involved in the project

>15

## Type of sector

Employment, labour related affairs and gender equality

## Key words of project

Together for the future! Our future together!

## Case description

Everybody can do something for the environment. If more people are involved, better results can be achieved.

*Inspectoratul Teritorial de Munca Prahova* (The Prahova Labour Inspectorate) has working relations with 12,000 employers in the region. The main activities include supervising the work relations and safeguarding safety and health at work. However, the Inspectorate wants to shift its activity towards environmental sustainability. This project implies two main directions of action: internal and external. For the internal component, the institution is becoming more eco-friendly itself, and for the external element, the institution will provide greener alternatives for its clients.

Limited resources were consumed by the project. Their approach was directed at this specific target: minimum spending and maximum results.

An example of the internal chain of actions:

- Plan the use of vehicles in advance.
- Use a simple mathematical model for automobile usage optimisation.
- Analyse carpooling opportunities.
- Optimise the time for travel in order to avoid traffic rushhour.

An example of the external chain of actions:

- Setting up a dedicated address for electronic petitions.
- Promoting the address to its partners (even when someone asks for the correspondence address or for the working programme they now offer an electronic alternative for virtually every application or request).
- Rewarding the use of electronic alternatives by reducing the waiting time for the institutional response.

The project implementation will result in two main types of outcomes: becoming an eco-friendly institution and being the promoter of green alternatives in its relations with companies. They managed to improve the institution's impact on the environment by around 25% (less spending on paper, toners and other materials, over 20% reduction in energy bills, less spending on fuels) and, at the same time, it can be estimated that they have driven a similar achievement on the part of their partners' spending. Moreover, there are strong reasons to believe that their actions have resulted in a significant impact on the environment, even if they are not fully able to calculate the exact amount.

This project is a way of life. It is quickly turning into a widely accepted reality and even more, it is the point of departure for other significant improvements. Currently it is backed up by national legislation and by the internal decisions of its manager and internal regulations. For outsiders, sustainability grows day by day, since more people find about new, improved and eco-friendly ways to go about their business.



# MORE FOREST FOR MORE LIFE

Submitted by Arad County Council

## Contact details of lead applicant

**Organisation** Arad County Council  
**Address** Corneliu Coposu Str. 22  
 CP 310003, Arad  
**Country** Romania

**Contact Person** Ioana Lazurean  
**Function** Office Coordinator  
**Email** sbaniciu@gmail.com  
 optimal@gmail.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Environment, forest, life, afforestation, quality of life, education, volunteering



## Case description

'He that plants trees loves others beside himself' - Dr Thomas Fuller, British physician (1654-1734). In Romania, the land area occupied by forests and other forest vegetation is 6,391 million ha, representing 26.80% of the country area, which is 0.28 ha of forest per capita, compared to the European average of 0.32 ha per capita. The negative effects of deforestation have already been manifested through soil erosion, more frequent and dangerous floods, landslides, changes in water flows, desertification, etc. Many species of plants and animals are suffering from habitat destruction and climate conditions, because of forest area reduction.

The forest area of Arad county is 210,662 ha (27% of the county area), of which about 126,940 ha are owned by the Romanian State, while the rest is private property. Average forest area per capita in the county is aprox. 26 m<sup>2</sup>, which is a big cause for concern. To address the issue, the Arad County Council (ACC) launched the project 'Green in Arad' – *Verde in Arad*, based on the principle 'More forest for more life'. ACC established a coordinating working group, consisting of representatives of the partners: Arad Forestry District, Regional Environmental Protection Agency, forest profile high schools principals, ASA Ecological Services Company and the National Roads Company, local broadcasting TV station. For the plantation period of spring and autumn in 2008, 2009 and 2010 joint action plans were elaborated, including the identification of land areas meant for afforestation, the necessary number of participants, the acquisition of the required working tools, as well as, the spawns, the preparation of advertising materials and communication protocols with local and regional media. A collaboration protocol, between ACC and the environmental high schools, was signed for the participation of about 50 students daily during the plantation period in spring and autumn of 2008, 2009 and 2010 for the activities of sanitation and afforestation. A cooperation protocol between ACC and ASA Ecological Services Company and the National Roads Company was also signed for the sponsorship of advertising materials meant to improve people's awareness.

A total of 1025 participants (students, volunteers – individuals and employees from the partner organisations) were involved in the afforestation and forest sanitation activities between 2008-2010. For two days ACC provided a planting group of 40 volunteers from Spain, Estonia, Czech Republic, Poland, Finland and Hungary. After planting, each lot was taken care of by those who planted it; 95% of the planted spawns have reached the stage of vegetation. The health condition of each new forest was monitored by local experts from Arad Forestry District. The project succeeded in restoring 15 ha of forest during 2008-2010, with great benefits for the inhabitants of the county. Costs would have reached about 520,000, if labour and planting material had been purchased. Yet ACC managed to maintain a low cost for the afforestation – about €1200 spent over three years for the whole campaign, with great benefits to the quality of life of the county inhabitants: the equivalent of 270 million cubic meters of air has been restored.



# INTEGRATED WASTE MANAGEMENT SYSTEM IN CLUJ COUNTY

Submitted by Cluj County Council

## Contact details of lead applicant

**Organisation** Cluj County Council  
**Address** 58 21 December 1989 Boulevard  
 Cluj-Napoca, Cluj County  
**Country** Romania  
**Web address** www.cjcluj.ro/managementul-deseurilor

**Contact Person** Tise Alin  
**Function** President of Cluj County Council  
**Email** infopublic@cjcluj.ro

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

Waste management, waste collection, biological treatment, recycling



## Case description

The overall objective of the project is to support the preparation of a sound project pipeline in Cluj County for an integrated municipal solid waste management system, to be funded by the European Regional Development Fund (ERDF). The project will be developed in Cluj County, which is located in the North-Western Region of Romania, and its time horizon is 30 years. 'Integrated Waste Management System in Cluj County', as its name clearly states, is an integrated project, which encompasses the entire territory of the County of Cluj and includes the following facilities:

- The Integrated Waste Management Centre in Cluj-Napoca, which contains a technical area, with a mechanical-biological treatment facility and a sorting facility, a storage area for waste and an area for further development;
- three transfer stations in the city of Gherla, the town of Huedin and Mihai Viteazu commune, where the waste is compacted, transferred into large capacity trucks and transported to the Integrated Waste Management Centre. The project also includes the closure and cleaning of the existent non-compliant urban dumpsites in the cities of Cluj-Napoca (Pata Rât site), Turda, Câmpia Turzii, Gherla, Dej and the town of Huedin.

The proposed project seeks to resolve the significant environmental and operational problems related to waste generation and management, and to develop an integrated waste management system in Cluj County that will improve the living conditions of its citizens and support Romania in achieving the waste management targets imposed by the Accession Treaty. The system will be in full compliance with EU and national environmental principles and legislation and will address all elements of waste management, namely from waste prevention and waste collection to disposal of residues. The proposed system is tailored to the needs of the county and it was identified as being the most cost-effective and affordable for the citizens.

The specific goals that the proposed system seeks to achieve include: The prevention of the waste generation *via* the promotion of home-composting and raising of public awareness; The increase of the connection rate to sanitation services in rural areas to reach 100% from the 92% that it is today; The compliance with landfill and packaging Directives, the IPPC Directive, the waste framework Directive, the WEEE Directives and respective Romanian legislation, *via* the implementation of selective collection and the construction and operation of a sorting plant and a biodegradable waste treatment plant; The overall reduction of waste disposal into the landfill; The protection of the environment and public health *via* the construction and operation of a compliant landfill and the closure of the existing non-compliant landfills; The strengthening of the capacities of Cluj County in relation to waste management, as well as, to the implementation and monitoring of waste management work; Raising the awareness of the citizens in relation to the benefits derived from the project implementation, as well as, how they should change their habits in relation to waste collection and management.



# ECO SCHOOL PATROL

Submitted by Roman City Hall

## Contact details of lead applicant

**Organisation** Roman City Hall  
**Address** Roman Voda square 1  
 611022, Roman City  
**Country** Romania  
**Web address** www.primariaroman.ro

**Contact Person** Irina Mariana Scortanu  
**Function** Inspector of the Environmental  
 Protection Department  
**Email** mediu@primariaroman.ro

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Eco attitude, eco-education, mechanical press

## Case description

In 2010, the city launched the challenge of Roman 'Eco School Patrol', a local project with a real potential for regional expansion. All educational institutions have freely expressed their desire to join, providing volunteer members who have created the 'Eco School Patrol' (180 pupils + 18 coordinators = 198 eco-volunteers). The students and coordinators have been supplied with waistcoats, from the City Hall, for the specific activities they have undertaken: Sanitation of delineated areas: removal of packaging and other types of existing waste on sidewalks, roads, and green spaces; Educating people who are on bad terms with the law.

Throughout 2010, the eco-volunteers were included in many educational activities: 'World Environment Day', 'European Mobility Week', 'Let's Do It Romania!'. For the first year of implementation they organised a solid team of eco-volunteers who would become further trainers for eco-attitudes. The ecological events calendar of 2010, carried out by volunteers: Forest Month, planting seedlings in two locations, approx. 1,500 seedling plants; Earth Day, removing waste around educational institutions; World Environment Day, cleaning the city; European Mobility Week, educational activities, outdoor games, sporting events and figures made of balloons; World Cleaning Day, cleaning of access roads to the institutions and to homes; Let's Do It Romania!, sanitation campaign in the outskirts of the city, where they gathered around 400 bags of packaging and municipal waste. The municipality accepted new eco-volunteers and their number is expected to reach around 250 for the year of 2011; these are pupils who have not yet reached the age of maturity, they are the target group of the project, along with other pupils, teachers and parents.

In 2011, the Municipality will implement within high schools (for the first year, then in 2012 will extend to all schools and in the third year – 2013 – will extend to the Homeowners Associations) a system of compressing packaging waste of the PET-type, by making a mechanical press in two technical colleges (Petru Poni and Miron Costin colleges), who have classes in mechanical engineering. The press model (pattern) is done by a professional engineer teacher. The team will make 10 presses in the first year of implementation (2011), 20 presses in the second year of implementation (2012) and 70 presses in the third year (2013). The presses will be manufactured by the technical colleges' own resources (metals 100% recovered from the mechanical workshops) and with financial support from Roman City Hall (which will bring the necessary additional materials). The college pupils will make the presses. They will work during the practical classes and, under the guidance of specialist teachers, will make this innovative system of reducing the volume of PET packaging waste, which uses only the physical force of man (with a lever system) and not conventional natural resources (electricity, etc.). On the internet there are no offers for the targeted segment. Only high-capacity presses are identified online, they use electricity and the prices are inaccessible to a local government, especially in the current period.



# SELECTIVE WASTE COLLECTION SYSTEM IN CARACAL CITY

Submitted by Caracal City Hall

## Contact details of lead applicant

**Organisation** Caracal City Hall  
Address Piața Victoriei Str. 10  
235200, Caracal, Olt County  
Country Romania

**Contact Person** Sorina Varia  
Function Inspector Caracal City Hall  
Email varia.sorina@yahoo.co.uk

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

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

## Key words of project

Selective waste collection system

## Case description

The project is addressed to the entire community of Caracal City, meaning the 34,625 inhabitants of the residential area, which includes 7200 apartments managed by 22 owners' associations and 4905 houses. This project introduces a new system for this part of the county, the selective waste collection system. It is expected that the target group, in this case the city residents, will react positively and adapt in a short time to these waste collection practices. This selective waste collection system will reduce the amount of waste to be deposited in the ground, creating well-designed pre-collection platforms, with concrete platforms, drains, bins with tight closure for the specific category of waste, leading to a significant reduction of odours and dirt.

This project is a response in accordance with environmental standards and directives in the waste sector to a number of specific needs of the process of securing health and safety conditions against the actions of harmful environmental factors for the citizens of the local community:

- the need of eliminating and recycling the municipal waste;
- the need to improve living standards by providing public services in the waste sector, to the quality and quantity required to a city of this size.

The project contributes to:

- preserving, protecting and enhancing the environmental quality;
- protection of human health;
- sustainable use of natural resources.

The objectives are set in order to allow the implementation of the National Development Plan priorities and the EU directives on waste sector in order to increase the volume of attracted investments, support environmental rehabilitation, increase the quality of life in local communities, and to protect public health.



# GET INFORMED, BE AWARE AND PROTECT

Submitted by Bucharest City Hall

## Contact details of lead applicant

**Organisation** Bucharest City Hall  
**Address** Splaiul Independenței Str. 291-293  
 6<sup>th</sup> District  
**Country** Romania

**Contact Person** Tatiana Cîrstea  
**Function** Office Manager  
**Email** tatiana.cirstea@yahoo.com

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Education (higher and lower), training and learning

## Key words of project

Environmental protection, dissemination of knowledge, ecologist behaviour, get informed, be aware, new attitude, skills, promotion, awareness, volunteers

## Case description

Bucharest City Hall, through the Ecological and Civic Education Office, pays special attention to the achievement of responsible attitudes, both proper and lasting, concerning the importance of environmental issues.

This office has, for ten years now, carried out intense activities in the area of education, addressed to children in public schools (also including high schools and colleges). The thinking was that the basis of their activity would target a wide range of actions in the environmental domain, especially the extension of formal youth education – from the public teaching system, to an informal education, meant to identify practical solutions to educate them on ecological behavior through creative methods. This education is able to convince the children to make the step from the basic level as a nature lover to the action level as a keeper and defender of the environment, by presenting the attitudes and skills training necessary for understanding the interrelations between people, culture and the environment.

Three major groups have been identified as important targets: kindergartens, elementary schools and the high-school system. The environmental education office supported lessons in a participatory and interdisciplinary manner for nearly 2000 children per year. The themes presented included: natural resources, biodiversity and global warming, using as the main method thematic discussion groups, which focused on data centralisation specific to different age groups. The accumulation of knowledge has been managed, and is necessary to emphasise the positive evolution of the ecological attitude of the children who participated in these workshops. The short programmes were administered through interactive lessons, addressed to the three target groups, using a variety of topics from the complex problem of environmental protection, according to the age of the chosen group.

Since last year, taking into account the results, both quantitative and qualitative, the project has acquired a new dimension, from the multipliers point of view. Beginning with this year, they are building a volunteer team at the high school level in order to involve them as trainers for children at the middle level. It has been observed that the best method to disseminate information to young children is that of sharing it through older pupils, who become role models. This method aids in developing self-confidence among the youngest, which in turn will expand the breadth of this project. From the analysis of the centralised data of their ten year project, ever-improving means of informal education can be ascertained. This enables them to answer the children's continuously new questions.

# THE SITxell PROJECT – INTEGRATING NATURAL VALUES AND ECOSYSTEM BENEFITS INTO LAND PLANNING

Submitted by Diputació de Barcelona / Barcelona Provincial Government

## Contact details of lead applicant

**Organisation** Barcelona Provincial Government  
**Address** Comte d'Urgell 187  
08036 Barcelona  
**Country** Spain  
**Web address** [www.diba.cat/parcsn/sitxell/eng](http://www.diba.cat/parcsn/sitxell/eng)

**Contact Person** Carles Castell  
**Function** Head of the Office for Land Analysis and Planning  
**Email** [castellpc@diba.cat](mailto:castellpc@diba.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Strategic land planning, GIS, green infrastructure, public partnership



## Case description

The most important challenge for conservation in Europe is to make nature compatible with human land uses. Natural core areas are now largely preserved under Natura 2000, a representative system of protected areas that conserve the most valuable species and habitats. Nevertheless, the loss of biodiversity is still going on, mainly because natural areas outside Natura 2000 sites have no formal protection and the maintenance of ecosystem functionality across the entire landscape is not warranted. The European Commission is discussing the so called 'Green Infrastructure' concept as a key approach to formulate the post-2010 policy response to biodiversity loss. The objective is to help reconnect existing nature areas and improve overall ecological quality through a more balanced use of land. One of the most effective ways of building a green infrastructure is to adopt a more integrated approach to land management, through strategic level land planning. This allows a multidisciplinary and large geographical scale tactic that facilitates planning proposals, and also promotes consensus among sectors, based on precise land information and analysis.

The 'SITxell' project was born in 2001, under these principles, in the Natural Areas Department of the Barcelona Provincial Government. This Government has been a pioneer institution in protecting natural areas since 1972. In recent years the main concern was to spread conservation initiatives and integrated planning from protected areas to the whole territory. The aim of the 'SITxell' project is to set up a territorial information system covering the open areas of the province of Barcelona. On the technical side, 'SITxell' is a project of land analysis and planning based on multidisciplinary territorial data about open areas, and including hundreds of types of geology, hydrology, flora, habitats, fauna, landscape ecology, cultural heritage, farming, forestry, etc., generated by scientific teams. The specific feature of 'SITxell' is that it incorporates accurate and reliable expert assessment and valuation of land structures and dynamics, including elements of interest, risks, and potentialities. This consistent, independent and integrated land evaluation makes the political component of 'SITxell' possible. This is, to influence spatial land planning at the municipal and regional level, by offering the information and criteria to competent public administrations, and also by promoting consensus with the private sector and stakeholders.

Nowadays, 'SITxell' is a consolidated project, offering free of charge land analysis information and planning criteria that are used by the main public administrations with responsibilities including spatial land planning by private enterprises, specialists and NGOs. The Barcelona Provincial Government applies its data and criteria in all land policies, from protected area planning to urban and infrastructure strategies. The Catalonia Regional Government also uses 'SITxell' information and approach at a higher scale, *i.e.* in strategic regional land planning. The extensive application of 'SITxell' is helping to construct a new paradigm of open area values and benefits, and to apply it to spatial land planning. This role of 'SITxell' has been recognised by the EU, which has selected it as an example of good practice for developing the Green Infrastructure initiative.



# REMOTE MANAGEMENT, USE OF NON-DRINKING WATER, AND LOCAL LEGISLATION – A GLOBAL SOLUTION FOR EFFICIENT WATER MANAGEMENT IN SABADELL’S GREEN AREAS

Submitted by Ajuntament de Sabadell / Municipality of Sabadell

## Contact details of lead applicant

**Organisation** Municipality of Sabadell  
**Address** Pau Claris 100, 08205 Sabadell  
**Country** Spain

**Contact Person** Joan Gual i Martv  
**Function** Technical Manager  
**Email** jgual@ajsabadell.cat

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

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

## Key words of project

Non-drinking water, remote management, irrigation, local legislation, green areas



## Case description

Sabadell is a city of over 200,000 inhabitants, with a gardened area of more than 190 ha. It is located in northeast Spain, a region with frequent periods of rainfall shortages, in which drinking water has become a scarce resource. Different sources of non-drinking water, such as water from wastewater treatment plants or former catchment points in wells and mines are therefore encountered in the city. In an increasingly global context, water management is essential, and there is a need for implementing innovative management systems that prompt efficiency and savings. Hence this project includes the use of non-drinking water, the remote management of irrigation to adapt consumption to real climatic needs, the improvement of less efficient irrigation networks, and the legislative regulation of water use and saving.

This project has been undertaken on a joint basis by the City Council's areas of sustainability and maintenance and has arisen from an initiative, the first of its kind in Spain, for the remote management of irrigation and use of non-drinking water. This management system was initially introduced to irrigate green areas close to the River Ripoll. Later, the approval of the *Pla director d'utilització d'aigües externes a la xarxa d'aigua potable a Sabadell* (Master Plan for the Use of Water from Outside Sabadell's Drinking Water Network) and the execution of work associated with this Plan, the start of extension work on the River Sec wastewater treatment plant to incorporate Membrane Bioreactors (MBR) for tertiary treatment, and the approval of the bylaw regulating water uses and savings, prompted Sabadell to implement the efficient management of all water resources available for the city's green areas.

This project has involved numerous measures in different fields. These measures notably include the installation of equipment for treating non-drinking water to make it suitable for irrigation, the construction of a parallel network to distribute non-drinking water, the implementation of a communications system to operate the irrigation network *via* the internet, and the drafting of local legislation to regulate the implementation of this project and to limit water consumption and use. Diverse sustainability benefits have now been yielded. These include the release of drinking water network resources, savings in water resources destined for irrigation, and a reduction in the fuel and the time necessary to manage irrigation networks. The most recent measures taken in 2010 have ensured that over 80% of the city's automatic irrigation zones are now remotely managed, the irrigation network has been restructured to improve efficiency in over 60,000 m<sup>2</sup> of green areas, and a total of 100,641 m<sup>3</sup> of drinking water has been released.



# THINK GREEN – THE BUSINESS CASE OF RENEWABLE ENERGIES IN SPAIN

Submitted by Ministry of Industry, Tourism and Trade

## Contact details of lead applicant

**Organisation** Ministry of Industry, Tourism and Trade  
**Address** Paseo de la Castellana 160  
 28071 Madrid  
**Country** Spain  
**Web address** www.mityc.es/energia/electricidad

**Contact Person** Pablo Burgos Casado  
**Function** Area Manager  
**Email** pburgos@mityc.es

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Energy, renewable, green

## Case description

The Energy Sector is very important in almost every country in the world. It is also a field that is extremely dynamic and ever changing, especially since green energies have appeared and been changing the rules of the game. On 27 September 2001, under the policies and recommendation of the White Paper 'Energy for the future: renewable sources of energy', the European Union approved Directive 2001/77/CE of the European Parliament and of the Council on the promotion of electricity produced from renewable energy sources in the internal electricity market. Already aware of the requirements of the Kyoto Protocol, the European Union launched the development of renewable energy by aiming for 'the global indicative target of 12% of gross domestic energy consumption by 2010' through the use of renewable sources of energy.

In Spain, a change in energy policy took place, built on renewable, and in particular, solar photovoltaic energy. The government's zeal to impel renewable energy led to strong growth in the industry and in related employment. Solar photovoltaic energy began to be massively deployed in Spain from 2004 to 2008. Through that time, three economic regimes have come into effect; thanks to the appealing guaranteed retributions, these policies greatly encouraged development of the industry. In 2008, Spain would become the second-largest country in installed capacity of solar energy, surpassed only by Germany. This impulse has come into force due to very important regulations in this area: Royal Decree 436/2004 (2004-2006), RD 661/2007 (from June 2007 to September 2008), RD 1578/2008 (starting on 29 September 2008) and RD 1565/2010 (starting on 19 November).

In order to control these regulations, and manage the large amount of information and procedures related to them, the Ministry of Industry, Tourism and Trade has created three important applications for this purpose:

- PREFO (Register of pre-pay for the production of electricity through solar photovoltaic technology). This application has managed more than 10,000 requests, with more than 6000 installations already included in the registry.
- RIPRE (Register of Power Generation Plants in the Special Regime). It is the system designed to allow Regional Administrations to communicate to the Ministry the information relative to the Special Regime according to the instructions announced by the Royal Decree 661/2007. This application also lets managers in the Ministry deal with all information, work with it and extract from it valuable data.
- TEMIS (Innovative Thermoelectric Facilities Registration) is the system that allows people to send a request *via* the internet to benefit from the complementary economic system of innovative thermoelectric facilities. These three systems are, however, only a small example of the clear and important commitment that the Ministry of Industry, Tourism and Trade, and, of course, the whole government in Spain has made, and continues to make.



# PLAN OF MUNICIPAL EFFICIENCY IN PUBLIC LIGHTING

Submitted by European Grouping of Territorial Cooperation Duero-Douro

## Contact details of lead applicant

**Organisation** European Grouping of Territorial Cooperation Duero-Douro  
**Address** Plaza Egido s/n. 37173 Trabanca (Salamanca)  
**Country** Spain  
**Web address** www.duero-douro.com

**Contact Person** José Luis Pascual Criado  
**Function** General Director  
**Email** comitedegestion@duero-douro.com

## Administrative level of lead applicant

Local

## Size of organisation

1-25

## Number of people involved in the project

6-10

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Energy efficiency, sustainability, rural development, active citizenship, economic and energy saving

## Case description

The Project for Energy Efficiency in Public Lighting of the Border is based on the 2000 ESE Plan which has as its primary objective to install a lighting system that is energy efficient, while also being environmentally sustainable. In general, policies and actions aimed at achieving savings and greater energy efficiency of a country or community are beneficial because: they will generate benefits in terms of economic competitiveness; there are environmental benefits from reducing emissions; they will improve the balance of payments, by reducing energy bills. Savings and improved energy efficiency in Spain will mean lower emissions of greenhouse gases, mainly carbon dioxide (CO<sub>2</sub>) and methane (CH<sub>4</sub>). Municipalities, as local management units and due to their proximity to citizens and their knowledge of the reality of the city, play an important role in implementing sustainable energy policies.

For these reasons in 2009, a multidisciplinary team of the EGTC Duero-Douro has collected information about consumption and energy expenditure of all member institutions in Spain to be included in the Project for Energy Efficiency in Public Lighting. Through it, the EGTC wants to achieve the modernisation of efficient lighting systems throughout the country. From the documentation provided by each member, the Regional Authority for Energy and the Institute for Energy Diversification and Saving (IDEA), will fund energy audits and propose a series of corrective measures adapted to the needs and consumption of each entity. There will be an energy audit by all municipalities, since each zone may have its own system and different lighting needs. This depends on several factors: Types of light bulbs; Power (W); Auxiliary equipment; Luminaires: types, sizes, maintenance; Hours of Operation; Condition and cleanliness; Presence of savings schemes: presence detectors, natural light detectors, temporary switches; Operation of lighting (manual, automatic, areas, etc.).

From that moment on, the EGTC will require the replacement of lighting systems among energy service companies. The cost of these changes will be sustained entirely by the contractor. In return, each member of the EGTC is committed to continue paying four to five years after the renewal of the lighting systems, maintaining the same spending as before the remodeling. After this period of repayment, each member of the EGTC will notice a substantial savings in its energy bill, nearly 40%, or even higher.

Therefore, this project will include at least the following sections:

- Optimisation of the energy bill: electricity and gas.
- Energy Audit: Making general and annual consumption data.
- Analysis of blocks and use of the process and equipment description with its use.
- Public lighting: consumption and implementation measures of efficiency.
- Technical assistance in the implementation of efficiency measures.

# RADICAL INNOVATION IN ENERGY POLICY AND MANAGEMENT OF TOWNS AND CITIES IN THE PROVINCE OF BARCELONA – THE PUBLIC-PRIVATE PARTNERSHIP (PPP) AS AN OPPORTUNITY FOR AN EFFECTIVE CLIMATE PROTECTION POLICY

Submitted by Barcelona Provincial Council – Environmental Services

## Contact details of lead applicant

**Organisation** Barcelona Provincial Council – Environmental Services

**Address** C/ Urgell 187, 08036 Barcelona

**Country** Spain

**Contact Person** Domènec Cucurull i Descarrega

**Function** Head of the Environment Department

**Email** cucurulldd@diba.cat

## Case description

Barcelona Provincial Council, through the Department of Environment, has been promoting and coordinating a radical change in the energy management of local communities since early 2009. The change faces two challenges: the achievement of maximum efficiency and the massive entry of those municipalities into the production of renewable energy who are taking advantage of the availability of the resources that exist in this province (biomass, solar energy, wind, geothermal and others yet to be explored). This produces a double benefit, environmental and economic: a reduction in CO<sub>2</sub> emissions, which must be more than 20% by 2020, a reduction in consumer spending bills, and increased revenue by selling new electricity produced by local authorities.

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Local Agenda 21, Covenant of Mayors, investments, photovoltaic, energy efficiency, public buildings, ESCOs

Changing energy management of local communities is an initiative that meets environmental and economic needs. Despite the fact that all of the components are beneficial, both for society and for the municipalities themselves, until now the Barcelona Provincial Council did not have the chance to develop it because the initial investment to be made is beyond the capacity of most local communities, especially medium and small ones. In order to bypass this barrier, the Department of Environment of the province of Barcelona, is implementing new solutions through the ER-DIBA project and other initiatives that have their historical origins in the first programme of Local Agenda 21 of this institution. They have established a cooperative framework between energy saving and producing specialised investors and municipalities. Investors provide new capital and knowledge, which has to be transformed into facilities, and municipalities provide soil, buildings, and infrastructure.

To ensure a satisfactory return for each of the stakeholders, a balanced benefit distribution mechanism was established:

- Energy efficiency and saving measures: economic savings are distributed equally between investors and municipalities;
- Local energy production: there are several PPP models. Usually municipalities rent the space where the infrastructure is installed, and investors sell the energy produced to the market.

Barcelona Provincial Council has been a pioneer in the promotion of Local Agenda 21 processes and the Covenant of Mayors among the municipalities in the province of Barcelona. Given the current economic crisis and the financial problems that the municipalities face, a scheme was designed, which is also innovative, to establish a public private partnership (PPP) that enables the execution of renewable energy and energy efficiency projects in municipal buildings and, at the same time, local councils do not go into debt. Therefore, Barcelona Provincial Council has achieved a line of credit for investments of up to €500 million. The European Investment Bank (EIB) provides 50% of this amount; two local financial institutions contribute 25% (*la Caixa* and *CatalunyaCaixa*); and the remaining 25%, comes from Energy Service Companies (ESCOs). Thus, the task of Barcelona Provincial Council is to collect and promote policies and resources to reduce the impact of global warming in the 311 municipalities of the province.



# ECOGPPxLA – IMPLEMENTATION OF ECODESIGN IN GREEN PUBLIC PROCUREMENT OF URBAN FURNITURE FOR LOCAL AUTHORITIES

Submitted by Barcelona Provincial Council – Area of Infrastructures, Urbanism and Housing

## Contact details of lead applicant

**Organisation** **Barcelona Provincial Council**  
**Address** Carrer Comte Urgell, 187 Ed. Relotge, 2a Planta 08036 Barcelona  
**Country** Spain  
**Web address** [www.diba.cat/seep/ECOGPPxLA\\_media\\_campaign.asp](http://www.diba.cat/seep/ECOGPPxLA_media_campaign.asp)

**Contact Person** **Montserrat Reus**  
**Function** Responsible for Diputació of Barcelona Urban Furniture Programme  
**Email** [reusmm@diba.cat](mailto:reusmm@diba.cat)  
[s.equipamentsep@diba.cat](mailto:s.equipamentsep@diba.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

6-10

## Type of sector

Management and development of urban and public space

## Key words of project

Public space, urban furniture, ecodesign, local authorities, Green Public Procurement (GPP), innovation, public awareness rising on recycling, recycled plastic, litter bins, benches, Life Cycle Analysis (LCA), Certified Forest Stewardship Council (FSC)



## Case description

*Diputació of Barcelona* (Barcelona Provincial Council - [www.diba.cat](http://www.diba.cat)) is a Spanish local government institution that promotes the progress and welfare of the public within its territorial boundaries. Currently the province of Barcelona is a network of 311 municipalities with 5.4 million inhabitants in an area of 7719 km<sup>2</sup>. One of the main areas of responsibility of the provincial councils in Spain is to provide legal, technical and economic support and to cooperate with the Province's town councils and local authorities.

The urban furniture Programme is a specific way to support the local authorities of the Barcelona Province. Its goal is to contribute to the improvement of local public space (squares, streets, parks, etc.) through the distribution of high quality, useful, comfortable and innovative urban furniture items. The Programme has existed since 1990, and for over 20 years it has continuously worked to keep improving the quality of the elements. The urban furniture Programme has been a pioneer in several aspects: in 1996 and 2004 with a bench design (accessibility, ergonomics, certified wood); in 1999 by creating a selective litter bin with several compartments (organic, inorganic and batteries); in 2006 they introduced a new product for the integration of elderly people into public space: training and health spaces for the elderly – an outdoor track of soft exercises specially designed to improve the physical conditions of the elderly and to enhance their well-being.

Currently, there are three main elements in the urban furniture Programme: 1. Training and health spaces for the elderly; 2. Benches and 3. Litter bins. During the current term of office (2008-2011) a total of 290 local authorities are benefiting from 7796 units of these urban furniture products, which are 100% subsidised by the Diputació, equalling €3,206,924.96. In all these elements, Green Public Procurement (GPP) criteria have been used in order to select materials and products with low environmental impact but with high quality performance, for instance, requirements on the use of renewable materials (certified wood), end of life product recyclability, substitution of hazardous substances or durability and extended function.

The latest innovation field on which the urban furniture Programme now focuses is ecodesign and lifecycle criteria implementation for product selection. Ecodesign is the design that allows a product's environmental impact to be minimised during its whole lifecycle (from raw materials extraction, production, use and end of life waste management/disposal). These criteria have been used to select a litter bin made of 100% recycled plastic. More than 1000 units of these litter bins have been purchased by Diputació and distributed in 2010, across 75 local authorities. Implementation of these ecodesign criteria has saved 33 metric tones of CO<sub>2</sub> (vs. use of conventional non recycled product). Overall, the methodology by which ecodesign criteria have been implemented in the green public procurement strategy may easily become a reference model for local authorities of the province, as shown by the fact that the other two Provinces of the Catalan Autonomous Region – Girona and Lleida – have followed some aspects of the model for their respective territories.



# CONSTRUCTION OF A NON-DRINKING WATER NETWORK IN VILADECANS

Submitted by Ajuntament de Viladecans / Municipality of Viladecans

## Contact details of lead applicant

**Organisation** Viladecans City Council  
**Address** Jaume Abril 2, 08840 Viladecans  
**Country** Spain

**Contact Person** Carmen Pérez Figueras  
**Function** Responsible for European Projects  
**Email** cperezf@viladecans.cat

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Reuse water, municipal network, non-drinking water

## Case description

Viladecans is a city located on the Mediterranean coastline, some 12 km. south of Barcelona. It covers an extension of approximately 21 km<sup>2</sup> and has a population of 64,681 inhabitants (2010). Since 2001 the green areas have increased by 40% now covering 84.72 ha.

Viladecans Council has embedded itself in sustainable development, by preserving natural resources and contributing to the eradication of overexploitation of natural resources. This means the necessity of optimising water management and improving efficiency in the use of water. In 1996, the City Council prioritised water saving and water reusing in Agenda 21. The Reused Water Net Project was presented to the Cohesion Fund in May 2003, and was approved by the European Commission in October 2003. The project aims to use 500m<sup>3</sup>/day of the effluent coming from the waste water plant Gavà-Viladecans, and complement that with non-drinking water from aquifers. This part of the effluent will be treated for non-drinking purposes and will be connected to the reused water net. At the moment, this net is connected to the aquifer at the end of the waste water plant enlargement building.

This project, proposing the use of new local water resources in Viladecans, implies using regenerated water and well water for irrigating the Viladecans green areas and cleaning its street, is an innovative project as it proposes the use of such resources to irrigate all the green areas covering a surface of 31.2 ha. It is, in fact, a proposal to implement different water resource supply networks in order to meet the different purposes the water is currently used for in Viladecans.

This project to reuse part of the waste water treated at the Gavà – Viladecans purification plant, implies a decrease of the water the plant currently sends to the sea. The project allows to reuse 180,000 m<sup>3</sup> per year, meaning that 4.8% of the total flow treated by the plant would not be dumped into the environment. On the other hand, the use of this treated water and the water extracted from the wells to irrigate the green areas and clean the streets of Viladecans, also involves a saving of drinking-water resources quantified at 268,000 m<sup>3</sup> per year; 7% of the current consumption (180,000 m<sup>3</sup> of regenerated water and 88,000 m<sup>3</sup> of phreatic water).





# FIRST CROSS-BORDER URBAN ECOLOGY AGENCY OF THE EUROPEAN UNION

Submitted by Eixo Atlántico do Noroeste Peninsular

## Contact details of lead applicant

**Organisation** Eixo Atlántico do Noroeste Peninsular  
**Address** c/ Bolivia 4 Bajo, 36203 Vigo (Pontevedra)  
**Country** Spain  
**Web address** www.eixoecologia.org

**Contact Person** Xoan Vázquez Mao  
**Function** General Secretary  
**Email** sg@eixoatlantico.com

## Administrative level of lead applicant

Regional

## Size of organisation

1-25

## Number of people involved in the project

11-15

## Type of sector

Regional policy and development, decentralisation

## Key words of project

Competitive, environmental sustainability, Euroregion Galicia-North of Portugal, synergy, innovative management



## Case description

The candidate project is the creation of the first cross-border Urban Ecology Agency of the European Union. Given the need for a new model of sustainable development for cities, on the one hand, and to optimise existing resources, on the other hand, in 2009 *Eixo Atlántico do Noroeste Peninsular*, in collaboration with the Galician Regional Government (*Xunta de Galicia*), created the Urban Ecology Agency of Eixo Atlántico (*Eixoecologia*).

The idea was to create an innovative instrument, which gives technical support to municipalities from the Galician – North of Portugal Euroregion, offering them management tools and specialised training, generating resources, developing studies and conducting dissemination and outreach activities.

Thus, the project was developed in the context of another larger project, funded by the cross-border cooperation programme, Spain – Portugal (POCTEP). This project, called 'EIXO', was approved in the first call of that programme, which had as its main target the consolidation of the development of the cities of Eixo Atlántico and the creation of a competitive Euroregion from improvements in local government capacities and their economic, socio-cultural and environmental development.

Therefore, 'Eixoecología's creation' was oriented towards the improvement of environmental policies from the municipalities, thus positioning itself as a common structure to support local environmental policies that allow for creating cooperation synergies, scale economies and further success on the implementation of concrete actions for sustainable development and implementation of EU regulations, in national and regional legislation.

In this context, 'Eixoecología' supports improved governance of local authorities and improved municipal environmental policies through sustainable strategic planning at the municipal level in the Euroregion Galicia – North of Portugal. Thus, 'Eixoecologia' was born with the main objective to address two major challenges facing the urban systems: the movement to a more sustainable development model and entry into the knowledge society and expanding new technologies from a bottom-up approach, starting from the level of government closest to citizens' reality: the municipalities.

# THE BARCELONA MORE SUSTAINABILITY CITY COUNCIL PROGRAMME

Submitted by Barcelona City Council

## Contact details of lead applicant

**Organisation** Barcelona City Council  
**Address** Torrent de l'Olla, 218-220, 5th floor  
08012 Barcelona  
**Country** Spain  
**Web address** [www.bcn.cat/agenda21/ajuntamentsostenible](http://www.bcn.cat/agenda21/ajuntamentsostenible)

**Contact Person** Mar Campanero Sala  
**Function** Project Manager  
**Email** [mcampanero@bcn.cat](mailto:mcampanero@bcn.cat)

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

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

## Key words of project

Sustainable public procurement, greening local economy, leading by example, Barcelona, LA21, learning in process, innovation through procurement, global commitment, life cycle approach, shared responsibility, transversality, participatory approach



## Case description

One of the priorities of the Barcelona City Council in terms of areas for action is the environmental and social improvement within its own activities. The internal initiatives are included in the More Sustainable City Council (+SCC) Programme, which is part of the Local Agenda 21 (LA21) and constitutes an example of the Council's local and global commitment to sustainability. Over the past 10 years, the City Council has proved its responsibility and power as a consumer (as emphasised in EC COM/2008/200 and COM/2008/397), and therefore it has undertaken decisive actions to improve its internal environmental management. In 2001, the Green Office Programme was approved to set an example by promoting green procurement and applying good environmental practices to the City Council's internal operations. After this positive experience, in 2006 the +SCC Programme was implemented in order to extend the Office initiative to the whole City Council, integrating ethical and social criteria that would allow the transition from 'green' to 'sustainable'. The Barcelona City Council has more than 2000 buildings and employs around 12,000 workers in a large number of departments and divisions that manage a decentralised procurement budget. The coordination and the dispersion of the strategy to the whole organisation is one of the main challenges of the +SCC Programme. The concepts of 'learning in process', 'empowerment', 'co-responsibility' and 'governance' are the basis of the strategy.

Some of the main achievements of the programme are as follows:

- €43 million spent in 2009 on green products and services, as well as €92 million on large economic 'greened' contracts (such as waste collection or lighting);
- €11 million spent on products and services from social insertion enterprises in 2009 and 2010;
- a reduction of €3.7 million kwh and 380 tonnes of CO<sub>2</sub> emissions per year, thanks to the increased efficiency of streetlights;
- a 58% reduction in drinking water consumption by municipal services, thanks to the increase in the use of subsoil water;
- a great increase in the rate of selective waste collection, reaching 67.6% (in weight) and 57.9% (in volume) of the total municipal office waste in the central buildings;
- the participation of at least 150 civil servants in permanent working groups, covering specific issues such as sustainable timber procurement, building and responsible procurement, amongst others;
- the participation of 271 civil servants in the +SCC Convention final event.

According to the +SCC Convention, Barcelona's efforts towards 'greening' its own organisation will focus on short term actions, such as achieving a 100% recycled paper usage, improving the waste collection or positioning the +SCC Programme at the highest level of the organisation. The priorities for the period 2016-2020 will be to deal with energy and water consumption by implementing the Municipal Buildings Energy Efficiency Plan or by reinforcing the installation of water saving systems. Other specific objectives for every department, district and autonomous municipal agency will also be defined for this period.

# MASTERPLAN CLEANTECH

Submitted by Swiss Confederation – Federal Office of Professional Education and Technology

## Contact details of lead applicant

**Organisation** Swiss Confederation –  
Federal Office of Professional  
Education and Technology

Address Effingerstrasse 27, 3003 Bern

Country Switzerland

Web address [www.cleantech.admin.ch](http://www.cleantech.admin.ch)

**Contact Person** Sebastian Friess

Function Head Innovation Policy Unit

Email [sebastian.friess@bbt.admin.ch](mailto:sebastian.friess@bbt.admin.ch)

## Administrative level of lead applicant

National

## Size of organisation

>100

## Number of people involved in the project

11-15

## Type of sector

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

## Key words of project

Resource efficiency, green economy, renewable energies, sustainability

## Case description

The Federal Administration's Swiss Cleantech Masterplan is devised for the purpose of improving Switzerland's innovation capacities, specifically in the area of cleantech. 'Cleantech' provides a huge opportunity for innovation and manufacturing in Switzerland, a means of creating jobs and maintaining living standards. At the same time, efficient and clean technologies play an important role in meeting global challenges, such as climate change, depletion of natural resources or increasing environmental pollution. For this reason, the Federal Department of Economic Affairs and the Federal Department of the Environment, Transport, Energy and Communications worked together to draft the Swiss Cleantech Masterplan (SCMP). With this plan, the federal government seeks to make Swiss cleantech companies more innovative by encouraging close cooperation between scientific, business, governmental and political stakeholders.

As a starting point, the 'Education - Research - Innovation – Market' value-added chain was analysed. The results clearly showed that there was room for improvement. The cleantech sector in Switzerland is essentially well-positioned and there is a broad knowledge base and also considerable specialisation. While the number of Swiss cleantech patent applications is increasing, Switzerland's share of cleantech-related patents worldwide has fallen slightly. Switzerland enjoys a strong position as far as foreign trade in cleantech products is concerned. Swiss exports of cleantech products and services are growing, albeit at a slower pace than Swiss exports in general. Furthermore, Switzerland's share of the world cleantech market is diminishing. Thus, Switzerland has lost some of its lead in the cleantech sector to international competition and has even fallen behind in some cleantech sub-sectors. These developments clearly run counter to the dynamic growth witnessed in the cleantech sector outside of Switzerland.

The SCMP establishes a vision and four objectives for the Swiss cleantech sector. It provides an overview of existing activities and services in the cleantech sector and analyses Swiss strengths and weaknesses in the fields of science, education and employment. In a final step, the SCMP defines areas of focus where improvements can be made. For each area of focus, specific policy recommendations are made to the federal government, cantons and companies.

Following the Swiss tradition of broadly discussing and analysing policy strategies together with the population, the SCMP was published on the internet (November 2010) together with an invitation from the Federal President, Doris Leuthart, to actively discuss the programme and to contribute to its improvement. Over the course of three months, a public audience was moderated and resulted in more than 100 responses and advisory opinions from all different organisational and institutional levels. Then, after closing the audience, the results report was included in the SCMP, and a new chapter of conclusions and more precise recommendations was elaborated upon and added. Currently, the SCMP is on its way to be adopted by the Federal Council of Switzerland and will eventually start a country-wide programme towards the extended use of renewable energies and a more resource efficient Swiss society.



# A STEP CHANGE – ABERDEEN CITY COUNCIL’S LEADERSHIP FOR A LOW-CARBON ECONOMY

Submitted by Aberdeen City Council

## Contact details of lead applicant

**Organisation** Aberdeen City Council  
**Address** 2<sup>nd</sup> Floor St Nicholas House  
 Broad Street Aberdeen AB14 0WH  
**Country** United Kingdom  
**Web address** www.aberdeencity.gov.uk

**Contact Person** Jan Falconer  
**Function** Manager Projects, Partnerships  
 and Funding  
**Email** jfalconer@aberdeencity.gov.uk

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

>15

## Type of sector

Public administration, modernisation, institutional affairs, reform

## Key words of project

Climate change, low carbon economy, energy, strategy, implementation

## Case description

The challenges of a low-carbon economy are economic, environmental and social. This is true for Aberdeen, the UK’s northernmost city. Aberdeen is an internationally significant city renowned as an Energy hub for the past 30 years. It is also the commercial centre that drives the North East of Scotland’s regional economy. This influence has enabled a rise in both living standards in the region and income levels that have been considerably above the UK and Scottish averages. In recent times there have been significant engineering developments such as the manufacture of renewable technology using Aberdeen as the base.

The Aberdeen City Council takes seriously the European Union signals regarding the environment and in particular Climate Change. In 2001 it agreed and started implementing its Local Agenda 21 Action Plan, Agenda 21 being the United Nations’ action plan for Sustainable Development. It focused particularly on climate change, procurement, fair trade, global footprinting, construction, waste, biodiversity and community awareness. Adopting Agenda 21 has seen the Council’s own corporate policy pre-empting National (UK and Scottish) and even EU policies.

Moving towards a low-carbon economy has been Aberdeen City Council’s aim for more than 12 years. Before required, the Council aimed to meet the environmental challenges that lay ahead by identifying opportunities to make improvements. The Council has opted to take a ‘leadership by example’ role for the city by being an early implementer of UN initiatives. It is working with other European partners to learn and change, as well as developing policy and practical examples to benefit the city, service users and tenants. The Council has also delivered innovative infrastructure and community initiatives to advance its position under its continuing Carbon Management Plan and a plethora of evolving strategies, programmes, policies and plans. This places the Council in an advantageous position to address Europe 2020.





# BITES PROGRAMME

Submitted by Belfast City Council

## Contact details of lead applicant

**Organisation** Belfast City Council  
**Address** Cecil Ward Building  
 4-10 Linenhall Street  
 Belfast, BT2 8BP  
**Country** United Kingdom

**Contact Person** Martin Doherty  
**Function** Waste Manager  
**Email** dohertym@belfastcity.gov.uk

## Administrative level of lead applicant

Local

## Size of organisation

>100

## Number of people involved in the project

1-5

## Type of sector

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

## Key words of project

BITES Waste Belfast

## Case description

With support from key sustainability stakeholders in Northern Ireland, such as the Carbon Trust, Invest NI, the Waste Resource Action Programme (WRAP) and Business in the Community (BitC), Belfast City Council's Waste Management and Economic Initiative Services have adopted a 'one Council' approach for a number of years by partnering to develop and implement a range of projects and programmes aimed at promoting sustainable development within the Belfast business community. This was further bolstered last year when the DOE Minister, under the banner of 'Zero Waste', emphasised that he and the NI Government wanted clearer links to be made between resource efficiency, environmental improvement and wealth creation.

One of the key strands of this inter-service partnership has been the development and roll-out of the Business Improvement through Environmental Solutions (BITES) Programme. This programme was launched in 2007, and is designed to improve the sustainability of a small number of local businesses by facilitating them to introduce environmental management policies, reduce environmental liabilities and enhance their compliance with environmental regulations. 'BITES' was developed as an annual assistance programme for local businesses, which allows a select group of 12 businesses to collaborate and review their environmental performance through a business prism in order to develop a holistic approach to their operations. The aim is that, in doing so, they will also raise profits as well as deliver greater resource efficiency and increase their market share and competitiveness.

'BITES' focuses upon five key modules consisting of (i) waste (ii) procurement (iii) water (iv) logistics and (v) energy, which businesses consider in a structured manner in order to test how they can improve their sustainability by reviewing their regulatory compliance and increase their competitiveness through new staff trainings and changing behaviours with contractors and suppliers.

The latest 'BITES' programme used a three-pronged approach; initially, the participants were provided with a comprehensive audit to identify key environmental issues from which a bespoke action plan was prepared for each business with appropriate mentoring to assist in its implementation. The participants also attended five workshops on the themes listed above to help them frame a number of business-specific issues, such as the development of an environmental management system, introduction of 'green procurement', better measurement and monitoring systems for waste and energy. Finally, and in order to provide 'BITES' with some context, site visits were organised to local environmental service organisations and a multi-national retailer which provided some examples of environmental best practices in action.

In 2010, the businesses which participated in 'BITES' identified £254,000 worth of annual savings whilst also significantly improving the environmental performance of their operations.

## EPSA 2011 TEAM

---



Alexander Heichlinger (AT)  
EPSA Manager & EIPA Expert



**Theme 1 Leader**  
Michael Burnett (UK)  
EIPA Expert



Claude Rongione (IT)  
Information Officer EPSA 2011



**Theme 2 Leader**  
Tore Chr. Malterud (NO)  
EIPA Senior Expert;  
Head of Unit European Public Management



Esther Haenen (NL)  
Programme Organiser EPSA 2011



**Theme 3 Leader**  
Martin Unfried (DE)  
EIPA Expert



Cristina Borrell (ES)  
Assistant EPSA 2011



Olga Coscodan (MD)  
Assistant EPSA 2011



Julia Bosse (DE)  
Assistant EPSA 2011

## INSTITUTIONAL PARTNERS

---



With the support of  
the European Commission

provincie limburg



Gemeente Maastricht

NORDLICHT  
MANAGEMENT  
CONSULTANTS

