

New solutions to complex challenges

*A public sector citizen-centric,
sustainable and fit for the future*



Co-editors and contributing authors

Michael Burnett
Claude Rongione

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Opening Words

By Maarten Verwey

Director-General, Structural Reform Support Service (SRSS), European Commission



The EU economy is in its seventh consecutive year of economic growth. The number of people in employment in the EU stands at 241.3 million, the highest number ever recorded. Europeans enjoy longer and healthier lives than ever before. This is all very positive news and it shows that Europe still has a lot going for it. To paraphrase Mark Twain: *reports about its death are greatly exaggerated.*

This is however not the time to sit back and relax. There are still many challenges ahead of us. Despite progress made, large economic and social disparities persist in our Union. We need to take drastic action to achieve our climate objectives. New competitors are eager to take our place in the world economy and we need to work hard to regain our technological advantage. Our society is ageing fast and our citizens demand and deserve the best education and health care that is on offer.

To effectively address these challenges – to achieve sustainable and inclusive growth – we need strong public governance structures that can adapt in a timely manner to changing circumstances. This is why the European Commission has made good governance a central theme in its European Semester, the process of EU economic policy co-ordination. This is also the reason why the European Commission created the Structural Reform Support Service (SRSS) in 2015 to help Member States prepare and implement all types of growth-enhancing reforms. Since 2015, the SRSS has supported 26 Member States with more than 760 technical support projects.

The EU is a wonderful place for public sector innovation. The diversity of the Union has created a natural laboratory in which different approaches can be tested. We can all learn from each other's experience: the successes and failures. I am therefore very proud to support the EPSA award.

I believe that the theme of this year *“New solutions to complex challenges – A public sector citizen-centric, sustainable and fit for the future”* is particularly well chosen. Approaches that are working today may no longer work tomorrow, as the world around us is changing fast. To remain effective it is vital for the public sector to constantly innovate and try new solutions.

I would like to invite you to take stock of the latest trends in the public sector management and to familiarise yourself with the projects that have received the EPSA award.



Foreword

*By Prof. Dr Marga Pröhl, Director-General,
European Institute of Public Administration (EIPA)*

The EPSA 2019 edition represents “**10 Years of EPSA by EIPA**” since the European Institute of Public Administration organised and managed the European Public Sector Award for the first time back in 2009.

In my role as Director-General I have been very proud that EIPA has performed this responsibility as one of its flagship projects and consistent with its mission of improving the quality of public administration across Europe.

At a personal level it has been a real privilege to be involved with EPSA during my tenure as Director-General and I have found it very inspiring to have been supported over these six EPSA editions by the European Commission, EIPA’s Board of Governors and the core team of EIPA staff members who have in many cases volunteered enthusiastically to be involved in those editions.

EPSA has always had two equally important dimensions i.e. both rewarding excellent examples of public sector practice and also sharing experience so that others can learn from the high quality performers to improve their own administrations. After 6 successful editions, I am delighted that EPSA is now a Europe-wide and internationally well-established and recognised award scheme. And it is also the only Europe-wide public sector award that is open to all levels of public administration.

Running this award scheme is not done in isolation by EIPA, but in close consultation with the members of the EPSA Steering Committee comprised of representatives of our official partners, i.e. the European Commission and various Member States as well as the City of Maastricht and the Province of Limburg.

After six editions, EIPA and EPSA have accumulated more than 1350 innovative practices from administrations across Europe with more than 300 of them recognised as best practices. I feel sure that EPSA’s multi-layered, impartial and independent evaluation methodology, using skilled, independent evaluators and a high-level jury, and the fact that it focuses on projects which have proven their success by tangible results and impact, have contributed to the widely recognised success of this award scheme.

Therefore, I am very pleased that the EPSA 2019 has again attracted a wide range of submissions coming from 28 different European countries and EU agencies. Under the overarching theme “*New Solutions to Complex Challenges – A public sector citizen-centric, sustainable and fit for the future*” EPSA 2019 was looking for projects that address current and future societal challenges and put citizens first. The results show that the public sector across Europe continues to rise to the challenge of finding solutions to the issues which matter to citizens in very challenging times.

In EPSA 2019 more projects were attracted from the European and National Level (with 81 projects) than from the Supra-Local and Local Level (54 projects), and, as has been the case with past editions, a smaller number, though not lower quality, of projects were received from the Regional Level (23 projects). In all three administrative categories, high levels of performance have been rewarded as nominees and Best Practice Certificate winners.

To conclude, I would like to sincerely thank the 10 institutional and financial partners of EPSA 2019 - the European Commission (through the Secretariat-General and its Structural Reform Support Service), Austria, Denmark, Hungary, Italy, Luxembourg, the Netherlands and Norway, as well as the City of Maastricht and the Province of Limburg for having provided EIPA with valuable advice and support.

Last, but not least, I would like to thank the EPSA 2019 Team at EIPA for their high level of commitment which ensures the high level of professionalism and success of this award scheme.

I hope that this publication will provide valuable insights for many public sector bodies across Europe leading to continuing improvements in the quality of public administration to address the challenges which we all face.

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General Introduction

By Claude Rongione

EIPA’s Director-General referred in her foreword to this seventh edition of the European Public Sector Award - EPSA 2019 - as “**10 Years of EPSA by EIPA**”. Indeed, EIPA became EPSA’s proud institutional home in 2009 and has since then - together with its partners - helped this scheme get recognition and a reputation in Europe and beyond.

EPSA is the only award scheme which is open to all public sector organisations across Europe from all administrative levels in a network of European public sector excellence. In the 10 years from 2009 to 2019 more than 1350 practical solutions to the challenges facing public administrations have been collected by EIPA/EPSA and more than 20% of them have been recognised as representing best practice after a four-step independent evaluation process. They represent a wealth of ideas for European public administrations.

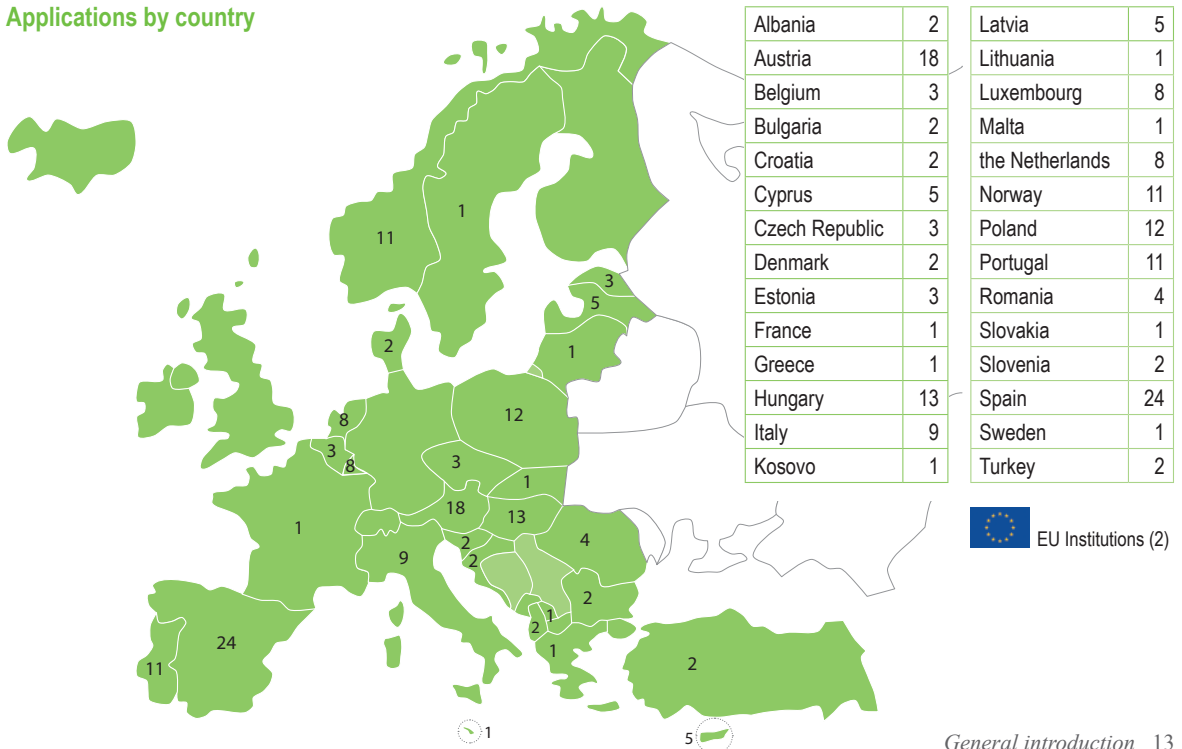
Under the overarching theme “*New Solutions to Complex Challenges – A public sector citizen-centric, sustainable and fit for the future*”, and with

the institutional and financial support of ten official partners, EPSA’s 2019 edition sought to showcase and reward those cases submitted by public administrations which have found new solutions in public service delivery and policy-making for the increasingly complex, difficult to address and often multi-dimensional challenges faced by the public sector in Europe. These challenges come at a time of an increasingly rapid pace of change, requiring public sector bodies to address both immediate needs and issues with important future consequences and to prioritise their actions effectively.

EPSA 2019 has, in short, rewarded creative solutions in public administrations which show how the public sector is responding effectively to major challenges.

As it has been the case for the last 3 editions, for the EPSA 2019 edition public administrations could again submit their projects under **3 different administrative categories**, i.e. European and National, Regional or Supra-Local and Local.

Applications by country



In total, **158 innovative solutions** to current and complex challenges our societies are facing were received from public administrations across **28 different European countries, 1 EU Agency and 1 EU justice-related international organisation**. 81 projects were submitted in the European and National category, 54 projects in the Supra-Local and Local category, and 23 in the Regional category.

This year's edition received contributions dealing with areas such as public administration modernisation and reform, the information society and digitalisation, education, health, public order and safety, justice and human rights. The countries which submitted the highest number of applications are Spain, Austria, Hungary, Poland, Norway and Portugal.

Overall, the variety of projects submitted showed a high degree of attention being paid by public sector bodies at all levels of government to the key needs of citizens. In this context this publication gives an overview of these practical, citizen-centric solutions and aims to provide a source of new ideas for public administrations in Europe.

Dissemination and sharing of best practices are at the heart of EPSA as its aim is to showcase and recognise outstanding public sector practices across Europe and make this valuable experience transparent and available for use by others. All applicants thus form part of a European Network of Public Sector Excellence. In this forum, proven solutions are showcased, exchanged and used as a mutual learning experience. Many of these solutions also feed into EIPA's capacity-building activities offered to public administrations all over Europe.

Aim and structure of the publication

This publication is divided into two parts i.e. the Trends and Practices section and the Best Practices Catalogue.

Trends and Practices

This part of the publication starts with a contextual introduction reflecting on trends over the ten years of EPSA and highlighting the current challenges for Europe's public sector, followed by a chapter for each administrative category (European and National, Regional, and Supra-Local and Local) which analyses the strengths and key points of EPSA 2019 nominee candidates, Best Practice Certificate winners and also highlights best practice elements of other projects which have characteristics which deserve recognition and which may be of interest to other public administrations. Each chapter also highlights the key messages arising from the projects submitted at each administrative level. It concludes with the overall findings across all three administrative categories and an analysis of future trends and developments for the public sector.¹

Best Practices Catalogue

The catalogue starts with the overall EPSA 2019 statistics, followed by a description of EPSA's independent and multi-layered evaluation and assessment methodology which is the key feature of the award scheme. This description explains to the reader how the best practices, nominees and award winners were identified in four distinctive steps.

This is followed by the executive summaries of the highest-ranked projects classified by administrative category (European and National Level, followed by those of the Regional Level and finally the Supra-Local and Local Level) and by country. Statistical information for each of the three administrative categories is given at the beginning of each category within the catalogue.

The executive summaries give readers both an overview of each case and also the contact details of the project leaders and the organisations which submitted the application so that contact can easily be established for encouraging mutual sharing of experiences.²

¹ In analysing these applications, it should be noted that EPSA is a competition in which participation is voluntary, so that EIPA makes no claim that the process represents a comprehensive survey of the reach of public service reform across the EU. Nevertheless, the proven solutions highlighted in this part contain many valuable insights for public authorities in their mission of improving the quality of services for citizens. Moreover, this section is not intended to be a detailed assessment of all the entries which were nominees or were awarded Best Practice Certificates and nor does it necessarily include all of the strengths of those applicants, or any limitations that they may have. It is thus not intended as a comprehensive assessment of the reasons why applicants were or were not successful in achieving the status of nominees or Best Practice Certificate winners.

² Please note that the executive summaries in this publication have been updated since the submission of applications.

Part 1: EPSA 2019 Trends and Practices



1. EPSA 2019 and the public sector landscape

By Michael Burnett

The ten years and six editions of EPSA have coincided with the period after the 2008 global financial crisis, which has, on the one hand, acted to constrain what public authorities can offer to their citizens and, on the other hand, acted as a driver for improvement, given the increasing need for services by citizens.

1.1 EPSA 2009-17 – A retrospective

EIPA has been organising EPSA since 2009 and has observed over time two key trends i.e. both the pressure on the public sector to meet the needs of citizens and the continuing resilience and creativity of the best performing public administrations in responding to those pressures.

EPSA 2013 focused on the still dominant aftermath of the global financial crisis, concluding that¹ “there remain difficult choices ahead for European public administrations to stabilise public finances while continuing to deliver the services which increasing numbers of citizens need more than ever as a result of the economic crisis. And trends over time which exacerbate those pressures, such as an ageing population, a diminishing working population and increasing competitive pressures from outside Europe, are unlikely to be reversed in the medium term”.

EPSA 2015 also underlined many of the continuing challenges faced by the public sector, noting the presence of multiple challenges such as² “historically low levels of growth in this century, increasing competitive pressures from outside Europe, constraints in public finances, pressures on demand for both services and social benefits (for example, in the demand for affordable social housing and the consequences of high unemployment - partly driven

by economic circumstances) and lack of confidence in both the ability and legitimacy of public entities at all levels to address the challenges”.

It also focused on the new opportunities from partnership with stakeholders in addressing the challenges faced by the public sector, noting that responses to these challenges included, within the continuing context of the need for sound public finance:

- Continuing effective engagement by government with stakeholders consistent with the increasing role of the public sector as a facilitator and enabler and not merely as a service deliverer and based on greater co-creation with staff and external stakeholders for public sector innovation and a trend towards a participatory society and citizen empowerment.
- Consideration of new service delivery approaches, including building on the role of ICT as a well-established tool to deliver efficient services to bridge the digital divide and promote digital inclusion, access to common data sources based on standard definitions to ensure a common information base for decision-making and recognition that effective innovation could be based on intelligent adaptation from other contexts.
- Further innovative knowledge management and new leadership approaches in the context that broadly based political support is needed for initiatives to be sustainable.

EPSA 2017, with a focus on innovation, noted the continuation of the challenges at the time of earlier EPSA editions, and that³ “in the past two years new challenges, often of a horizontal and complex nature, have become more prominent and challenge

¹ “Weathering the storm - Creative EPSA Solutions in a Time of Crisis”, EIPA, 2013
https://epsa2019.eu/files/repository/20170126093027_EPSA_2013_PublicationWeb.pdf

² “The Public Sector as Partner for a Better Society”, EIPA, 2015
https://epsa2019.eu/files/repository/20181001115436_EPSA2015_Publication_updated.pdf

³ “An Innovative Public Sector in 2017 - New Solutions to Complex Challenges”, EIPA, 2017
https://epsa2019.eu/files/site/EPSA2017_Publication_web.pdf

economic and social stability and social cohesion in the EU. These include continuing uncertainty about the future stability of the banking sector and the stability of the Eurozone, historically unprecedented levels of migration from outside of Europe's external borders, the increased threat of terrorism and its challenge to functioning of Schengen (and thus one of the core principles of the EU - free movement of peoples) and security (including maintenance of cyber security and threats to the EU's external security)".

It was also noted that "most of these challenges are not susceptible to rapid resolution at a time of a crisis of European and national identity and the rise of political insurgency (anti-state and anti-politics) demanding easy to implement solutions. And their resolution is made more difficult by challenges to the idea that there can be "one version of the truth" (even if there is debate over the consequences) and distrust of "experts", both of which challenge the idea of evidence-based policy-making.

Put simply, it was clear that public administrations were faced by a "perfect storm", though not all public administrations were faced by all of these challenges. Many, however, were faced by the broadly applicable consequences of them, such as, for example, the need to redefine their role in world of global markets, to be more focused in setting priorities (i.e. moving from the politics of "and" to the politics of "or" and to consider what the European Commission has called "creative decommissioning"), to manage the "hollow state" at a time of delegation/marketisation of service delivery, to balance decentralisation with affordability and address the combined challenge of budget constraints, limitations on managerial and other human resources to address issues and continuing rising/difficult to control demand for services/social benefits.

The overall conclusion was that the future decade was likely to be even more challenging than the past decade due to both the nature of the challenges and the faster pace of change which impacts on the public sector.

1.2 Current public sector challenges – Other perspectives

The establishment of the European Commission's Structural Reform Support Service (SRSS) in 2015 to support Member States with the preparation, design and implementation of growth-enhancing reforms was a clear indication of the need for targeted and tailor-made assistance across the EU to assist public administrations faced by continuing pressures to improve the service which they provide to citizens and thus to contribute to the enhancement of trust in government at all levels.

As the review of the first three years of SRSS⁴ makes clear, "implementing structural reforms is crucial to modernising European economies and boosting their competitiveness, growth potential and capacity to adjust to changing times. Well-targeted reforms of public institutions and of labour, product and service markets will lead to more investment and jobs and better social conditions".

One key element of this process is the digitalisation of government, as, for example, referred to in the European Commission's recent report on the role of digital government in the European Semester process⁵ which highlights that "one of today's most challenging goals for the European Union is represented by the accomplishment of the digitalisation of public administration. Digitalisation and modernisation of public administration is an increasing priority among European Member States as it is crucial to respond to evolving citizens' needs and expectations of how public administrations should look like and the services they should deliver".

The wider context of the continuing need for public sector reform was clearly set out by the recent publication of OECD SIGMA's toolkit for public administration reform⁶ which emphasised that "a well-functioning public administration is a prerequisite for transparent and effective democratic governance. It is the foundation for the functioning

⁴ "3 years Structural Reform Support Services - Supporting reforms that enhance growth and job creation across the EU", European Commission, 2018 https://ec.europa.eu/info/sites/info/files/report-on-the_3-years-of-the-srсс_en_pdf

⁵ "The Role of Digital Government in the European Semester process 2018", European Commission, 2019 https://ec.europa.eu/isa2/sites/isa/files/docs/publications/european_semester_report.pdf

⁶ "Toolkit for the preparation, implementation, monitoring, reporting and evaluation of public administration reform and sector strategies: guidance for SIGMA partners", OECD SIGMA (Support for Improvement in Governance and Management, 2018 https://www.oecd-ilibrary.org/governance/toolkit-for-the-preparation-implementation-monitoring-reporting-and-evaluation-of-public-administration-reform-and-sector-strategies_37e212e6-en

of the state, determining a government's ability to provide public services and foster competitiveness and growth.”

OECD has also highlighted the scale of the challenges and opportunities facing public administrations in its latest annual survey of global trends on innovation in government⁷ which underlined that “the world is in the midst of an unprecedented technological revolution that is transforming economies, governments and societies in complex and unpredictable ways” and provides many examples of how “governments and their partners are undergoing transformations to overcome unprecedented challenges and seize vast opportunities”.

A study by the Netherlands Institute for Social Research⁸ noted that “many Western societies are currently faced with the pressure of population ageing and increased take-up of expensive public sector provisions such as pensions, health care and long-term care. As a result, governments are increasingly having to prioritise or find ways to make their public sector more efficient” and that “the sustainability of Western welfare states as we have come to know them has recently been called into question”, a concern exacerbated by the global financial crisis.

1.3 Public sector challenges in Europe in 2019 – No respite from pressures

The context of EPSA 2019 from both earlier EPSA editions and other sources is thus clear.

In 2019 public administrations in Europe at all levels continue to face many very difficult and complex and often multiple challenges, including political, economic, fiscal, security and social security challenges, with no immediate prospect of their becoming less pressing.

They are arising in a context where, as noted in earlier EPSA editions, public sector entities are conscious of a continuation and in some respects enhancement of the challenge to levels of trust in the ability of

institutions in general (i.e. including the private sector, third sector and other non-governmental bodies) to address the concerns and needs of citizens. The continuing absence of growth in levels of real income, demographic change, climate change, continuing austerity and the resultant austerity fatigue add even more to the highly complex context the public sector has to navigate in and in which it strives to provide the most appropriate solutions. The maintenance of social security (i.e. to enhance social protection for vulnerable groups to minimise the risk of social exclusion) still also needs to be in the focus of public entities across Europe at a time when Europe is facing increased competitive political and economic pressures.

Public administrations are thus being challenged to show competence through, for example, effective policy-making and strategic and operational planning, ensuring that policies are actually delivered through effective performance management of service delivery (including securing value for money and addressing corruption in public procurement) and ensuring that policies can continue to be delivered (i.e. are sustainable), including when faced by the increased incidence and impact of unexpected events (i.e. are resilient).

The challenge of balancing the competing demands on public administrations in an uncertain environment of responding to immediate needs while not neglecting emerging trends has become more acute, given the increased short term significance of the consequences of neglecting longer term challenges such as climate change i.e. there remains the need to balance the attention given to the urgent (needing solutions now) and the important (where “muddling through” now renders challenges more difficult to resolve in the future). In doing so they have also needed to adapt to the age of instant/permanent communication and diversity/multiplicity of social media information sources and to the rapid evolution of disruptive technologies.

In many cases new solutions are needed because previously tried solutions may no longer be able to respond to “wicked” problems in many areas where resources are often dispersed among different

⁷ “Embracing Innovation in Government - Global Trends 2019”, OECD, 2019

<https://www.oecd.org/innovation/innovative-government/embracing-innovation-in-government-global-trends-2019.htm>

⁸ “Public sector achievement in 36 countries - A comparative assessment of inputs, outputs and outcomes”,

Netherlands Institute for Social Research, 2015 <http://digitaal.scp.nl/psa>

stakeholders and citizens have multiple needs and growing demands that require different, and some cases customised, approaches.

1.4 EPSA 2019 – An opportunity to respond to continuing challenges

In this context, EPSA 2019 has anticipated the opportunity for the public sector in Europe to continue to demonstrate a wide range of innovative responses at a time of acceleration of the pace of technological changes, such as ones able to:

- **Effectively address societal challenges**, including economic and social inclusion, that are highest priority for their stakeholders.
- **Introduce systemic changes** which improve the sustainability of successful outcomes such as the modernisation of governance and leadership within an organisation, increase the attractiveness of the public sector as an employer and take into account the diversification of the workforce.
- Deal with **digital transformation by applying solutions provided by new technologies** (using, for example, artificial intelligence, robotics and machine learning) as well as by facilitating the way into a digital future for society and businesses.
- **Address very poor past levels of service and/or critical service failures**, which may arise in response to unforeseen events outside the control of the public sector entity, such as climate-related events.
- **Enhance trust in government** by delivering better results for stakeholders.
- **Introduce innovative solutions that rely more closely on citizen engagement and on partnerships with the private or not-for-profit sector** for better public service delivery.

Based on past experience and EIPA's broader expertise in public sector management, and as in previous editions, **possible types of innovative responses** were mentioned in the call for applications. These included (non-exhaustively):

- New policy approaches, better service design, more effective and transparent means of moni-

toring outcomes and more effective engagement with stakeholders.

- Co-operation across national borders, between different levels of government within a country and/or between different entities at the same level of government.
- Embedding openness to creative solutions, introducing new processes for engaging staff and other stakeholders in service design, promotion of co-operation across silos, embedding a culture of transparency and openness both internally and with external stakeholders and enhancing the ability of the entity to recruit and retain sufficient numbers of appropriately diverse skilled personnel.
- Strategic changes to service methods (e.g. from direct to delegated service delivery, between different types of delegated service delivery, public-public co-operation (including shared services), co-operation between the public sector and civil society or public-private partnerships for new or upgraded infrastructure).
- Inclusive approaches to budgeting, operational and financial management as well as reporting.

2. European/National Level

By Michael Burnett

2.1 Introduction

A total of 81 eligible projects from 22 different European countries and from the European Institutions and international organisations were submitted to the EPSA 2019 European and National category. From these applications four nominee candidates (including the category winner) and sixteen additional Best Practice Certificate winners were identified through the evaluation process.

These projects highlighted the creativity of public administrations at European and national level in addressing the challenges mentioned above, in particular by submitting projects which demonstrate innovative responses to complex challenges.

These may be categorised as:

Responses which reflect innovative characteristics which have been widely observed in higher-ranked projects in earlier EPSA editions, including adaptive innovation which can be seen to be related to projects submitted to earlier EPSA editions.

- **A continued focus on multi-stakeholder engagement and co-creation** in design and implementation of policies, including between different units of central government, between different levels of government and between the public sector and private/not-for-profit sector and citizens and going beyond consultation to co-creation to address complex challenges. Examples include “Punti Impresa Digitale (PID Digital company one-stop shops)” from the Italian Union of Chambers of Commerce, “Co-creation platform www.e3lab.at” from the Austrian Federal Ministry of Finance (The Co-creation Platform”), “A sustainable approach for the management of air and ground movements of aircraft” from Luxembourg’s Air Traffic Administration and all of the nominee candidates: “iSupport” from the Hague Conference on Private International Law, “ACI mobility information system Luceverde” (“ACI Luceverde”) from the Automobile Club of Italy, the “Simplex+ Program”

from Portugal’s Administrative Modernisation Agency and “Mission Dementia - Knowledge in communicating with persons with dementia - an internet-based learning programme for police officers in Austria-based” (“Mission Dementia”) from Austria’s Federal Ministry of the Interior.

- Further examples of the **absence of complacency in public sector entities aiming for further improvement** in contexts where the public sector has been creative over time, as shown by a range of projects from Portugal in public procurement (“Collaborative procurement for energy in Portugal - Sharing value together”, from the Public Administration Shared Services and Public Procurement Unit), administrative simplification (the “Simplex+ Program”) and assisted use of access to digitally available public services (“Citizen Spots”, from the Administrative Modernisation Agency).
- The determination to **sustain and enhance trust in the competence and integrity of government** at all levels through transparency and improving services to citizens (including businesses), supported by a range of different practical actions which, without in some cases their explicitly being the main aim of the actions or their being undertaken in the context of a trust recovery plan, will act to promote trust in the competence and integrity of public sector entities including, in this edition, transparency about medicine pricing (“National information system on pricing and reimbursement of medicinal products in the Republic of Bulgaria”) from the National Council on Prices and Reimbursement of Medicinal Products in Bulgaria, the use of pre-filled data to reduce burdens to citizens in tax declarations (“Your e-PIT” from Poland’s Ministry of Finance National Revenue Administration) and more transparent access to legislation (“Addressing complex challenges of legislation in the 21st century: Parlex - A comprehensive e-legislative system”) from the Office of the Hungarian National Assembly.

- The continuing need for **commitment to social inclusion** as a response to a time of economic uncertainty in spite of continuing financial constraints, such as in assisted accessibility to service (“Citizen Spots”), cross-entity housing and urban safety actions (“City Deals” from the Netherlands Ministry of the Interior and Kingdom Relations) and in social care (“Mission Dementia”).
- Cases where the **centralisation of service provision** has led to improvements in services to citizens, such as “Collaborative procurement for energy in Portugal - Sharing value together”.
- **Actions to promote economic growth** by removing direct and indirect barriers to economic activity such as interaction between business and government through standardisation of data definitions (“RDC scores - Regional data centres for societal challenges on regional scale”) from Statistics Netherlands, improvements in urban mobility (“ACI Luceverde”) and administrative simplification for citizens and businesses (“Simplex+ Program”).
- Initiatives which **achieve results with relatively limited resources** such as “Improving the quality of justice (IQ Justice)” from the Slovenian Supreme Court.
- **Explicit linkage of resource allocation and staff planning to service demand forecasting to improve budgeting procedures** as in the project from Slovakia’s Ministry of the Interior (“Impact of Process Management on Human Resources Development in Slovak Public Administration”).
- **Deepening social inclusion** through automatic implementation of the lowest cost energy tariffs for low income families by Portugal’s Administrative Modernisation Agency (“ASET - Automatic Social Energy Tariff”).
- The increased use of **mobile applications** to make services available to citizens “National information system on pricing and reimbursement of medicinal products in the Republic of Bulgaria”, “Gouvalert” from Luxembourg’s Ministry of Home Affairs (alerts to citizens about major incidents) and “Berichten Box app Mijoverheid”, a secure exchange application for messages between citizens and government from Logius, an agency of the Netherlands Ministry of the Interior and Kingdom Relations), the “Co-creation Platform” and “Correct or corrupt?”.
- **Addressing the academic needs of adolescents who are talented in sports** (“Units of support for high performance in schools” from Portugal’s Directorate-General of Education).

Responses which reflect innovation less commonly or not observed in higher-ranked projects in earlier EPSA editions.

- Co-ordinated, multi-faceted actions to **address the risk of fraud and corruption** (4 projects from Austria’s Federal Bureau of Anti-Corruption i.e. “Correct or corrupt?”- a mobile application mainly for teenagers to raise awareness concerning corruption and bribery” (“Correct or corrupt?”), “Building a nationwide Network of Integrity Officers”, “Fit4compliance - Find Your Values - the game about anti-corruption, integrity and values” and “BAK activities in the field of education - Anti-Corruption Workshops and Anti-Corruption Events”).

The remainder of this section of the report analyses in more detail the key features of EPSA 2019 cases which are the nominee candidates¹ and other Best Practice Certificate winners. However, it should be noted that several other applications for the European and National category for EPSA 2019, also show characteristics which embrace elements of good practice which are recognised in this section.

In many cases, and in particular the nominee candidates, projects submitted demonstrated more than one of these characteristics observed from an overall analysis of the themes emerging from the EPSA 2019 European and National category.

¹ The EPSA decision-making process identifies four projects in each category as nominee candidates who receive validation visits from the EPSA team. Following the meeting of the high level jury one of the four nominee candidates in each administrative category is not confirmed as a nominee and thus becomes a Best Practice Certificate winner. This decision taken by the jury, and indeed the identity of the prize winner for each administrative category, is not known at the time of the final deadline of the publication and thus the first part of each chapter analyses the four nominee candidates and not only the three final nominees.

2.2 Analysis of Nominee Candidates

The nominee candidates for the European and National category for EPSA 2019 are diverse, representing different types of entity i.e. a departmental government submission (“Mission Dementia”) from Austria, a cross-government agency from Portugal (“Simplex+ Program”), a not-for-profit public sector body with a statutory mission (“ACI Luceverde”) and an international organisation based in the Netherlands with EU funding and co-operating partners across and beyond Europe (“iSupport”).

In addition to the features analysed above:

- **Digitalisation** is a common core element to three of the nominee candidates i.e. “Simplex+ Program”, “iSupport” and “ACI Luceverde”.
- All four nominee candidates address, in different ways, key issues for the public sector i.e. **urban mobility and environmental protection** (“ACI Luceverde”), **increasing financial pressures for the public sector arising from demographic change and social isolation which can arise from chronic conditions** (“Mission Dementia”), **financial pressures for the public sector and the potential social consequences of family breakdown** (“iSupport”) and the **need to maximise improvements to services for citizens within available resources** (“Simplex+ Program”).
- All four nominee candidates have, independently of EPSA, received **broader recognition** through **international interest** (in the case of the “Simplex+ Program”), **the award of international and national prizes** (“Mission Dementia”), **expansion beyond Europe** (“iSupport”) while “ACI Luceverde” has been used across Italy in a **diverse political landscape**.
- “Mission Dementia”, though not a project previously submitted to EPSA, represents another example of **innovation** by the Federal Ministry of the Interior in Austria, aimed at improving the effectiveness of policing through mainstreaming of specialist competences. In this respect it has some common characteristics with the Police Competence Training project in EPSA 2015 which aimed at helping police officers to recognise and intervene more effectively in family environments where conflict may be present.

- At least three of the nominee candidates are **capable of adaptation for use elsewhere** (“ACI Luceverde”, “Simplex+ Program” and “Mission Dementia”) and/or of further expansion of their scope to other locations, as in the case of “iSupport”.

The nominees are analysed here in more detail in order of their EPSA project submission number.

EPSA2019048: iSupport

This project from the **Hague Conference on Private International Law** (HCCH) aims to **digitalise the process** of recovery of child support in cross-border cases, thus maximising the likelihood that maintenance payments due to parents with custody are collected from absent parents, an emerging issue given the scale of matrimonial breakdown between those who are internationally mobile.

It is based on voluntary international co-operation, though it implements the 2007 HCCH Convention on the International Recovery of Child Support and other forms of family maintenance and the 2009 EU Council Regulation on jurisdiction, applicable law, recognition and enforcement of decisions and co-operation in matters relating to maintenance obligations. It is EU-funded but has extended beyond Europe and ensures EU adherence to international obligations. The EU joined the HCCH in 2007.

The project developed a common application using **agile development**, and with **appropriate attention to data privacy and security** (of particular importance given the sensitivity of the data subjects) with extensive **stakeholder co-operation** and is innovative in the sense that the application is multi-lingual and that all forms related to the EC Regulation are already generated in the 24 EU official languages. Since the iSupport platform uses the EU eCodex system, it offers a very secure environment for the on-line exchange of sensitive data among Central Authorities.

It addresses a growing need both the social cohesion arising from of acceptance of responsibility but also the **potential financial pressures on state budgets** from the failure of absent parents to meet their financial obligations in respect of children and of the **potential social consequences of family breakdown**, for example in terms of mental health and criminal justice. This platform will reduce

significantly the response time between public administrations and lead to substantial savings in translation costs and a reduction of errors.

EPSA2019095: ACI mobility information system Luceverde

This project, submitted by the **Automobile Club of Italy**, aims to provide real-time, GPS-based information for multi-modal mobility (i.e. different modes of public transport and of private transport) and is available through **different channels** (web radio, a **mobile application**, web site, **social media**, a contact centre and local radio and TV stations).

It includes mobility information about:

- Major traffic events on main road networks.
- Strikes, disruptions, etc. affecting national rail transport/local public transport in major Italian cities.
- Special notices in case of special events and civil emergencies.

The improvement of traffic information services represents **better services for citizens** through **digitalisation**.

The key characteristics of this project are that:

- It contributes to **key public policy areas**, including **EU policy priorities**, such as improved road safety and environmental management and, by improving urban mobility and creating the potential for travel time savings for citizens and businesses, it contributes to the **removal of indirect barriers to growth**.
- The project was developed with **extensive stakeholder co-operation** including with government ministries, sub-national authorities, road authorities and public sector transport entities and with non-governmental bodies with an interest in the fields of mobility and road safety.
- The system has to date been employed in 8 cities in jurisdictions with different political control and thus is **capable of adaptation in other contexts**.

EPSA2019096: Simplex+ Program

The “Simplex+ Program”, submitted by **Portugal’s Administrative Modernisation Agency**, is a **horizontal cross-government programme** developed within the Portuguese government of **simplification of administrative processes based on innovative digitalisation** covering all sectors of government.

It is one of a number of projects from Portugal submitted and given recognition as prize winners in EPSA 2019 which are described further below (e.g. “Collaborative procurement for energy in Portugal - Sharing value together”, “Citizen Spots” and “Units of support for high performance in schools”).

While the project is based on a co-ordinated centralised approach, it is based on a network of co-ordinators in government ministries and is rooted in **stakeholder engagement** including public road shows and opportunities for citizens and businesses both individually and via representative organisations to submit ideas digitally, thus maximising the extent to which it is **relevant to the needs of citizens and businesses and removes possible barriers to growth**. This relevance is also optimised by the process of prioritisation of planned improvements (to which implementing ministries can input) and the commitment of government departments to implement agreed measures is enhanced by the opportunity to discuss implementation timings and a culture of persuasion of need rather than on top-down instruction.

External studies have demonstrated a significant level of savings in time for both users and implementing departments, of particular importance given the country’s budgetary constraints and the need to maximise **the availability and quality of services within available resources**.

Other key characteristics of this programme are that:

- It has resulted in a high level of execution of planned initiatives.
- It is capable of **enhancing trust in government** by demonstrating **competence** in implementation.
- It is clearly **financially self-sustaining and politically sustainable**. The reform started before the global financial crisis in 2008, and, though

suspended after political change in 2011, was renewed because of public demand in 2015 and now has **cross-party support**.

- There has been **significant international interest** in the programme, indicative of its potential for **adaptation to other contexts**.

EPSA2019137: Mission Dementia – Knowledge in communicating with persons with dementia – an internet-based learning programme for police officers in Austria

This project from the **Federal Ministry of the Interior** in Austria aims to improving the **effectiveness of policing through mainstreaming of new competences** using an e-learning module for police officers to assist them to recognise and respond more effectively to family environments where dementia is present, including referrals to other professionals. It was developed in **co-operation with civil society organisations** which aid Alzheimer sufferers and its **sustainability** is now being underpinned by a follow-up project.

It has to date been followed by more than 10,000 police officers, resulting in 148 police stations being certified as dementia-friendly because more than 70% of the officers at the police station have completed the module.

In addition to addressing the **social consequences** of dementia, including the risk that those with dementia might be subject to targeting by criminals seeking, for example, to exploit their condition to commit financial crimes, it is also capable of addressing the **cost pressures for the public sector** arising from demographic change and social isolation which can arise from chronic conditions.

It is also capable of promoting public confidence in the police, and thus **trust in government**, in the sense that it is a context in which the police are seen as a supportive public service rather than solely as agents of law enforcement. It may also assist them in their core law enforcement role if greater public confidence in the police enhances the willingness of citizens to assist them in preventing, detecting and solving crimes.

2.3 Analysis of Best Practice Certificate winners

The Best Practice Certificate winners in the EPSA 2019 European and National administrative category were also of high quality - in the initial independent evaluation none scored less than 90% of the score of the lowest-scoring nominee. All have demonstrated more than one of the characteristics of innovative responses to complex challenges noted above.

The Best Practice Certificate winners are analysed here in more detail in order of their EPSA project submission number.

EPSA2019016: Puntì Impresa Digitale (PID Digital company one-stop shops)

This project from the **Italian Union of Chambers of Commerce** aims to enhance business competitiveness and thus to **promote economic growth** particularly for **small and medium-sized enterprises**, a **key EU policy priority**, through a range of business support services such as information and training services, mentoring and digital maturity assessment.

It has been implemented through a nationwide network of business information and support points on digitalisation as one-stop shops at the Chambers of Commerce throughout the country (88 to date), accessible to all enterprises.

It forms part of a wider national programme of business support and was based on a high level of **stakeholder engagement** with businesses.

EPSA2019028: Gouvalert.lu

This project submitted by the **Luxembourg Ministry of Home Affairs** aims to **manage the risks to citizens** by early warning systems for major incidents and thus early damage containment such as, for example, the environmental risk from major fires, flooding or other natural phenomena.

It is based on broad **cross-government co-operation** and in its aim of transparency about government response planning aims to improve **trust in government** as well as **improving services to citizens**.

It is an example of a **cross-government risk management strategy**, which also, in the specific context of Luxembourg, has a **cross-border dimension**.

One innovative feature is the use of a **mobile application** to share information about incidents which is available in different languages (French, German and English), and thus is potentially accessible to short-term visitors to the country.

EPSA2019034: “Correct or corrupt?” – A mobile application mainly for teenagers to raise awareness concerning corruption and bribery

This project from the **Austrian Federal Bureau of Anti-Corruption**, one of a number of projects submitted by Austria in this field (as referred to below), addresses one of the key aspects of **trust in government** and institutions in general. It fits within the context of a continuing policy priority over time for Austria, which submitted the “National Bank Account Register” project to EPSA 2017.

It aims to create an **anti-corruption** culture by early preventive action through early intervention with teenagers but has the indirect wider benefit of promoting dialogue between the target group and their parents and thus raises a broader awareness than the immediate target. It is **innovative** in that it uses an appropriate implementation channel for the target audience i.e. a **mobile application** and social media promotion.

EPSA2019038: Your e-PIT

This project from **Poland’s Ministry of Finance National Revenue Administration**, based on pre-filling of tax declarations by the tax authorities, aims to achieve three main objectives i.e. administrative cost savings to the public sector, time savings for citizens and some environmental benefit by saving paper.

From the government’s perspective it helps to reduce errors in tax declarations and thus brings about a **fiscal benefit to the public sector** and by reducing the risk of tax evasion it can help to **improve trust in government**, while for citizens it facilitates the process of making tax declarations and thus **improves the quality of services**, as recognised by the level of user satisfaction with the service.

EPSA2019041: Improving the quality of justice (IQ Justice)

This project from the **Slovenian Supreme Court** is a good example of a project which has **achieved results from limited resources** and is thus sustainable.

It aims to improve the quality of justice in Slovenia by supporting judicial independence and **improving the quality of services** through skills development for judges and court staff (in particular ICT skills).

The results which have been achieved include an **improvement of user satisfaction** and thus as a result it contributes to better **trust in government**.

EPSA2019050: Collaborative procurement for energy in Portugal – Sharing value together

This project from the **Public Administration Shared Services and Public Procurement Unit** from Portugal builds on past successes in **collaborative procurement** in Portugal (such as the Portugal Did IT project, which was a Best Practice Certificate winner in EPSA 2013), encourages key public procurement trends of **professionalisation of procurement** promoted by the European Commission (DG Grow) and a practical example of **compliance with e-procurement obligations in the EU Public Procurement Directives**. It is an excellent example of leading edge e-procurement practice with the benefits of **centralisation** and pursuit of environmental goals by promotes key policy aims of **energy efficiency and use of green energy**.

It also addresses **public sector financial pressures** and thus promotes sustainability of public finances and thus is itself **sustainable** and **adaptable for use** elsewhere.

The savings from the project have been independently validated and capable of being audited – an example of **the role auditors can play in assessing value for money and promoting trust in government**.

EPSA2019051: Berichtenbox app Mijn Overheid

This project from **Logius**, an agency of the Netherlands Ministry of the Interior and Kingdom Relations, aims to promote better communication between government and citizens through use of a digital mailbox using a **mobile application**.

There is evidence of regular use of the communication channel by citizens and is an example of a project implemented by the use of **agile project management** with the effect of **improving trust in government** through improved responsiveness.

EPSA2019055: Co-creation platform www.e3lab.at

This project from the **Austrian Federal Ministry of Finance** incorporates several **innovative** features for a public administration because of its field of application (tax administration), the use of a **mobile application** and **co-creation** by large community of users.

The process includes the opportunity for citizens to propose ideas (leading to more than 300 ideas being generated), screening by experts and recognition of their value because some have been already implemented by the government, thus promoting **trust in government**.

The initiative is **sustainable because the resource requirement (staff and experts)** for continuing implementation is manageable and has clear relevance for **adaptability in other services** and other tax administrations.

EPSA2019074: A sustainable approach for the management of air and ground movements of aircraft

This project by **Luxembourg's Air Traffic Administration** aims to optimise air and ground movements of aircraft around Luxembourg City airport, thus addressing **environmental sustainability** for air traffic, an emerging concern of citizens living within the proximity of the airport. By doing so it **improves trust in government through recognising and addressing their needs while being conscious of the complexity of decisions which need to reconcile different aims** (noise attenuation, environmental pollution and promotion of growth).

It was developed through a **multi-stakeholder platform** (including airlines, the airport and local residents) with the support of the **European Commission** and EUROCONTROL and is based on **innovative technological solutions** for aircraft navigation.

It is **directly relevant to other contexts** - airports near cities or where airports are near national boundaries.

EPSA2019081: City Deals

This project from the **Netherlands Ministry of the Interior and Kingdom Relations** shows a **co-ordinated cross-administration approach to**

complex urban challenges such as housing and urban safety, thus promoting **social inclusion**, and is an excellent example of **joined-up government at sub-national level**.

It is based on **multi-stakeholder co-operation** (various ministries/other government entities, municipalities, provinces, water boards, companies, universities and other learning centres determined according to the project) and has been implemented across the Netherlands with 19 City Deals having being agreed at the time of the application.

It has been financed from multiple sources and is **sustainable** in the sense that, overall, **limited resources are required** for implementation.

EPSA2019094: National information system on pricing and reimbursement of medicinal products in the Republic of Bulgaria

This project from the **National Council on Prices and Reimbursement of Medicinal Products** in Bulgaria, which aims to make updated information about pricing of, and payments for, medicines transparently available, is consistent with several aspects of innovation observed in EPSA 2019 i.e.

- **Wide stakeholder engagement** in implementation.
- Direct relevance to a key element of health spending - a **pressure area for public authorities**.
- **Cost and time savings for public sector and processing time savings** for medicine suppliers.
- **Improving trust in government through transparency** about product expenditure and thus in government expenditure.
- Use of a **mobile application** for citizen access.
- **Social inclusion** through assistance for access to information for the disabled.
- **Ease of use** - single data entry/"once-only principle".

It also has the effect of **improving public safety** by acting as a deterrent to the supply of counterfeit medicines and is a building block of a wider government e-health policy.

EPSA2019100: Citizen Spots

This project from the **Portuguese Administrative Modernisation Agency** is an update to and development of the “Citizen Spots” project from EPSA 2015 in which a single service desk aims to simplify the interaction between the citizen and the state. It has so far created a country-wide network of 1000 “Citizen Spots”, to optimise the effective wide range of available on-line services provided by a wide range of partner organisations, including national and sub-national government, community organisations, industry associations and other entities providing public services.

It provides **wide access to many government services** (255 at the time of the submission of the application).

The key innovative feature for the one-stop shop concept is face-to-face support at the “Citizen Spot” by the use of trained staff. They are able to guide citizens, particularly those not comfortable in an on-line environment, including the mentally disabled, who need help to understand what service is available and how it can be accessed and assisting them while they actually access the service. It has the indirect benefit of **promoting digital literacy** amongst users.

It has now been **expanded to address digital exclusion** by taking the mobile service to remote areas and the solidarity service to day care centres, nursing homes and residential care centres for the elderly. It is thus an example of **continuous improvement** and absence of complacency from an administration which, though innovative, wishes to improve further.

It has built-in on-line privacy features to **address privacy concerns** and, being **low cost, is thus sustainable**.

EPSA2019123: RDC scores (Regional data centres for societal challenges on regional scale)

This project from **Statistics Netherlands** (the Central Bureau for Statistics) aims, through co-operation with relevant regional stakeholders, customised by region, to decentralise data processing and data management, standardise data definitions and enhance sub-national data analysis.

In doing so it aims to **improve the evidence base**, and thus the quality of decision making, for **public sector policy at sub-national level**, which can contribute to **promoting trust in government**.

It is supported by **extensive stakeholder co-operation** at regional level.

EPSA2019130: ASET – Automatic Social Energy Tariff

This project from the **Portuguese Administrative Modernisation Agency** takes **social inclusion to a deeper level** by automatically offering affordable tariffs to lower income groups without their needing to apply for them. It has resulted in a large increase in number of families benefitting from reduced energy bills and thus is capable of being of particular **benefit for the digitally excluded**.

It is based on **digital inter-operability** of government systems and has limited additional marginal costs for implementation.

It is adaptable to other contexts and has very broad potential application to other universal non means-tested benefits.

EPSA2019138: Addressing complex challenges of legislation in the 21st century: Parlex - A comprehensive e-legislative system

The aim of this project from the **Office of the Hungarian National Assembly**, implemented using **agile project management** techniques, is to improve **transparency of the legislative process and enacted legislation, and thus potentially to improve trust in government**, by giving wider access to its document management system.

It is also **sustainable because of affordable operating costs** and the time savings for staff and support amongst parliamentarians and has the potential for adaptation to participatory approaches to the state budgeting process.

EPSA2019139: Units of support for high performance in schools

This project from the **Directorate-General of Education** in Portugal aims to address an often neglected issue for a specialist user group i.e. to address the academic needs of **adolescents who are talented in sports**.

It is innovative in the sense that it is based on **digital learning** and **promotes social inclusion** as it is likely to be of more benefit to those in lower income groups, though it is relevant to the **mental health** of all students who are faced with potential conflict in adolescence between academic and sporting excellence.

2.4 Analysis of innovative characteristics of other selected projects

The majority of elements of innovative responses to complex challenges identified in the European and national category have derived, as might be expected, from schemes which were recognised through the award of Best Practice Certificates. However, the following representative elements of best practice were identified amongst applicants who did not, overall, qualify for Best Practice Certificates. They have been included in the report both to ensure that the lessons of these projects are not lost simply because the projects did not happen to be prize winners and also to recognise what the projects referred to have achieved.

These schemes include **horizontal initiatives**, such as:

- “Governance Risk Compliance Management - IT Tool” from the Federal Ministry of Finance in Austria which applies a **cross-entity risk assessment** approach as a basis for determining the need or otherwise for risk management measures and the nature of those measures. This is of particular importance given the increased dependence on digitalisation of services and the emerging risk of externally co-ordinated disruptive incursions.
- “State ownership policy review in Latvia” from the Latvian government which is based on **reassessment of the role of state-owned enterprises** and re-alignment of their objectives, of particular importance given the on-going debate across the EU of the balance between services provided by the public sector and those delegated to the private sector.
- Luxembourg’s “Open Data Portal” project, which aims to **break down the silo mentality within the administration** through sharing of data and documents.

Elements of innovative solutions demonstrated by service-specific projects included:

- More transparent **linkage of human resources to service provision** (“Impact of Process Management on Human Resources Development in Slovak Public Administration”) from Slovakia’s Ministry of the Interior, which is a key element of **effective budgeting and service delivery linked to the needs of citizens**.
- Other **anti-corruption initiatives** from the Austrian Federal Bureau of Anti-Corruption (in addition to the “Correct or Corrupt?” project described above) i.e. “Building a nationwide Network of Integrity Officers”, “Fit4compliance - Find Your Values - the game about anti-corruption, integrity and values” and “BAK activities in the field of education - Anti-Corruption Workshops and Anti-Corruption Events”, indicating a systematic commitment in the country to minimise the incidence of corruption.

3. Regional Level

By Gracia Vara Arribas

3.1 Introduction

A total of 23 applications from 10 European countries were received in the EPSA 2019 Regional category. From these, four nominee candidates (including the category winner) and four additional Best Practice Certificate winners were identified through the evaluation process.

These projects highlighted the creativity of public administrations at Regional level (as at other levels of government) in addressing the challenges mentioned above, in particular by submitting projects which demonstrate innovative responses to complex challenges.

These may be categorised as follows:

Responses which reflect innovative characteristics which have been noted in higher-ranked projects in earlier EPSA editions, including adaptive innovation which can be seen to be related to projects submitted to earlier EPSA editions.

- Several submissions come from **EU co-financed** projects, (like for example “Polivisu - Policy Visuals Toolbox” submitted by the Belgian region of Flanders, and “Aha plus” from Vorarlberg in Austria) showing that, with the support of the European Commission, regional administrations across Europe are helped to modernise their operations. For example, in the Polivisu case, the toolbox was initially financed by the European Commission, and after three years its use will be made available and open for re-use. European funding is also indirectly leading to process improvement in the case of “Spatial IACS Data Supply of Farms” submitted by Catalonia, Spain which helps to manage the distribution of grants for farmers received through the CAP (Common Agricultural Policy).
- Several projects show the **social needs being addressed at the regional level**, which, in the EPSA 2019 edition are principally related to gender equality (for example the project by

Galicia, Spain “Female Investigative’s Heart”), better services for the elderly (“Regional co-ordination group e-health and welfare technology Agder”) submitted by the Norwegian region of Agder, people with disabilities (“Malopolska Empathetic Culture project, making culture more widely accessible for everyone”) submitted by the Polish region of Malopolska as well as the Flemish project “Implementing the system of personal following financing in Flanders: more than a challenge”.

- Projects which show that the public sector at regional level is working in **partnership with a wide range of other stakeholders using participatory mechanisms** as a tool to engage stakeholders and motivate them to support the public administration to achieve better results. Examples include the project “Groecipakket” submitted by Flanders in Belgium, in which, under a strong leadership team, a wide range of stakeholders were brought together to determine the infrastructure, the processes and the technology to establish a more efficient support of children and families.

Another example is to be found in the “Aha plus” project (to facilitate volunteering) in which the participation of target groups was crucial for the establishment and the success of the project.

In the “Empathetic culture project”, the objective of the multi-stakeholder involvement was to restructure thinking about the purpose and service of the cultural institutions while in the case of the “Polivisu” project digital tools were used to capture the collective intelligence of stakeholders, including from the private sector.

- **Projects which are based on the provision of shared services and corporate ICT architecture**, through the implementation of centralised governance within the region “Smart and efficient governance” presented by the Moravian-Silesian Region (Czech Republic), and “The Tuscany System of Business Services” from Tuscany (Italy).

The use of **technology as a facilitator of reforms** in the public sector, in particular public procurement (“Civil UAVS initiative”) and agriculture (“Spatial IACS Data Supply of Farms”) and mobility (“Polivisu”).

Responses which reflect innovation less commonly or not observed in higher-ranked projects in earlier EPSA editions.

- Projects which use **enhanced digital tools to leverage big data to help public sector decision-making** and **underpin evidence-based policy-making** such as “Polivisu” which takes advantage of the increasing opportunities presented by big data to develop collaborative solutions.
- **Technological innovation in the health sector as a platform for wider use at national level and beyond**, as, for example, in the application “Regional co-ordination group e-health and welfare technology” by Agder, Norway, by which municipalities in the region are jointly implementing a systematic introduction of welfare technologies.

In the following sections, key features of EPSA 2019 cases of the nominee candidates and other Best Practice Certificate winners will be analysed in more detail. Several other applications submitted in the Regional category for EPSA 2019 also show elements of good practice, which will be highlighted at the end of the chapter.

3.2 Analysis of Nominee Candidates

The nominee candidates for the regional category for EPSA 2019 are diverse, representing different types of entity i.e. a regional government and departments and agencies of them. The challenges addressed are also varied, such as social protection, promotion of volunteering, the use of big data for efficient policy-making and improvement of services for disabled people.

The four nominee candidates come from across Europe with two from Flanders, Belgium (“Groeipakket” and “Polivisu”) one from Vorarlberg in Austria, and one from the Malopolska region in Poland.

In addition to the features referred to above, the nominee candidates are characterised in all four cases by **strong political support** and, in three cases (“Polivisu”, “Aha plus” and “Groeipakket”), by the use of research and horizon scanning of best practice to underpin **evidence-based policy making**.

The nominees are analysed here in more detail in order of their EPSA project submission number.

EPSA2019036: PoliVisu – Policy Visuals Toolbox

PoliVisu - Policy Visuals Toolbox - submitted by the **Flanders Information Agency** - is an EU-funded research project (Horizon 2020) aimed at improving the traditional public policy-making **using big data and an open set of digital tools to leverage the data to help public sector decision-making** and policy implementation become more effective. It was developed by close **engagement with a very wide range of stakeholders** who are strongly supportive of its objectives, have valued its results and are committed to the further success of the project.

The key innovations are to broaden the range of data sets collected, **experimentation with different policy options through geographically-based impact visualisation**, using the resulting visualisations to improve policy decisions and improving access to the tools so that they can be integrated into existing decision support systems.

While geographically-based data visualisation is not in itself a completely new idea, the scale of the project made it a good example of the type of **adaptive innovation** which has always been regarded as being within the scope of innovation in past EPSA editions.

The project showed a **very high level of co-operation between the project partners** (municipalities in France and the Czech Republic as well as in Ghent) and those developing the project systems and had **political support within the Flanders region**.

The project had **clear relevance to key EU policy areas** such as in the field of transport and the environment and challenging urban mobility policy issues within Flanders (congestion, safety etc.)

The **key tool of geographical data visualisation is capable of being used in other contexts to improve policy-making** and implementation (e.g. mapping crime hot spots).

The project **helps to address the core current issue of the need to improve trust in government by the use of evidence-based policy making**. Three ways are most prominent i.e. the ability to address policy challenges more quickly, a reduced risk of pilots which are not well designed and by gaining public support for targeted rather than undifferentiated measures through localised and time-specific speed restrictions to improve road safety based on actual evidence of variable levels of risk in different locations and times.

EPSA2019049: Aha plus

This project, submitted by the **Austrian region of Vorarlberg**, has **its origins in a research study** conducted by the Vorarlberg University, which noted that 48% of its population are engaged in volunteering activities, and that the potential for increasing this percentage lay with young people up to the age of 30 since there was a mismatch between the young people willing to find proper access to volunteering and the organisations searching for such assistance.

The core aim of Aha plus is to enhance support for, and to co-ordinate the demand for, and supply of, voluntary activities. It supports organisations to create new activities that allow young volunteers to take their first step into active volunteering. It has clear relevance to the role of public administrations in **encouraging volunteering as a means of promoting social cohesion**.

Aha plus is a clear example of finding new solutions through **evidence-based policy making** and also by **innovation** - using principles from computer gaming (the principles that establish the relationship between playing with machines and the cognitive states and processes created in humans by them), they persuade younger people to do more voluntary work. Aha plus users can collect points for volunteering and exchange them for rewards like food, tickets, work shadowing etc. offered by sponsors that open doors for young people. Like in computer games, the rewards work as an incentive to try out something new and then to realise how much the experience benefits them.

Aha plus was developed through **wide multi-stakeholder engagement**, based on **strong political support** involving young people, associations, companies and reward sponsors and the wider community. Financially it is being supported by

the regional government and the EU Erasmus Plus programme, making it sustainable and facilitating the **potential for adaptation of the model** by other administrations.

EPSA2019088: Groeipakket

This project was submitted by **Kind en Gezin**, an agency of the Regional Government of Flanders.

The project is based on a number of key components i.e. an **effective senior management team**, a **clear strategic direction**, **political support**, **stakeholder engagement**, a **clear and credible implementation plan** and **generating organisational energy to secure effective implementation**.

The creation of Kind en Gezin as a new agency to manage public benefit payments was driven by external forces i.e. transferring of competencies for child benefits in Belgium to the regions and communities, leading in Flanders to a broader family policy reform aiming to improve family support by making the system more efficient, egalitarian and more likely to engender **trust in government** while **ensuring cost neutrality** as the base position.

Major organisational changes were needed, such as the staff transfer from Federal to the Flemish administration, the new centralised computer system and the creation of new processes and the **management of complexity** was increased by the decision to merge eleven private payment funds into four.

The creation of the common “Groeipakket” application allowed the five funds (four private and one public) to manage the files and share the information needed to ensure payments to families.

At a technical level, new solutions to challenges were found through smart use of new technologies: the data flows were managed through a common data exchange platform, which exchanged data between national and regional level.

The approach has served as a model for the **other regions in Belgium**.

Furthermore, being based on automatic entitlements with checks in non-standard cases, **it promotes social inclusion** by minimising the risk that allowances due are not claimed because of ignorance of the process by parents or complexity in claiming them.

The unification of entitlements also means that the future political choice - whether to increase or reduce entitlements - will be made easier.

EPSA2019134: Malopolska Empathetic culture – Making culture accessible for everyone

This project from the **Polish region of Malopolska** aims to make cultural institutions in the Malopolska region more accessible to people with disabilities.

The key aim was to **reframe staff/management thinking** about the purpose of cultural institutions by inviting the public/users with special needs to express their needs and work for the change together in a responsive manner, thus **promoting greater accessibility through effective stakeholder engagement**.

The culture change was prompted by **simulation exercises** which raised awareness of the accessibility challenges faced by users with disabilities and aimed at a **mindset change** amongst staff at all levels in these institutions.

The process was **implemented systematically** through training of around 800 employees, assessing the level of accessibility of the cultural institutions in the region and by drafting accessibility guidelines whose implementation was monitored. These instruments were co-created by people with disabilities as end users.

The regional board exercises **effective management oversight** over the project and ensures **political support**. This support is **cross-party** as the project has continued after the latest elections and has become embedded in the DNA as the **new norm for the provision of the region's cultural services**.

3.3 Analysis of Best Practice Certificate winners

The Best Practice Certificate winners in the EPSA 2019 Regional Level were also of high quality as demonstrated by the decision, based on the quality of the projects, to award four Best Practice Certificates in this category, in addition to the Nominee Candidates. All have demonstrated more than one of the characteristics of innovative responses to the complex challenges noted above.

The Best Practice Certificate winners are analysed here in more detail in order of their EPSA project submission number.

EPSA2019904: Coaching to self-care and early discharge for hip surgery

This project from the **Orthopaedic Department, Holbæk Hospital** in Denmark aims to address the financial pressures common in healthcare systems **due to the ageing society and thus to ameliorate one of the key pressures on public finances**.

It is based on a supported self-care programme for patients before and after surgery in order to help them to cope with their own physical and psychological rehabilitation and recovery (including medication) at home.

Four steps were included in the intervention and counselling process for patients, covering *ex ante* intervention education seminars, *ex post* discharge preparation and support, evaluation of the impact of the intervention and a follow up by an interdisciplinary team to improve efficiency based on patient interviews. The programme is **innovative** in its combination of the use of technology (telecare tools) with multi-stakeholder commitment and innovative process organisation to ensure smooth recovery of patients at home. In addition to the benefit to patients, there has been an improvement in the job satisfaction for nurses and a sense that their time is being used more effectively. The hospital also benefits financially since time spent in hospital and returns to the hospital have been reduced, thus **reducing costs**.

The programme gained a **high level of user acceptance**. Of 150 patients measured 98% participated in the pre-surgery programme, 100% had a follow up visit 7-10 days at home after surgery and 85% had full rehabilitation without further need to visit the hospital. The 2019 results demonstrate a positive attitude of patients and satisfaction with the programme - 94% satisfaction seven weeks after surgery.

The **potential for use of the approach elsewhere** is shown by the interest in applying it in other parts of Denmark, in the Nordic countries and more widely in the EU.

EPSA2019064: Regional co-ordination group e-health and welfare technology, Agder

This project from the **region of Agder** aims to give effect to one of Norway's national public sector goals that welfare technology becomes an integral part of the service offering in health and care services by 2020. Using technology to improve patient security at home despite illness or reduced functional mobility has meant that patients aged over 65 are able to practice self-care at home before and after surgery, enabling them to leave the hospital in just a few days after hospitalisation, thus **reducing pressures on health care budgets**.

The success of this project is based on a combination of **effective technological solutions**, and regional co-ordination in delivery of solutions via a regional co-ordination group on e-health and welfare technology and commitment to the wide application of the technology.

EPSA 2019118: Spatial IACS Data Supply of Farms in Catalonia

This project from the **regional government of Catalonia** aims to manage the distribution of EU CAP entitlements to farmers which are paid by the regional Department of Agriculture.

It uses **innovative application of web technology** to accurately identify, through a geo-tag information system, entitlement to funds, including where there are modifications to entitlements.

It thus enables those who have valid claims to payments to receive the correct amount more quickly and **minimises the risk of fraud or error**, including from overlap between land for which claims have been made.

It has the **potential to be adapted to other contexts** as the principles of the CAP are common across the EU.

EPSA 2019145: Civil UAVS Initiative (CUI), Agencia Galega de Innovacion

This project from the **Regional Agency for Innovation in Galicia** (Spain) uses **public procurement for strategic objectives**, in this case to promote a new industrial sector of the production of Unmanned

Aerial Vehicles (UAVs) and Unmanned Surface Vehicles (USVs).

The Agency co-ordinates and manages the 6 programmes launched under this initiative, which combines **digitalisation** and **improvement of services to citizens** with participation **from a wide range of public and private stakeholders**.

The success of the project was measured by its ability to mobilise €200 million in the period 2015-2019 with outputs and outcomes closely aligned with the objectives of the programme and is an example of how strategic initiatives which **co-ordinate a wide range of stakeholders around a common objective** are very effective in complex programmes. Thus the lessons are capable of being adapted for use in other administrations.

3.4 Analysis of innovative characteristics of other selected projects

Apart from the projects which were recognised through the award of Best Practice Certificates, other projects also contain elements of innovative solutions to complex challenges. They demonstrate noteworthy elements which will be briefly outlined below to ensure that the lessons of these projects are not lost simply because the projects did not happen to be prize winners and also to recognise what the projects referred to have achieved.

Some of these projects tackle the idea of transformation through **strategic and operational co-ordination** and by awareness-raising campaigns. These cases include:

- **Enhancing trust in**, and the legitimacy of, tax revenue administration, as in the “Joint efforts towards best results” from Opolskie region in Poland. Education and awareness-raising activities are not new in themselves but the particular focus on **empathy** and **change of attitude amongst public officials** may be of relevance to revenue authorities across Europe.
- **Awareness-raising campaigns** in favour of gender equality and support for disabled people through the media are a common practice in different administrations. In EPSA 2019 we observed projects which **broadened their**

approach to a wider range of institutions through partnership with TV, radio, international organisations, universities and the main regional football team, such as the campaigns “Don’t look, play” and “Female Investigative’s Heart”, both from Galicia, Spain.

Other projects highlight the idea of **change management through re-organisation of teams, new processes, employee engagement** and partnerships such as:

- In the Malopolska region (Poland) in the project “Innovative solutions in co-ordination of social security systems in the area of family benefits introduced by Lesser Poland Voivodeship”, a process of **decentralisation of functions** from the Marshal to the Voivodes meant a **complete re-organisation of teams and processes**. Team building and employee participation was reflected in a change in information policy, simplifying procedures, document templates and facilitating flexible working hours.
- In the “Tuscany System of Business Services” (Tuscany region, Italy), a deep partnership between the public sector and entrepreneurs led to a **digital transformation of service delivery to businesses, using flexible and agile methodologies with continuous assessment of application performance**, accompanied by **user observation**.
- **Shared services** in the Moravian-Silesian region, Czech Republic were implemented as a means of improving the efficiency of public procurement, including with cost savings. Indeed, according to the application “Smart and Efficient Governance”, savings made were retained in the budget of the participating entity thus creating **incentives to continue participation**.

A **citizen-centric approach** consistent with the theme of EPSA 2019 has been observed in:

- A project from the Spanish region of Aragon, “Aragon Open Government Plan”, established an **open government plan** to allow any citizen to know in real time the current state of the government’s progress of planning and implementing its policies, thus **enhancing trust in government**.

- The project “Joint efforts towards best results” by the Opolskie Revenue Administration, which consolidated three aspects of revenue administration into a single organisation, introduced a new management system focused on results and **full commitment of all employees** and other stakeholders. The goal is to fully involve all possible stakeholders in tax process design and implementation. The aim is to ensure that services provided match the needs and expectations of users as closely as possible.
- The application “Implementing the system of personal following financing”, from Flanders, Belgium introduced personal care budgets to be controlled by persons with disabilities and allowing them to manage how their care is commissioned.

4. Supra-Local/Local Level

By Julia Bosse

4.1 Introduction

A total of 54 eligible projects from 14 different European countries were submitted at the EPSA 2019 Supra-Local and Local category. From these applications four nominee candidates (including the category winner) and eight additional Best Practice Certificate winners were identified through the evaluation process.

These projects highlighted the creativity of public administrations at Supra-Local and Local level (as at other levels of government) in addressing the challenges mentioned above, in particular by submitting projects which demonstrate innovative responses to complex challenges.

These may be categorised as follows:

Responses which reflect innovative characteristics which have been noted in higher-ranked projects in earlier EPSA editions, including adaptive innovation which can be seen to be related to projects submitted to earlier EPSA editions.

- Many of the nominee candidates and Best Practice Certificate winners are characterised by “**out-of-box thinking**”. This can be a new combination of sectors and instruments to achieve social cohesion and improvement of quality of life (for instance in the “Music School and Arts Centre” submitted by the City of L’Hospitalet in Spain), the creation of a complete new digital infrastructure to stop “doing things as usual” and reducing barriers to innovation (“Zero Trust Architecture” submitted by the Norwegian City of Kristiansund), anchoring of a service-orientation culture in an administrative system where this aspect is traditionally not integrated (“E-kiosk - Digital Self Service” submitted by the City of Pristina in Kosovo) or of civil servants actively driving initiatives beyond their formal job roles because they recognise their importance and impact for citizens (“The Rotterdam Business Case” submitted by the Dutch City of Rotterdam).
- Many projects have a strong **social inclusion focus** (the elderly, disabled persons, vulnerable groups, etc.), which is achieved through a range of instruments. In many cases, the social inclusion dimension is coupled with other targets such as economic growth (like the “Innovative financing tools” from the Seed Capital Bizkaia, Provincial Council of Biscay) or ecological sustainability (for instance in the case of the “Rooftop Gardens”, submitted by the Municipal Institute for People with Disabilities in Barcelona, Spain).
- The use of **digital tools** and **digitalisation of processes** for increased efficiency, cost savings and effectiveness in services and decision-making with the ultimate aim of creating added value, achieving organisational change, **enhancing trust in government** and creating transparency was also widely observed. Examples include process automation projects (such as the “E-kiosk” project), shared services (such as “SEDIPUALB@ - Public Digital Administrative Management Platform” (“SEDIPUALB@”) submitted by the Spanish Provincial Council of Albacete and “Asmel Consortile” submitted by the Italian City of Caggiano), various smart city projects (such as “Brain4it - the open source platform developed by the City of Sant Feliu de Llobregat for smart city infrastructure in Spain” (“Brain4it”) and “Lisbon’s Smart Management Platform” submitted by the Portuguese City of Lisbon), open budget initiatives (“Budget at a glance” submitted by the City of Bjelovar in Croatia), co-ordination or participatory democracy platforms (such as “Decidim” submitted by the City of Barcelona), advanced data analysis (such as “Brain4it” and “Lisbon’s Smart Management Platform”) and holistic digital infrastructures embracing all local government operations (such as “Zero Trust Architecture”).
- Many solutions related to **sustainability and the circular economy** such as waste reduction and reuse/re-cycling schemes, prevention of food waste

and use of food banks (such as the “Food Management Programme” submitted by the Spanish City of Reus and as in the “Rooftop Gardens” project.

- Numerous projects actively **promoted economic growth and entrepreneurship** in their respective territories through support to entrepreneurs in difficulty, capitalising on knowledge and experience of retired business executives (such as the “Rotterdam Business Case”), social impact investment instruments (such as the innovative financing tools developed by the Provincial Council of Biscay) and revitalisation of urban centres and involvement of citizens (such as the “Case of Ringebu village” submitted by the Norwegian City of Ringebu).
- Many responses capitalised on **locally available expertise by involving and co-creating** with employees and citizens/civil society organisations, academics and local businesses (such as for instance the “Case of Ringebu village”, “Decidim” and “Clean up the Atlantic - Cascais” submitted by the Portuguese City of Cascais).
- Solutions that were developed **in the public sector (and in some cases also together with civil society) for the public sector**, a key dimension of EPSA, and examples of **sharing capacity** that can lead to better quality of the services at lower cost (such as “Asmel Consortile”, “Decidim” or “SEDIPUALB@”) were also observed.
- Many projects made use of **networks and European or internationally recognised good practice** to identify working solutions capable of implementation in their own context as for instance the “Surgical activity re-organisation through Lean implementation” submitted by the Italian Hospital of Padua which took, among others, the Lean experience from the National Health Service (NHS) in the UK as a reference for the implementation of their project and the “Music School and Arts Centre” that adapted the experience of various European and Latin American approaches for artistic practice at community level, learning approaches and music for social cohesion. **Learning from existing good practice** and sharing successful solutions form a core element of EPSA’s rationale.

Responses which reflect innovation less commonly or not observed in higher-ranked projects in earlier EPSA editions.

- Public administrations experimenting with and using **leading-edge technology**, such as artificial intelligence, machine learning, augmented reality, etc. in their initiatives. In some cases, these tools already have improved service delivery and decision-making as in the case of “Decidim” or changed the culture of policy-making towards data-driven and evidence-based policy making. In other cases, the potential of these initiatives is clear though, because the implementation of these highly innovative initiatives may be very recent, their full impact has not yet been realised to date. Examples include “Lisbon’s Smart Management Platform” and the “Brain4it” platform.
- While these state-of-the-art technologies and their intelligent use promise significant returns of investment, transparency and efficiency gains, **data protection and privacy issues** have to be addressed seriously. The City of Kristiansund shows how public sector entities can inform and involve citizens to address any concerns, in their case with a dynamic consent model.
- More EPSA submissions show integrated **systems thinking** for developing comprehensive and **innovative eco-systems** incorporating **deep stakeholder involvement and co-creation** as in the cases of the “University City TRD3.0 - Learning Society” submitted by the City of Trondheim in Norway “Etorkizuna Erakiz” submitted by the Provincial Council of Gipuzkoa from the Basque Region in Spain or the “City of Sharing - a strategy for social vulnerability and exclusion” submitted by the Danish City of Fredericia.
- In this EPSA edition, it is the first time that the relevance of the United Nations’ Agenda 2030 and the **Sustainable Development Goals** is mentioned and concretely linked to sub-national actions. Examples include the “Zero Trust Architecture” or the “Innovative financing tools” projects.

In the following sections, key features of EPSA 2019 cases of the nominee candidates and other Best Practice Certificate winners will be analysed in more detail. Several other applications for the Supra-Local and Local category for EPSA 2019

also show elements of good practice, which will be highlighted at the end of the chapter.

4.2 Analysis of Nominee Candidates

The nominee candidates for the Supra-Local and Local category for EPSA 2019 come from three cities of very different sizes (Barcelona with about 1.6 million inhabitants, Rotterdam with about 625,000 inhabitants and Kristiansund with about 24,000 inhabitants) and one Provincial government, the Provincial Council of Biscay with about 1.1 million inhabitants from 112 municipalities. All four nominee candidates focus on key issues for the Supra-Local and Local public sector: economic development and entrepreneurship using different tools (from the Provincial Council of Biscay and the City of Rotterdam), social inclusion and the circular economy (Municipal Institute of People with Disabilities, City of Barcelona) and digitalisation and a smart city environment for future-proofing local government (City of Kristiansund).

Common features of the four nominee candidates are:

- The **social dimension** is present in all four cases. It is at the heart of the “Rooftop Gardens” project by the City of Barcelona. The three financial instruments of Seed Capital Bizkaia concentrate on supporting companies expected to have a social impact (such as for SMEs, female entrepreneurs and the long-term unemployed) and on raising awareness about social impact, the “Rotterdam Business Case” supports entrepreneurs at risk and the digital infrastructure and strategy of the City of Kristiansund ultimately aims at improving citizens’ lives.
- **Strong partnerships** are the essence of all four nominee candidates. The three funding instruments together with the accompaniment of companies/entrepreneurs presented by “Seed Capital Bizkaia” are the result of public and private sector co-operation between the Provincial Council of Biscay and private organisations and individuals acting as supportive investors and social angels.

The tripartite co-operation between the City of Rotterdam, the Rotterdam University of Applied Sciences and the Foundation Entrepreneur

Soundboard enabled the creation of the “Rotterdam Business Case”. This programme would not have been possible without the commitment and financial co-operation of the three partners.

In both cases, the co-operation is based on sharing knowledge – very concretely capitalising on the knowledge of former business executives to give advice to the selected entrepreneurs/companies (and in the case of Rotterdam additionally capitalising on fresh knowledge from university students).

The City of Kristiansund co-operates closely with the regional energy and broadband providers, the regional public administration IT network and also the vendors for its IT solutions. Kristiansund’s leading role in digital and cloud-based government in Norway provides companies with reference sites for digitalised government (which justifies their investment) and it also benefits the whole county in its digital implementation efforts and promotes Kristiansund’s digital development.

The “Rooftop Gardens” project is the result of a co-operation between the Municipal Institute of People with Disabilities of the City of Barcelona, other city departments which made their unused rooftops available for use as a garden, the Catalan Institute of Agri-Food Research and the respective occupational centres running the rooftop gardens.

- **Effective leadership** as demonstrated:
 - In the case of “Seed Capital Bizkaia”, the Provincial Council of Biscay took the strategic decision based on clear strategic objectives by political leaders to actively drive economic growth, job creation and entrepreneurship and social impact in the territory and included these objectives as two core objectives in its strategic plan for 2030. The three funding instruments are thus a **strategic tool of highest priority**.
 - In the case of Kristiansund, the decision to remove barriers to innovation, turn the city into a digital front-runner in Norway and design the future of government is based on the strong **strategic vision of the City Council with cross-party political support**.
 - Effective leadership is also important in the “Rotterdam Business Case” which was started by the Manager for Work and Income of the City who saw the need for such a programme

and the solution at hand. By convincing his superiors to give green light for the initiative (and the dedication of a percentage of his working time), he laid the foundation for the programme. This is an excellent example of “public servants going the extra mile.

- Similarly, in the case of the City of Barcelona, the idea to use rooftop terraces for the gardens (unused space in a city where space on the ground is very limited) came from the Manager of the Municipal Institute for People with Disabilities who actively promoted the project.

The nominees are analysed here in more detail in order of their EPSA project submission number.

EPSA2019072: Creating social impact through innovative financing tools for an intelligent, sustainable and inclusive growth

This project submitted by **Seed Capital Bizkaia, the Provincial Council of Biscay** is about three **strategic funding instruments** (micro-loans, an entrepreneurial-social innovation fund and crowdfunding) that form part of the main tools for the province to combat structural unemployment and to foster **social inclusion** through economic growth in the territory based on social innovation and impact. While the micro-loans are targeted at entrepreneurs who may not be able to provide the guarantees required to access credit via conventional loans available in the market, the entrepreneurship and social innovation fund (FEIS) and crowdfunding platform serve to raise awareness about social impact and integrate it into companies’ portfolio as well as to promote social businesses and entrepreneurship by attracting private investment for it.

While the micro-credit instrument and the FEIS were created exclusively with public money, capital rounds have been opened to increase the instruments’ finance volume and bring in private investors, though the majority of investment will come from public money to ensure keeping these instruments in public hands. In the case of FEIS, this is the first international finance funding round of its type in Spain. Private investors are directly informed and approached about the projects supported by the crowdfunding platform.

All three instruments provide **real and tangible benefits with positive economic impact** in terms of attracting investment and job creation (e.g. supporting

approximately 100 micro-credit operations directly benefitting entrepreneurs). With this instrument, the Provincial Council of Biscay anchors the concept of “social entrepreneurship” in its region. The impact assessment carried out under FEIS, for instance, is linked to the United Nations Sustainable Development Goals.

They aim to ensure that any entrepreneur who wants to start a business in Biscay can have access to finance. These instruments are much more than financial support as they come with business support from the Province to maximise the likelihood that the finance will be used effectively and, in the case of FEIS, with the support of a “social angels” programme to provide business advice to the entrepreneurs.

Seed Capital Bizkaia is a **recognised for best practice** in social impact investment in Spain by Foro Impacto, the secretariat of the official working group for social impact investment in Spain and by the European EaSI (EU Programme for Employment and Social Innovation).

EPSA2019129: Rooftop Gardens: Growing greens for social inclusion

This project submitted by the **Municipal Institute for People with Disabilities of the City of Barcelona** is about taking advantage of unused public space, such as rooftops of municipal buildings, to set up rooftop gardens with innovative urban farming methods that are operated by people with disabilities to foster their social inclusion.

It has an impact at several levels:

- It contributes to an **increased quality of life for persons with disabilities, a group at risk of social exclusion**.
- It is **innovative** in that it changes the role of those at risk of social exclusion from that of being a beneficiary (passive role) towards being a contributor producing goods for the community (active role). Moreover, studies have demonstrated that the quality of life of disabled people participating in the programme has improved significantly in terms of their physical and emotional well-being.
- It makes **valuable use of formerly unused public space** and also contributes to **greening the city**.

- It **innovates in urban farming** by using pioneering outdoor hydroponic systems, efficient drip irrigation and the re-usage of water which maximises the gardens' harvest yield.
- It **supports the circular economy** as food waste is minimised by donating any surplus of fresh vegetables to local food banks and associations.
- It enriches the local community by creating networks between the occupational centres managing the rooftop gardens and local food banks and associations as receivers of fresh food.

As regards the sustainability of the project, options for commercialisation of the harvested vegetables are being explored by the City's Market Department as well as the possibility of applying for an eco-label and for the gardens to be used for agri-economic and environmental research. This initiative has generated interest in several Latin American cities and has already been presented to other European cities. The model of **using urban farming as a tool for social inclusion can easily be extended to other socially disadvantaged groups**.

EPSA2019133: Zero Trust Architecture

This project submitted by the **City of Kristiansund** is a digital transformation project for a future-oriented management of local government based on cloud computing. By moving all city services (front-line and back-office) into a cloud-based environment a digital city eco-system was created which **reduces barriers to innovation**. The main advantages include greater inter-operability between systems, including ease of adaptation to security procedures, reducing the need to purchase the support services for new applications and rendering **services more flexible, more user-friendly and more cost-effective**. Kristiansund's digital strategy thus complements its over-arching city strategy, which is based on the United Nations Sustainable Development Goals.

Many new projects, especially in the area of welfare, education, mobility, internal management and reporting, facilities management and efficient waste management, have been launched thanks to the new infrastructure.

Cloud computing is only used by an average of 26.2% of private companies throughout the EU-28 (only three countries show figures above 50%)¹ and it is also not the norm in the public sector. Thus creating a completely new digital infrastructure and breaking with "doing things as usual" is **very innovative**.

This case displays a **strong strategic and managerial leadership and vision for digitalisation with a high potential for cost savings**. In fact, many municipalities still lack this digital leadership competence displayed by Kristiansund's City Manager. Kristiansund's conditions for success and forward-looking infrastructure are also recognised throughout its region with the regional digital strategy being strongly aligned to Kristiansund's and its municipalities benefitting from joint projects and structures. Throughout Norway, Kristiansund is an **acknowledged front-runner** in digitalising the public sector.

The Zero Trust Architecture is also a framework with **high levels of security** combining multi-factor authentication processes from Microsoft, Amazon, etc. with the national authentication component (ID-Porten) for users (employees, politicians, businesses and citizens), thus minimising the risks of privacy breaches, fraud, error and unauthorised external incursions.

Kristiansund is also an example of how to inform and involve citizens to address concerns about data privacy - they plan to use a dynamic consent model which puts citizens in control of their own data, i.e. citizens (as data subjects) can see a digital record of their consent decisions at all times (thus being able to give or revoke consent at all times).

EPSA2019140: Rotterdam Business Case

The Rotterdam Business Case submitted by the **City of Rotterdam** was launched in 2012 and consists of a tri-partite co-operation between the Rotterdam University of Applied Sciences, Rotterdam City Council and the Foundation Entrepreneur Soundboard.

It aims to assist existing entrepreneurs in financial difficulties, with difficulties in managing their financial administration and/or with other operational

¹ European Commission (Eurostat), "Cloud computing - statistics on the use by enterprises", Data extracted in December 2018. https://ec.europa.eu/eurostat/statistics-explained/index.php/Cloud_computing_-_statistics_on_the_use_by_enterprises

challenges by providing advice and support from expert senior entrepreneurs and students of the Rotterdam University of Applied Sciences with the aim of increasing the profitability and the sustainability of their business.

It is an **excellent example of how pooling knowledge and partnerships can lead to public value and tangible results**. This project addresses the fact that the most significant underlying cause of poverty for entrepreneurs is a lack of business and managerial skills whereas most local support to businesses concerns additional welfare payments or services for start-ups, incubators and business growth. However, these services do not meet the main challenges faced by entrepreneurs in financial difficulties.

By bringing together the practical knowledge of retired business executives through the Foundation Entrepreneur Soundboard and the up-to-date theoretical knowledge of university students of the Rotterdam University of Applied Sciences, entrepreneurs in severe financial difficulties receive tailor-made support and future skills for self-help during approximately six months as a service by the City of Rotterdam. This creates a **triple win situation**. Entrepreneurs receive the support they needed, former business executives can contribute to societal well-being by sharing their valuable knowledge and students get practical experience and can apply their newly acquired knowledge, which will also give them comparative insights from which they can benefit in the longer term. Thanks to this working partnership this creative solution is also **very cost-efficient**.

Since 2012, 1,200 entrepreneurs have been supported, out of which 56% (at the time of the application) have been saved from bankruptcy (and the other 44% are assisted in closing their undertaking). This means that more than 600 entrepreneurs have potentially been saved from poverty, which results in **significant savings of social benefits** that would otherwise have to be paid.

The **managerial leadership** in this case also deserves special attention (“civil servant walking the extra mile”) as the manager of the Work and Income Department had to convince his superiors to dedicate part of his time to this new programme.

This project has the potential for adaptation elsewhere and indeed has already been implemented by six other Dutch cities as well as in the Finnish city of Tampere.

4.3 Analysis of Best Practice Certificate winners

The Best Practice Certificate winners in the EPSA 2019 Supra-Local and Local category were also of high quality - in the initial independent evaluation none scored less than 86% of the score of the lowest-scoring nominee candidate. All have demonstrated more than one of the characteristics of innovative responses to complex challenges noted above.

The Best Practice Certificate winners are analysed here in more detail in order of their EPSA project submission number.

EPSA2019002: SEDIPUALB@ Public Digital Administrative Management Platform

This project submitted by the **Provincial Council of Albacete** is a platform of shared services for a complete digital administrative management of local entities, which is fully integrated with the digital solutions provided by central government for administrative management. This solution is mainly created with public in-house resources, displays a strong collaborative nature with other Spanish public entities and is available through a transparent cost-sharing model to other public entities. It is also around 50% cheaper than similar applications in the market. In the Spanish context, it was the first case in which a public administration had developed and distributed its own ICT product with such a success.

The fact that this platform is used by more than 300 local and regional public entities in seven Spanish regions proves the relevance, usefulness and success of this initiative, which is a **good example of efficiency gains, cost reduction and user-friendliness through standardised digital services** for citizens in the public sector through economies of scale (using the same management system for all public administrations since they have to comply with the same regulations). Thus, this project holds relevant lessons to be learnt in terms of **administrative co-operation, savings in public spending and quality services for citizens**. This project was also recognised with a certificate of excellence by the European Commission’s Sharing and Re-Use Awards Contest.

EPSA2019046: Music School and Arts Centre (EMMCA): Social Inclusion through Arts

This project submitted by the **City of L'Hospitalet** is about using public music schools as an instrument for integrated urban development. The use of the public Music School and Arts Centre **reinforces social cohesion** by increasing the offer of performing arts in the city, reaching out to social sectors usually not represented in music or artistic programmes/ education and by providing music, arts and drama courses in primary schools (especially those located in deprived areas). This **much broader societal use and purpose** of public music schools illustrates **out-of-box thinking**.

This project is the **result of adaptation** of other international experience shaped in a unique way and consistent with the EU policy framework and values (EU Cohesion Policy, New European Agenda for Culture etc.). Using public music schools as an instrument for integrated urban development strategies is uncommon in Spain and some other European countries: Many cities have music/arts schools, and many cities face the challenge of social cohesion, but most of them do not use the music schools for this purpose.

Moreover, the **results are tangible** in terms of **output** (2,200 students, involvement of more than 50,000 people over the past 14 years in activities) and **impact**. The students' background reflects the ethnic diversity of the city, which means that the music school reaches out to its whole population. Inter-municipal benchmarks show also that schools co-operating with EMMCA score 10 percentage points higher in academic success than schools in other cities with a similar profile. Besides, this project is a widely recognised and awarded initiative as it received, for instance, the URBACT Good Practice Label and the second prize at Le Monde-Smart Cities "Urban Innovation Awards" in 2017.

EPSA2019061: Asmel Consortile

The project "Asmel Consortile" submitted by the **Municipality of Caggiano** is about the **professionalisation of public procurement in small municipalities**. It is an e-procurement platform

especially for small local governments (up to 5,000 inhabitants), but also open to bigger towns and other public entities to allow them to manage their public procurement independently while providing them technical and legal support and best practice support through a specialised structure. This solution was developed as a response to the ineffective existing centralised purchasing which did not always meet the needs of local governments.

The success and added value of this service can be seen in the fact that it has around 800 members. Financial sustainability is also fully ensured through the economic model for financing the service: members have a direct participation in the company "Asmel Consortile" and get free access to the on-line application, while the company awarded with the contract has to pay a fee up to a maximum of 1% of the contract value for the services provided by the consortium to the awarding authority. Thanks to Asmel Consortile the procurement procedures of the member municipalities are carried out electronically and therefore **fully traceable** (100%), are **faster** (a reduction of 37% of the time compared to the previous procedures), use a certified anti-corruption system (ISO 37001) and are **less subject to challenge** (negative decisions of the Administrative Court in challenges to procurement procedures arise in 0.7% of cases, compared to a national average of 6%). These results are clear indicators for the success of the initiative, which also helps to ensure that the member municipalities **comply with their e-procurement obligations under the EU Public Procurement Directives**.

This project presents a **measurable improvement in an area of high relevance** to municipalities as 63% of the total public procurement spending in OECD countries is carried out at the sub-national level (taking into account that public procurement accounts for about 12% of GDP in these countries)². Procurements are often carried out in very small municipalities by non-specialists who only occasionally manage procurement procedures. Hence, working solutions helping municipalities to be more efficient and save costs in this area are of high added-value. This is a very good example of how **bundling expertise and sharing of capacity can lead to better services at lower costs**.

² OECD (2017), Government at a Glance 2017, OECD Publishing, France, p. 172 https://doi.org/10.1787/gov_glance-2017-en

EPSA2019066: Clean up the Atlantic – Cascais

The **City of Cascais** project “Clean up the Atlantic - Cascais”, which they have been carrying out for more than a decade, aims to address marine pollution. In an annual awareness event scuba divers clean the part of the Atlantic near Cascais simultaneously with coast line clean-up events by other volunteers.

This project forms part of the city’s bigger Mar+ programme to combat maritime pollution - an issue which is of **high priority for the city** and in which it has a **pioneer role**. Moreover, fighting plastic debris is an extremely topical issue and very high on the European and international agenda.

This project is **very relevant for citizens, its local economy** (particularly for tourism) and the **environment in general**. It is a **good example of deep stakeholder involvement** (more than 1,000 volunteers and many local organisations who contribute with their resources to the event) with a tangible output and proven record, which may be a stimulus for other local governments. Involving citizens and visitors in environmental protection activities and events forms part of Cascais’ overall approach. Yearly, large volumes of plastic waste are collected and documented, which helps to raise the awareness about the problem. The fact that this project has been running for more than ten years underlines its **strong sustainability**.

EPSA2019078: Surgical activity re-organisation through Lean implementation in the Azienda Ospedaliera di Padova

This project is about the re-organisation of all surgical activities (for complex surgery and all 47 operating rooms) in the **Hospital of Padua** by applying the LEAN approach, which led to **safer and more effective surgical care, improved productivity and reduced health care costs**.

This initiative, which was motivated by international experience, is one of the first lean management projects in healthcare in Italy. While the LEAN approach is not new as such, this project still presents an excellent example of **innovative management in the public sector**. Reducing errors, identifying redundant activities, and more effective performance management are key to improvement in public sector organisations, regardless of the level of government. The involvement of senior management in the

starting phase, but also in the follow-up phases of the project, with regular meetings with front-line professionals, was also crucial for its success. **Engaging front line senior professionals** (i.e. the doctors) was key to ensuring that the project developed **effective technical solutions**, as well as the strong **strategic commitment/effective leadership** by top management and motivation of all staff involved (around 290 employees).

This initiative is **highly relevant** since surgery accounts for more than 40% of hospital spending. Thus, cost reductions while improving treatment quality and patient care in this area have, overall, a high impact for hospitals.

EPSA2019079: E-kiosk (Digital Self Service)

With the “E-kiosk” project, the **Municipality of Pristina** is the first local government in the Western Balkans to have implemented an automatic system to allow citizens to acquire documents digitally from the Civil Status Registry, the Land Registry and the Directorate of Finance (such as the birth certificate, marriage certificate, residency certificate, property certificates, property tax bills, etc.), as well as of paying the property tax. The documents from the Civil Status Registry alone cover 85% of general citizens’ requests to the city administration. The service has been used so far to access approximately 120,000 documents within the last three years and has also been adopted by seventeen other cities in Kosovo and by the City of Tirana.

This initiative presents a real innovation in service delivery to citizens in a Western Balkans context bringing **quality improvements** in terms of **accessibility and time savings** along with **reduced opportunities for corruption** and also **cost savings for the city administration**. Moreover, the spread and functions of the E-kiosks will be further extended in 2019 (and probably also beyond), which also indicates the success of this innovation.

This case is noteworthy as it is a **clear example** of moving to **service orientation** in an environment in which service orientation traditionally does not form part of the administrative culture. Hence, many hurdles had to be overcome to implement the solution and the initiative signifies a **cultural change in the behaviour of public authorities in Kosovo**.

EPSA2019135: Decidim – Free Open-Source participatory democracy for cities and organisations

This project submitted by the **City of Barcelona** is a free and open-source digital platform for **participatory democracy**. It allows any organisation to create wide access processes for strategic planning, participatory budgeting, public consultation, collaborative design for regulations, urban spaces and election processes etc.

The idea of **joint value creation and sharing** with other public sector organisations and social organisations lies at the heart of the platform as it is managed and designed by an open community of civil servants, researchers and students, and civil society stakeholders. Thus, **co-creation and co-operation** are the core of this project, as well as strengthening **transparency of and trust in public institutions** by involving citizens in local decision-making processes and services.

The idea of **sharing and re-using** solutions is demonstrated by the fact that this open-source platform is currently used by 110 public entities and community organisations at local, regional and national level both within and beyond Europe, which is remarkable and acknowledges its **clear potential for adaptability** and also **relevance to public sector operations**. This clearly corresponds with one key goal of EPSA i.e. disseminating proven and working solutions across Europe's public sector that add value. Decidim has been used in Barcelona for designing the municipal action plan 2016-2019 with impressive results (more than 9,000 proposals submitted, of which 70% were accepted) and is still used for various other participatory democracy processes in the city.

This project is **innovative** in three key respects: **organisationally**, by using agile methodologies and transparent co-production, **technically**, by incorporating **leading-edge digital technologies** such as distributed ledger technologies and data analytics technologies for citizen initiatives and **culturally, acting as an example of when tools financed by public expenditure can be made accessible beyond the originating entity**.

The project is recognised Europe-wide, for instance by winning the second prize in the category “Most innovative open-source software” of the 2019 edition

of the European Commission's Sharing and Re-use Awards Contest.

EPSA2019154: The case of Ringebu village: How citizen-driven placemaking enhanced the liveability and prospects of Norway's smallest city

“The case of Ringebu village” submitted by the **City of Ringebu** is about citizen-centred economic development and promotion of well-being of a small rural town through co-creation with its inhabitants, local businesses and communities.

The improvement of well-being in the city and its economic development (e.g. 5.6% increase of retail spending locally in 2018 compared to 2017), which is in itself significant for such a small community, is completely based on **co-creation as a working method**. The town administration considers itself as a **facilitator and match maker** (for instance supporting not-for-profit organisations in accessing grants or encouraging positive community development initiatives) and embedding an open communication culture. This **true bottom-up initiative involves much of the town**. For example, the Head of the Culture Department's salary is funded by 30% by the local small business association and citizens contributed to the improvement of the main street as artery of the village centre through an innovative crowdfunding campaign (“Cobblestone Campaign”). This project **empowers the local community and strengthens their commitment** to their town, its development and to the well-being of its citizens.

Even if true bottom-up development seems to be easier achievable in smaller settings (at the level of smaller cities, in specific city districts or neighbourhoods), it cannot be taken for granted and needs the positive impetus, support and recognition from the respective local administrations. In that sense, the case of Ringebu demonstrates how active citizen and stakeholder participation can change the *modus operandi* in a small local community.

4.4 Analysis of innovative characteristics of other selected projects

Apart from the projects which were recognised through the award of Best Practice Certificates, other projects also contain elements of innovative solutions to complex challenges. They demonstrate

noteworthy elements which will be briefly outlined below to ensure that the lessons of these projects are not lost simply because the projects did not happen to be prize winners and also to recognise what the projects referred to have achieved.

These schemes included a number of novel solutions demonstrated by **innovative eco-systems**, which follow a similar vision of **significant co-operation and synergies between government and other stakeholders**:

- The City of Trondheim created with their project “University City TRD3.0 – Learning Society” an innovative model and advanced partnership for integrating innovation into the city’s DNA by **strongly linking the local political agenda and local service provision with university research and funding to create synergies and cross-fertilise between both sectors** through applied research and training. This instrument is an example of government as a vehicle for co-operation with the wider community.
- The Provincial Council of Gipuzkoa created a new collaborative governance model “Etorbizuna Erakiz” for **building better relations between society and public institutions (and thus strengthening transparency and trust in government)** by jointly designing strategic social innovation projects and building the territory’s future with the involvement of the public sector, private organisations and entities and the wider community.
- The City of Fredericia created with their “City of Sharing – a strategy for social vulnerability and exclusion” a **co-creation project** to reduce citizens’ vulnerability with twelve different themes based on the input of politicians, citizens, NGOs and companies as well as the public sector. Relevant projects across the twelve themes are developed in so-called “Action Networks”, which bring together volunteers (ambassadors) from all sectors and sustain the resulting projects.

Several **smart city solutions** were also presented with technically innovation elements worthy of recognition, such as:

- “Brain4it - The open source platform developed by the City of Sant Feliu de Llobregat for smart city infrastructure”, which was designed by the

city council to automate the management of the smart city infrastructure, as well as to develop other artificial intelligence (AI) applications, including for the “Internet of Things”. The application of the software is wide-ranging and covers areas such as facilities management and traffic management.

- “PGIL – Lisbon’s Smart Management Platform” (City of Lisbon) which is a data integration platform that will support the city’s operation centre (bringing together police, fire brigade, civil protection and mobility services), the open data web site as well as various smart city projects and city services. In addition to more effective management, better services, information-sharing and transparency, it will enable better political decision-making through real time data and data analytics.

In terms of **sustainability and the circular economy**, the “Food Management Programme” submitted by the City of Reus deserves recognition as it is a **waste reduction project which also fosters social inclusion**. It recovers fresh and ready-cooked food which is beyond its retail sell-by date, but is still fit for human consumption, and donates this food to food banks in the city so that it reaches the vulnerable. Receiving fresh or ready-cooked food is real added value to food banks.

The City of Bjelovar’s open budget initiative is an example of a project that gives public open access in real-time to municipal budget transactions thereby **enhancing trust in government**.

5. New Solutions to Complex Challenges – Conclusions and Recommendations

By Michael Burnett

5.1 Overview

The ten years and six editions of EPSA have been characterised, as might be expected, by challenges which have endured throughout the period such as the continuing impact on citizens and the public finances of the global financial crisis, those which have become more acute, such as the need to promote social inclusion as one way of ameliorating the differential impact of globalisation and its various political offshoots and the urgency of addressing environmental issues and threats to privacy and cyber security and ones which appeared to take the public sector by a degree of surprise, such as the impact on resource allocation of increased flows of displaced persons seeking to relocate to Europe.

As noted above, the period since the previous EPSA research report in 2017 has been characterised both by the continuation (and in many respects deepening) of pressures on public administrations existing at that time and by the emergence of new challenges, often of a horizontal and complex nature, and in particular, an acceleration of the pace of change arising from technology-driven disruption (affecting both the public and private sectors).

Overall, the pace of change in circumstances for the public sector in Europe has increased over the period of EPSA 2009 to 2019 and there appears to be no evidence that the incidence of technology-driven disruption is likely to reduce.

In response to these complex challenges we can observe a number of overarching trends in the positive and innovative responses of the nominee candidates and Best Practice Certificate winners in all the administrative categories (as well as other projects which merit recognition for selective features which they demonstrate).

In this chapter we set out these trends and analyse their potential impact on public administrations.

5.2 Key trends in EPSA 2019

The main trends which can be identified in the projects submitted to EPSA 2019 include:

- The **determination to sustain and enhance trust in the competence and integrity of government** at all levels though transparency and improving services to citizens (including businesses), supported by a range of different practical actions which, without in some cases their explicitly being the main aim of the actions or their being undertaken in the context of a trust recovery plan, will act to promote trust in the competence and integrity of public sector entities.

This is of particular importance where there are broader challenges to the legitimacy of established institutions, whether in the public, private or not-for-profit sector, and a greater sense of insecurity amongst citizens, including a sense of economic insecurity and location of identity.

Examples include influencing the behaviour of future adult citizens via projects such as the “Correct or Corrupt?” project from Austria, actions to promote the security of citizens such as the “GouvAlert” early warning system from Luxembourg and the co-ordinated approach to complex urban challenges such as housing and security (as in the “City Deals” project from the Netherlands).

- Examples of the **absence of complacency and avoiding change fatigue** in public sector entities aiming for further improvement in contexts where the public sector has been creative and has improved services over time, such as in the “Simplex+ Program” and “Citizen Spots” projects from Portugal and another initiative from the Federal Ministry of the Interior in Austria to broaden the competences of police officers (in EPSA 2019 dealing with dementia, following

their 2015 Best Practice Certificate for the Police Competence Training Project, a project addressing more effective responses to possible cases of domestic violence).

- The continuing potential for the **transformational effect of digitalisation of services** horizontally across the organisation as in Kristiansund or in service-specific projects such as tax digitalisation in Poland, more transparent access to legislation in Hungary, the digitalisation of the management of cross-border family breakdown issues (the “iSupport” project from the Hague Conference on Private International Law), a shared e-procurement platform for Italian municipalities (“Asmel Consortile”) and the management of CAP entitlements in Catalonia and also including the wider use of provision of information via mobile applications such as providing information about medicine pricing in Bulgaria and information exchange between citizens and government in the Netherlands (“Berichtenbox app Mijn Overheid”).
- A continuing recognition of the **relevance of stakeholder engagement**, including between different units of central government, between different levels of government and between the public sector and private/third sector and citizens and going beyond consultation to co-creation in the design and implementation of policies to address complex challenges, particularly where this is done in a co-ordinated manner such as in Austria’s “Co-creation Platform”, the digital one-stop shop for businesses (“Punti Impresa Digitale”) from the Italian Union of Chambers of Commerce and in both the Danish city of Fredericia and the Spanish province of Gipuzkoa. It also includes co-creation in smaller entities such as the Norwegian municipality of Ringebu and through widely accessible processes for participatory democracy such as the “Decidim” initiative from the City of Barcelona.
- **Differential approaches to policy generation and implementation**, such as the use of hackathons, as in Luxembourg’s “Open Data Portal” project.
- A recognition that government is about **making choices and setting priorities**, even though the choices still to be made for European public administrations are difficult when they need to stabilise public finances while continuing to

deliver the services which increasing numbers of citizens need more than ever as a result of continuing economic uncertainty. The “Groeipakket” project in Flanders showed, however, that this need not be a barrier to cost-neutral improvements in service provision.

- The continuing relevance of a **horizontal cross-entity approach to digital transformation** including internal and citizen-facing services based on clear political and managerial leadership (as in the Norwegian city of Kristiansund) and a co-operative approach between entities (as in the Spanish province of Albacete).
- Continuing to **remove barriers to economic growth**, including administrative barriers (such as those addressed by the “Simplex+ Program” in Portugal), urban mobility constraints (such as those addressed by the “ACI mobility information Luceverde” project from Italy) and barriers associated with access to finance especially for micro and small enterprises in the project to promote innovative financing tools from the Spanish province of Biscay.
- The continuing need for **commitment to social inclusion** as a response to a time of economic uncertainty in spite of continuing financial constraints, for example for women, for groups disadvantaged by physical disability or age-related mobility restrictions or for those facing barriers to entry into the labour market and by attempts to promote economic regeneration of areas in decline. This includes a recognition that promoting social inclusion may also incorporate increasing the self-worth of disadvantaged individuals by creating opportunities for them to create value (as in the case of the “Rooftop Gardens” project in Barcelona) and broadening the scope of extending social inclusion to access to cultural services, as in the Polish region of Malopolska and the City of L’Hospitalet in Spain and direct provision of lower-priced energy to lower income groups (as in the “Automatic Social Energy Tariff” project from Portugal).
- An enhanced awareness of the relevance of **environmental impact assessment** in policy making and the pursuit of policies which address the increasing importance which citizens place on environmental considerations such as the management of air traffic movements around

Luxembourg airport, and including projects explicitly designed to promote the circular economy such as, for example, the “Food Management Programme” in the Catalan city of Reus to recover edible food which is beyond its retail sell-by date.

- The continuing importance for public administrations of **encouraging initiatives by public servants in delivering services to citizens**, especially where this arises from staff members taking on responsibilities to address new challenges which go beyond, but do not conflict with, their existing responsibilities (for example in the “Rotterdam Business Case” project).
- The relevance of public administrations in **encouraging volunteering** as a means of promoting social cohesion, as in the case of the “Aha plus” project from the Austrian region of Vorarlberg.
- The relatively **low recognition of role that auditors can play in enhancing trust in government**, reflected in the limited references to the role of auditors in effective public sector governance across the range of projects submitted.

5.3 EPSA 2019 – Lessons for the future

Many of the recommendations made in earlier EPSA reports, particularly since 2013, remain relevant to the challenges facing public administrations in 2019 and beyond.

These include the need for public sector entities to:

- Continue to recognise that **innovative approaches** to improving the quality of public services can derive from the **effective adaptation** of ideas for service improvement which have been applied successfully by other public administrations i.e. that adaptive innovation can often be as effective as a tool as attempting to identify approaches not yet implemented elsewhere, as shown by the Lean-based re-organisation of clinical services at Padua Hospital.
- Continue to address the challenge of **responding to immediate issues while ensuring that scenario planning is “future-proof”** to developments such as data analytics and distributed ledger technology.

- Balance the continuing challenge of greater demands for **transparency** and the risks of capture by interested parties, the call that “something must be done” which is maybe inappropriate and responding to the last crisis rather than preparing for future challenges.

- Continue to recognise the importance of setting priorities and making budget choices which reflect those priorities as one dimension of the need for effective corporate governance, thus building confidence in government by making it clear to citizens what choices have been made and on what basis and how these choices reflect the diversity of the needs of citizens.

As regards future developments the key conclusions to be drawn from EPSA 2019 by public sector entities is to ensure that:

- Meet the **challenge of being agile** and taking decisions in a timely fashion, while ensuring that appropriate and sufficient evidence-based evaluation is made before policy decisions are taken, for example using data visualisation techniques (such as in the “PoliVisu” project in Flanders), and an awareness of the distinction between domains in which decisions can be made on the basis of rapid assessment and those (such as in the field of education and criminal justice), in which an evidence base over time is needed.
- Give appropriate attention to **cross-entity risk assessment and management**, especially in the context of difficult to predict climate-related events and an environment of future technology-driven disruption. This will call for a culture of regularly updated scenario planning, based on an assessment of what might happen, how likely it is to happen and the possible consequences, not ignoring the possible impact of events which, though not likely to happen, will require disaster contingency planning and processes for damage containment by early warning systems for citizens.
- Realise the benefits from a broadly based, **stakeholder-inclusive “hackathon” brainstorming** approaches while recognising its limitations of time constraints to the restriction of options to current fashions, the risk of “group think” and the limited scope in them for reflective adjournment, especially on matters where the legal basis for a proposed action is uncertain.

- Ensure that **data privacy and security** issues are addressed at the design stage of new systems because of the operational, financial and reputational risks of not doing so.
 - Recognise the increasing relevance, especially in urban governance, of **environmental sustainability** in all forms of transport, including air traffic management.
 - Assess how to change the balance of the use of time by public officials away from one where time is devoted to **processing routine** decisions to one where more time is used to **exercise judgments** in cases where human intervention is necessary, such as, for example, by:
 - Automation of processing of access to social benefits without the need for citizen intervention, with the focus of review of eligibility checks by the public sector in defined circumstances.
 - Automating access to documents (subject to appropriate security arrangements) to reduce administrative costs and save time for citizens (as shown by the “E-kiosk” project from Pristina).
 - Recognising in public procurement which processes can be automated and which require human intervention i.e. while contract notices and contract documentation can be made available electronically, expressions of interest and tenders received electronically and invoices issued electronically, qualitative decisions, such as the assessment of expressions of interest and tenders, and even more so the conduct of dialogue and negotiation, will, while potentially being aided by data and text mining analytics in researching of applicants, require significant human judgement in making decisions.
 - Continue to be **aware** of the **possible unintended consequences** of actions which, overall, have positive effects, such as, in the context of projects recognised in EPSA 2019, the need to:
 - Ensure in tax digitalisation projects that the burden of proof of utmost good faith remains with taxpayers for full declaration where fiscal authorities make errors in favour of the taxpayer which they do not correct and where the pre-filled draft declaration becomes final in the absence of active taxpayer correction.
 - Ensure that the beneficial effects of broadening the awareness of police officers to serious health issues such as dementia does not have a measurable negative effect on their core role of preventing, detecting and investigating crime, which might arise if it led to an increase in burden-shifting from social care functions to the police.
 - Manage the possible impact on the public finances of arrangements where public sector intervention (such as repayment guarantees to private lenders and acceptance of the first tranche of losses where loans cannot be repaid by borrowers) leads to lenders providing finance on terms other than normal commercial terms.
 - Ensure that, where budgets for health and social care are devolved as personal budgets to individuals, the use of those budgets is monitored to ensure that they are used cost-effectively and do not result in the inability of the user to access services because they have no remaining budget allocation.
- There is also a need for a **wider recognition of the role of auditors as a key element of the process of restoring trust in government** and their need to be engaged in systems design and assessing the realism of future scenarios where there is a risk that activities are not financially or operationally sustainable. This raises key questions such as:
- When auditors should intervene during a transaction process, taking account of the long term consequences of certain decisions, such as entry into long-term commitments for privately-financed infrastructure projects.
 - Consideration by auditors of what to audit based on risk assessment, recognising that not all entities/systems/transactions have the same risk level and that audit plans need to prioritise higher risk entities, systems and transactions i.e. making the “what to audit” decision before the “how to audit” plan.
 - The emerging expectation that audit should not be limited to audit of outcomes (“arriving after the car crash”) i.e. that auditors must be pro-active and to add value also need to audit decision processes such as the setting of strategic and operational objectives, how these are linked to evidence

of citizens' needs and budget allocations and performance targets and how budgets and service outcomes and infrastructure execution are monitored, including continuing to devote sufficient resources to ensuring that planned outcomes are realised, irrespective of whether or not the outcomes are delivered via public contracts.

decade with a faster pace of change. And it will be more important than ever that horizon scanning for future changes brought about by disruptive technologies forms part of their culture, shortening as it does the public sector planning horizon.

- How auditors can maintain their independence not just from audited entities but also from third parties who may wish to influence their priorities for their own objectives.
- How to ensure that the digitalisation of audit processes does not detract from the skills needed for judgement of public sector decisions and human behaviour in making them, behaviour which may be sub-optimal because of lack of competence, reluctance to change or considerations based on other interests and influences.
- How to adapt auditors' skill sets from collecting data to interpreting data as data analytics and text mining make more data available.
- How auditors continue to adhere to core audit principles of assessing the reliability of data from different sources and data corroboration.
- Consideration of a broader application of how and when to report and to whom as a key element of the added value of audit.
- The importance of the effectiveness of public sector audit committees in supervising auditors and ensuring that there is an effective response within the audited entities to their recommendations.
- Consideration of how public sector bodies can prepare themselves effectively for audits to ensure that the audits realise benefits of improving public sector processes in pursuit of value for money in addition to the regulatory assurance role of the audit function.

EPSA 2019, in summary, provides continuing evidence, as was the case with earlier editions, that public sector entities have shown considerable resilience and creativity in making innovative responses to complex challenges, though the future decade is likely to be as challenging as the past

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Part 2: Best Practices Catalogue

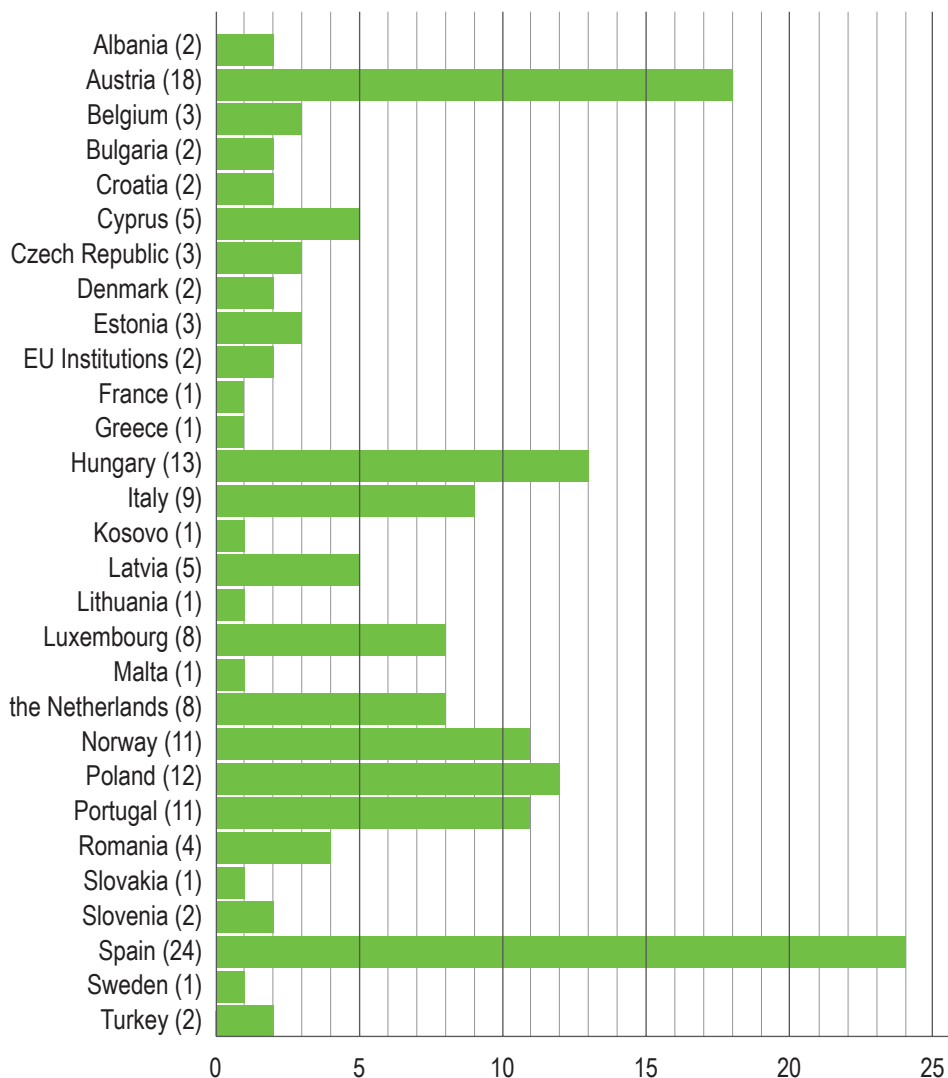
*General statistics
The assessment and evaluation methodology*



General statistics*

In total we have received 158 projects from **28 European countries, 1 EU Agency and 1 EU Justice-related international organisation (HCCH)**. The statistics below show the number of applications by country, the sectors covered, the distribution per administrative category, the size of the submitting organisations and the distribution of Best Practice Certificates by country. We also show the applications by country and the distribution per administrative category specifically for EU-funded projects.

Applications by country



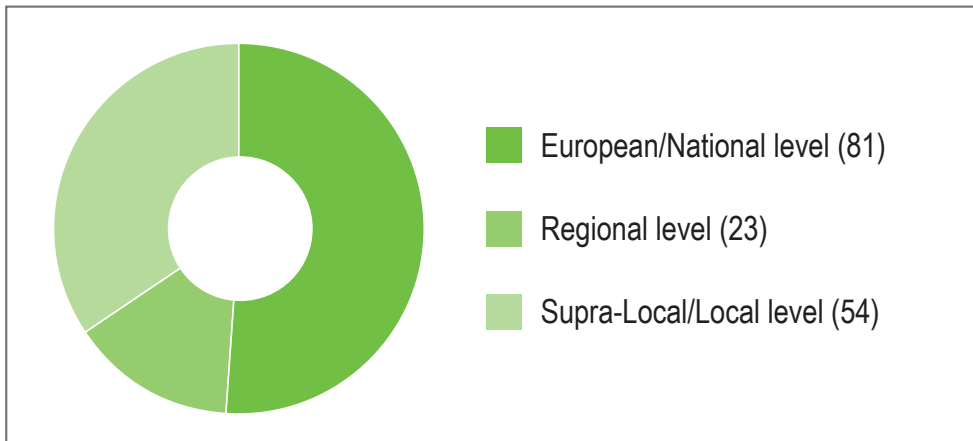
* All statistics presented refer to the eligible applications.

Sectors covered by all applications*

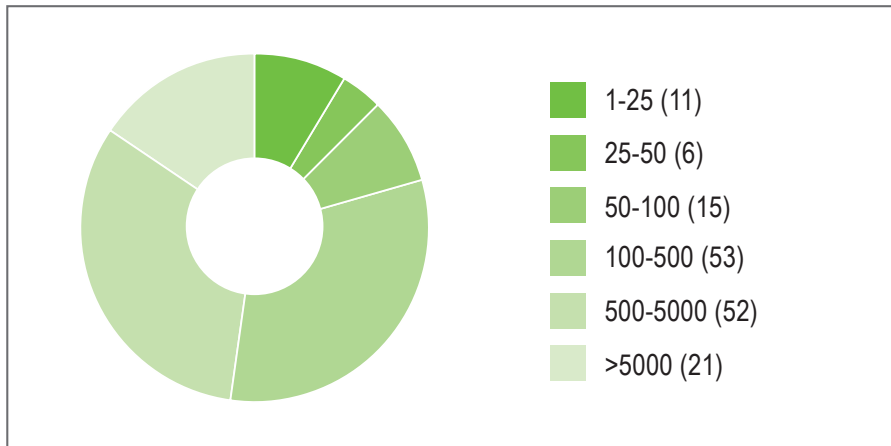
1	Public administration, modernisation and reform	62%
2	Information society and digitalisation	29.5%
3	Education	18%
4	Public order and safety, justice and human rights	18%
5	Health	17%
6	Science, research, innovation	16.5%
7	Social protection	15%
8	Employment and labour-related affairs	14.5%
9	Environmental protection, climate change and agriculture	14.5%
10	Economic affairs	12.5%
11	Transport and infrastructure	10.5%
12	Taxation, customs, finances	10%
13	Recreation, culture and religion	5%
14	External relations	4%
15	Other...	7.5%

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

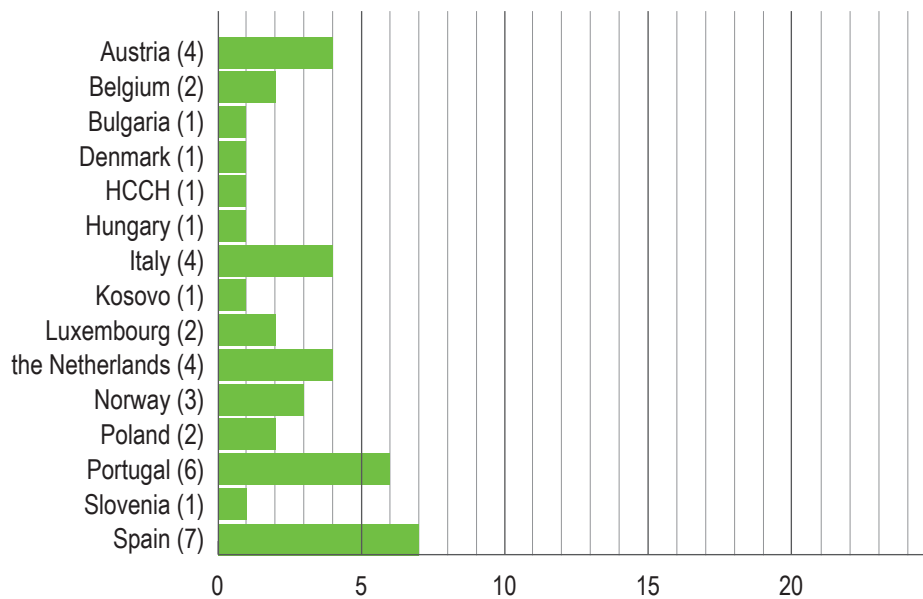
Applications by administrative category



Applications by size of organisation



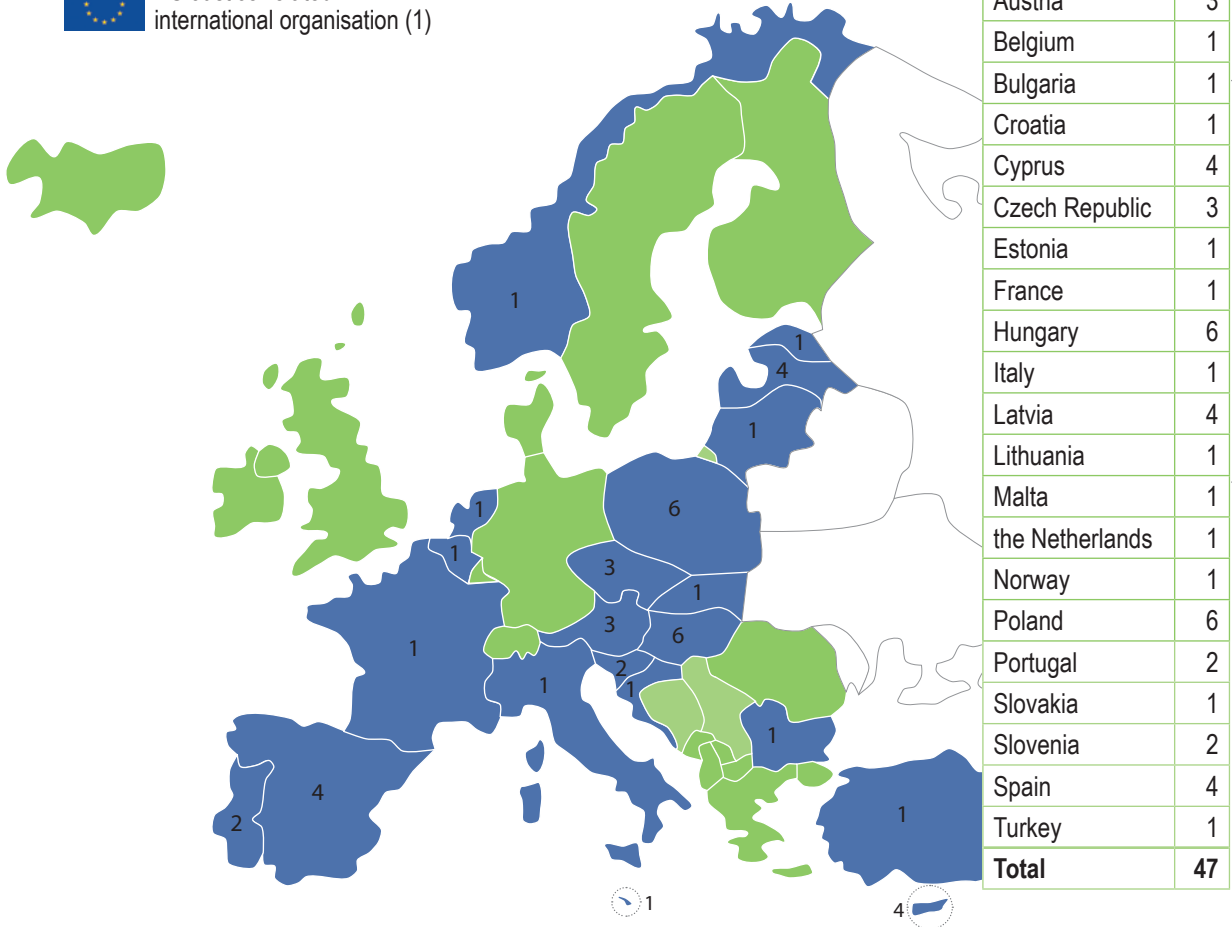
Best Practice Certificates (BPC) by country (40 of 158)



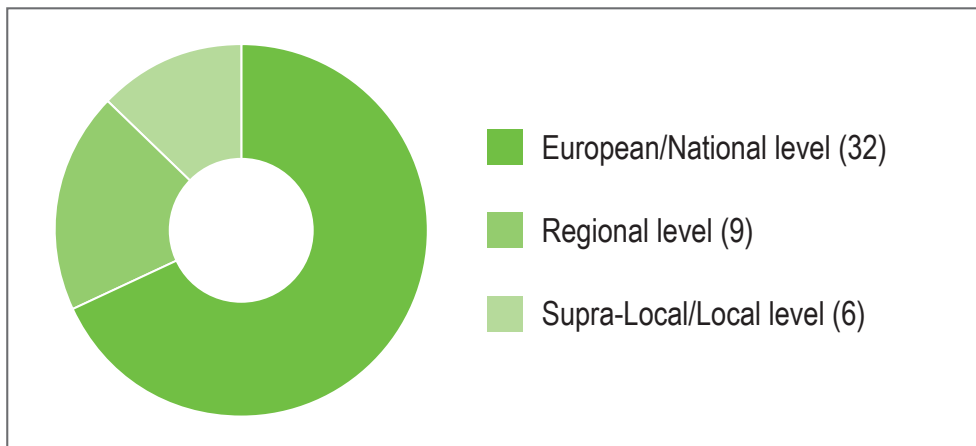
EU-funded applications by country



EU Justice-related international organisation (1)



EU-funded applications by administrative category



Assessment and evaluation methodology: impartial, independent and effective

The EPSA 2019 Best Practices, Nominees and Award Winners were identified according to a four-step evaluation methodology. Generally, projects submitted were first checked against the eligibility criteria laid down in the Terms of Reference of the 'Call for applications'. If these were met, a registration number was allocated to the project and it would be subject to the evaluation process and assessment against the six evaluation criteria.

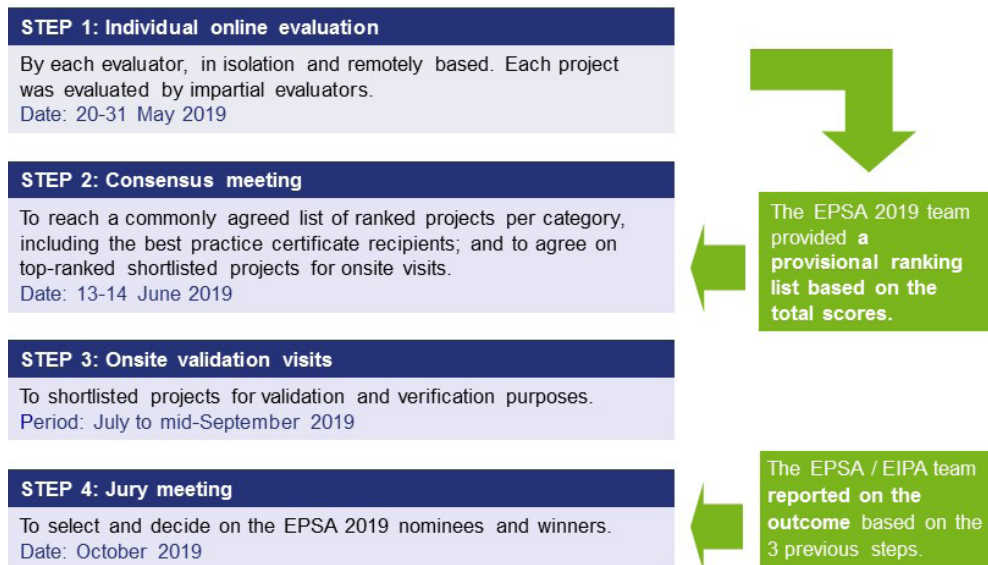
The six evaluation criteria

1. Innovation	i.e. the novelty of the solution, the degree to which the case shows a leap of creativity in the practice of public administration and demonstrates a different approach which goes beyond what was previously applied and how this results from a learning, innovation and self-improvement culture within the entity.
2. Stakeholder involvement	i.e. the case shows evidence of stakeholder involvement, e.g. evidence of citizen, business and civil society co-operation and/or response to consultation, evidence of political support, evidence of intelligent engagement with stakeholders that can influence the design and production of services and of intelligent partnership and governance models.
3. Relevance of actions taken	i.e. the particular needs and constraints of the context, the core needs of target groups and final beneficiaries and how the actions address their real needs.
4. Impact/results	i.e. the realisation of planned objectives and activities by the illustration of proven evidence of benefits, visible impact and tangible results, (which may be based on demonstrably high levels of achievement or the achievement of significant improvements from a low base).
5. Sustainability	i.e. the case shows or describes elements which allow it to be sustained beyond an initial period of the realisation of its objectives and of its activities, including considerations of financial sustainability.
6. Potential for adaptability by other entities	i.e. the case has potential value for, and lessons relevant to, other entities because it provides the potential for successful adaptation to other contexts (different Member States and levels of government).

The EPSA motto is 'bringing together the best, most efficient and effective performers' from the European public sector. If a project claimed to be 'innovative, efficient, etc.', it needed to have positive and proven evidence regarding these six criteria.

The evaluation process

Graphical illustration of the EPSA 2019 evaluation and selection methodology and process



In the **first step, the on-line evaluation**, projects within each award category were allocated to each evaluator based on their professional background and sector (a mix of academia, the practice field and the private sector), nationality (evaluators were not allowed to assess projects from their country of origin or employment) and gender. Each project was assessed on-line, independently and exclusively, by different experts. The evaluators did not know each other, or how the other evaluators had assessed the respective project.

During the **Consensus Meeting (Step 2)**, all evaluators came together to review and discuss the first available provisional ranking based on their individual scorings and possible discrepancies. Furthermore, they collectively decided on the Best Practice Certificate winners and on the short-listed projects in each award category for the on-site visits.

The information of the evaluation steps 1 and 2 is 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.

The **third step – the on-site visits** – served to validate and verify the results and recommendations of the previous two evaluation steps, i.e. to spot check whether the content of the application form of the project corresponded to the 'reality'; to find the answers to the un-answered questions raised by the evaluators, to detect possible inconsistencies and to gather additional or missing information and data. EIPA representatives did not re(assess) the projects!

The **fourth and final step** consisted of the **Jury Meeting**, where three high level jurors decided on the nominees and the award winners in each category.

The EPSA 2019 Award Categories

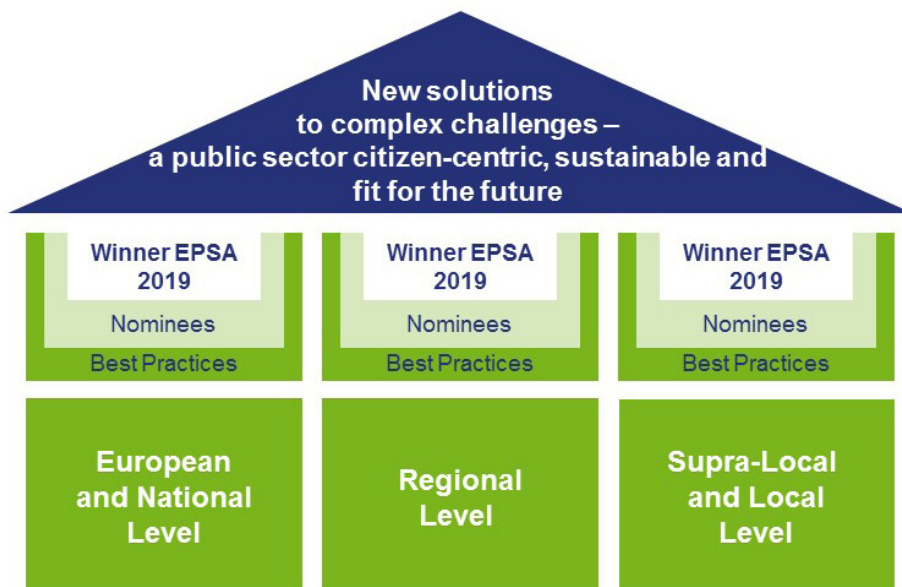
All levels of public administration were recognised since the theme aimed to be inclusive. Therefore, EPSA 2019 presented awards in three different categories based on the level of administration:

Category 1: Projects/cases submitted by organisations from the **European/National Level**.

Category 2: Projects/cases submitted by organisations from the **Regional Level**.

Category 3: Projects/cases submitted by organisations from the **Supra-Local/Local Level**.

Besides the three above-mentioned awards, **Best Practice Certificates** were presented to a number of top-ranked projects in each category.



European/National Level

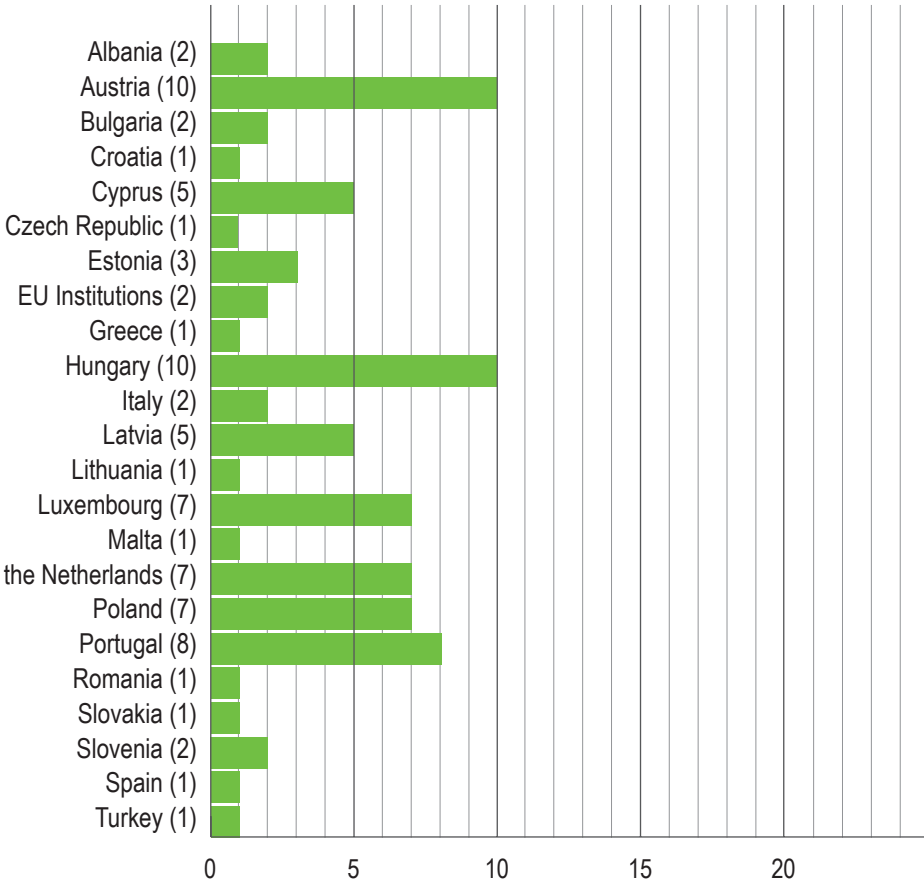
*Statistics
Project executive summaries*



Statistics

Out of a total of 158 projects received, **81 projects** came from the **European/National Level**. In the statistics below you can see the number of applications by country, the sectors covered, the size of the submitting organisations and the distribution of Best Practice Certificates by country.

Applications by country

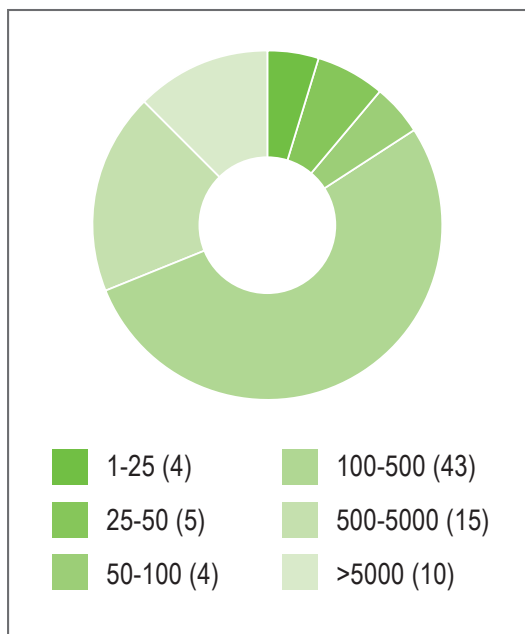


Sectors covered by all applications*

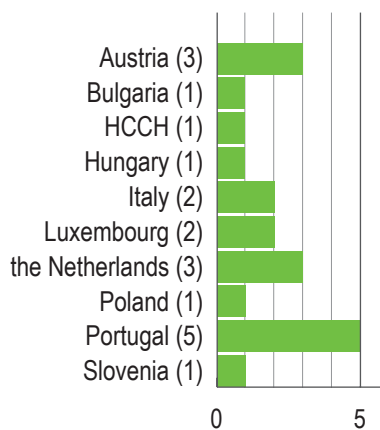
1	Public administration, modernisation and reform	69%
2	Information society and digitalisation	32%
3	Public order and safety, justice and human rights	27%
4	Taxation, customs, finances	16%
5	Education	15%
6	Health	13.5%
7	Social protection	13.5%
8	Economic affairs	12%
9	Employment and labour-related affairs	11%
10	Science, research, innovation	11%
11	Transport and infrastructure	10%
12	Environmental protection, climate change and agriculture	6%
13	External relations	4%
14	Recreation, culture and religion	2.5%
15	Other..	6%

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

Applications by size of organisation



Best Practice Certificates (BPC) by country (20 of 81)



Correct or Corrupt? A mobile Application mainly for teenagers intended to raise awareness concerning corruption and bribery

Submitted by the Austrian Federal Bureau of Anti-Corruption

Federal Bureau of Anti-Corruption

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correct_or_corrupt/



Contact person

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Size of organisation

100-500; people involved: 1-5

Type of sector

Public order and safety, justice and human rights; Public administration, modernisation and reform

Key words of project

Anti-Corruption; Prevention; Raising awareness; Mobile App; Student involvement

New media are the tools of choice when striving to reach civil society, young people in particular, and attempting to raise their awareness of anti-corruption issues. Mobile applications are a preferred medium to obtain and exchange information, particularly for the target group of adolescents and young adults.

The Federal Bureau of Anti-Corruption (BAK) thus developed an app prototype in co-operation with *Höhere Technische Lehranstalt* or HTL (secondary technical school) in Mistelbach, Lower Austria.

The aim of the app is to sensitise young people to matters regarding corruption, ethics and integrity. School students were closely involved in the app's development process, for the app to turn out as target group-oriented as possible. Programming and conceptual preparatory work was carried out by student teams as part of their final exams.

The app features twelve character levels, to be explored and completed one after the other in a fun and playful way. Each character confronts the user with 10 to 15 different situations, with three possible solutions each, one of which the player will

choose. The app puts users in everyday dilemma situations with regard to corruption or ethically correct behaviour. Once the player has made a decision, this choice has an impact on future decisions, which illustrates, among other things, the problem of structural corruption. Depending on decisions made, the app user wins a certain amount of points. Upon successful completion of one character, the player unlocks the next level. The following hierarchy of characters (levels) is available: high school student – university student – insurance agent – teacher – athlete – car mechanic – bar owner – police officer – civil servant at a district authority – doctor – bank clerk – politician.

A 45-second animated promotion video was also produced. Its aim is to adequately introduce "Correct or Corrupt?" to the target group in social networks and social media, and to inform potential users on download portals about the app's functionalities and content. The app has been available for free at Apple and Google Play Stores since mid-December 2017.

Additionally, the BAK and the Ministry of the Interior together started a public campaign on Facebook and Instagram. The BAK published a competition on Facebook: the participant with the highest score won a day with the Austrian Flight Police. Furthermore, the BAK promoted the App at BAK Anti-Corruption School Projects, e.g. by distributing postcards on the subject.

The App "Correct or corrupt" was finally evaluated by a group of sociology students through a survey among the focus group, with the result that the App was capable of achieving the goal of raising awareness.

Co-creation platform www.e3lab.at

Submitted by the Austrian Federal Ministry of Finance

Federal Ministry of Finance

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Size of organisation

>5000; people involved: >15

Type of sector

Taxation, customs, finances

Key words of project

Co-creation; Customers; Apps; Taxation

The Austrian Tax Administration is taking a new and innovative path by engaging its citizens already at the beginning and throughout the process of the development of its services. Hence, the co-creation platform “*e3lab-einfach, elektronisch, effektiv.*” (e3lab-simple, electronically, effective) was founded. The participation platform follows the idea of open innovation and gives citizens the opportunity to engage in the designing, developing and improvement process within the tax administration. This is not restricted to the platform itself but also follows a more holistic approach e.g. through workshops and training groups.

Clients can hand in their ideas through these so-called “challenges” via the platform www.e3lab.at. The ideas and proposed improvements are discussed, scrutinised and rated by the community and experts of the Federal Ministry of Finance. The three best ideas of each challenge get their own workshops whereby they are challenged, adjusted and prepared for a possible launch. The following ideas have been nominated and won the community voting:

Challenge I: taxes simple and electronically – the employee tax assessment of the future

- FIRST: “my finance administration – 24/7 app all around the topic of taxes with an integrated chat bot and a verification system via the “handysignatur” (cell phone verification) + 100% accessible for everyone!”
- SECOND: “personalised employee tax assessment – a guided employee tax assessment with questions according to the target group”
- THIRD: “in case of delays: number of listed cases which will come before the client’s file”

Challenge II: understanding taxes in a simple way

- FIRST: “simplification in language”
- SECOND: “bringing usability to state of the art standards”
- THIRD: “simplify your homepage”

Several projects and services have been initiated, fully developed or even implemented through this process of interaction with the customers.

- BMF-APP BMF2go (our eService-Portal as mobile APP);
- Relaunch of the web site/on-line tax assessment system *FinanzOnline* and integration of a chat bot;
- Language manual – simple and understandable diction (guidelines, printed booklet for the staff, workshops etc.) – so far over 1000 text modules have been translated into the simple language.

The e3lab co-creation platform www.e3lab.at has been accessible for all citizens since 25 April 2017. Currently, the platform has 983 members (status quo 30 April 2019) and about 305 ideas have been submitted to the system since the beginning of the challenges. Over 1120 comments have been made during this period. The implementation of the platform has been realised by a company called HYVE Innovation Community GmbH. HYVE supported the project with the community management, although this has been taken over by staff members of the Federal Ministry of Finance. Due to the fact that a standard procedure has been put in place the platform has been set up and launched within 2 months.

Mission Dementia – Knowledge in communicating with persons with dementia - an internet-based learning program for police officers

Submitted by the Austrian Federal Ministry of the Interior (BMI), Federal Police Academy (SIAK), e-Learning Centre

★ ★ ★ ★ *Nominee Candidate*

BMI

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Size of organisation

>5000; people involved: 6-10

Type of sector

Education; Information society and digitalisation; Public administration, modernisation and reform

Key words of project

Mission Dementia; Dementia; Police; E-learning; On-line Training



Worldwide, around 50 million people have dementia. (Alzheimer's Disease International, 2018). Currently around 130,000 people in Austria are suffering from some form of dementia and experts estimate that this number will double by 2050. So directly or indirectly dementia will soon affect many families. Dementia can be overwhelming not only for the people who have it, but also for their caregivers and families. There is lack of awareness and understanding of dementia in most countries, resulting in stigmatisation, barriers to diagnosis and care, and impacting caregivers, families and societies physically, psychologically and economically (WHO 2017).

Police officers are very often the first group who are in contact with persons suffering from dementia in a situation of crisis. The knowledge and competence of police officers in dealing with persons with dementia are an added value for society. In order to strengthen their confidence to act, an interactive e-learning tool (on-line-training), especially customised for police officers, was created and implemented in co-operation with the Danube University Krems and the *MAS Alzheimerhilfe* (project leader: Stefanie Auer).

Based on focus group interviews with police officers, persons with dementia and caregivers, the project team developed three e-learning modules. Within the interviews the most relevant situations for all three groups were identified by taking account of the police resources (financial, personnel and time resources).

The on-line training can be accessed by every police officer in Austria at any time and any place; the learning time is about 15 minutes per learning-module and the police officers are allowed to learn during their working hours.

Among basic knowledge about dementia and case studies outlining representative situations, film sequences of the movie "Head Full of Honey" ("*Honig im Kopf*") are used and have to be analysed by the police officers. They also receive practical tips and tools such as check lists for official acts with persons with dementia as well as additional literature. After completing the knowledge check on the content of all three e-learning modules, a certificate is automatically generated, which is a valid as an in-service training and can be added to the electronical education pass of the respective police officer.

In order to establish a stronger network between police stations and care organisations the award "Dementia Friendly Police Station" was created. This designation is awarded by the Danube University Krems and the *MAS Alzheimerhilfe* to single police stations proving their competence in dealing with dementia. It is only awarded to police stations where at least 70% of the police officers have finished the on-line training. Additionally the police station needs to prove a functioning network with local partner organisations that act in consulting, care and support for persons with dementia (announcement of contact persons, regular communication).

National Information System on Pricing and Reimbursement of Medicinal Products in the Republic of Bulgaria

Submitted by the National Council on Prices and Reimbursement of Medicinal Products (NCPRMP)



NCPRMP

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Size of organisation

25-50; people involved: >15

Type of sector

Health; Medicinal products regulation

Key words of project

E-health; E-public registers and e-services;
Once-only principle; Open source portal;
System-to-system; Unique drug ID number;
Web-service data exchange; Structured
data; Digitisation; E-dossier; Unified
nomenclatures; Unlimited number of users

The National Council on Prices and Reimbursement of Medicinal Products in the Republic of Bulgaria is a state authority which:

- Regulates the prices of medicinal products according to EU directives and the national legislation.
- Defines a list of medicinal products – the Positive Drug List – provided to the citizens through the health insurance system of Bulgaria, the Ministry of Health budget and the medical institutions.

For the purpose of the effective implementation of its state regulatory functions, NCPRMP has developed and implemented the National Information System on Pricing and Reimbursement of Medicinal Products in the Republic of Bulgaria. The information system includes a Single National Portal (<http://portal.ncpr.bg>), which serves as an entry point for all stakeholders in the process of pricing and reimbursement of medicines – state institutions, businesses and citizens.

The National Information System is web-based and implements the following innovations:

- Dynamic storage and provision of data on the prices and the reimbursement of medicinal products – single data entry and multiple use, i.e. the “Once Only Principle”.
- Embedded technology modules for maintenance and updating of electronic public registers of medicinal products;

- Electronic administrative services provided to businesses (pharmaceutical companies).
- Electronic management of administrative business processes.

Strategic objectives achieved:

Implementation of European and national priorities for eHealth development; Introduction of mechanisms for providing public information on prices and reimbursement of medicinal products paid by budget and personal means; Transparent management of the processes of pricing and reimbursement of medicinal products in the Republic of Bulgaria; Reducing the administrative burden on businesses and citizens by providing quality and easily accessible electronic services.

Practical results achieved:

Cost reduction for medicines from the state budget; Cost reduction for the companies; Keeping up-to-date and consolidated information; Limited direct contact with the state body; Ex-officio data exchange; Remote access to data from an unlimited number of users - state institutions, health insurance fund, businesses, citizens, hospitals, pharmacies, doctors, pharmacists; Unique identification code introduced for each medicinal product, up to the level of the packaging; Accelerated and complete digitalisation; Maintaining unified data nomenclatures; Structured data processing on the prices and reimbursement of medicinal products; Keeping an electronic file of each medicinal product; Embedded mobile web interface and mobile applications for access to public registers; Machine-readable data maintenance using the “Web-service” data exchange service; Service for people with disabilities introduced – reading through an electronic reader.

iSupport

Submitted by the Hague Conference on Private International Law (HCCH)

★ ★ ★ ★ *Nominee Candidate*



Hague Conference on Private International Law

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Size of organisation

25-50; people involved: 1-5

Type of sector

Information society and digitalisation;
Public administration, modernisation and reform;
Public order and safety, justice and human rights

Key words of project

Child Support; Case Management;
Electronic Communication

European and international law have put in place rules for the recovery of child support decisions as well as a system of administrative cooperation using a network of Central Authorities to help applicants with such recovery. However, obstacles pertaining to distance, language and exchange of paper mail remain. This has consequences in terms of unrecovered child support, impacting on the well-being of children.

As soon as 2007, The Hague Conference on Private International Law (HCCH) realised that IT could be used to alleviate these obstacles and drafted its 2007 Convention on the international recovery of child support accordingly. In 2009, HCCH produced a first vision of iSupport as a single electronic tool to service the 2007 Convention, the 2009 EU Regulation and other international instruments. In 2014, a first Action Grant from the European Union and support from 9 States helped to effectively launch the project. Thanks to a collaborative methodology emphasising consensus, a first fully functioning version of iSupport was released in 2016 and effectively used by two participants in a piloting capacity.

Improvements to the iSupport software are continuing, despite a constrained budget. iSupport therefore offers an example of successful international co-operation to develop a common application that is suitable across different legal systems by adapting to a great variety of needs.

At present, iSupport is still in its early stages (10 States are currently preparing its installation) and needs more participants to achieve full sustainability. The increase in the number of users will also help the following benefits to materialise:

- Reduction in response time between corresponding Central Authorities.
- Direct and secure sending of requests and messages (no data loss or error).
- More efficient and effective case handling.
- Possibility to work in the user's own language and send forms and letters in other languages without translation costs.

HCCH was aided in this endeavour by its status as an international organisation with experience of consensus-building with States. Overall, the experience of iSupport also highlights the following best practices for the development of IT solutions:

- Start developing the core elements of the system, with additional components to be included later.
- Build consensus, involving users and carefully drafting requirements.
- Use a development methodology that emphasises user involvement and breaks down developments into several parts.
- Work on a common application to provide the first step of digitalisation for those States which are not yet equipped.
- Choose carefully the sub-contractor to ensure consistent delivery within a given budget.
- Use open-source tools drawing on European inter-operability to minimise costs and ensure adaptability.

Addressing complex challenges of legislation in the 21st century: ParLex – A comprehensive e-legislative system

Submitted by the Office of the Hungarian National Assembly

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Size of organisation

500-5000; people involved: >15

Type of sector

Information society and digitalisation;
Public administration, modernisation and reform

Key words of project

E-legislation; Enhanced decision-making;
Increasing transparency; Greener legislation;
Organisational reform;
Reusable documents

Using IT tools became normal in parliaments. Within this wide area, the management of legislative documents and related workflows seems to be one of the most challenging subplots. Essentially, the cornerstone of various document management systems is to provide the stakeholders of legislation with adequate information on parliamentary business, and recently to grant opportunities to participate in the legislative work efficiently – without spatial restrictions – in a sustainable way. These systems are usually created to satisfy these needs with (re)usable documents, although their complexity varies greatly.

The ParLex project was launched in 2014 to effectively address these challenges. The Office of the Hungarian National Assembly started the development of a web-based software in order to bolster the legislative work. ParLex provides an advanced solution for developing the legislative process by enhancing stakeholder engagement and increasing the level of transparency.

ParLex enables not only MPs and their staff to create, edit, propose bills, amendments and other legislative documents in XML, but supports also the work of civil servants in the offices in charge. The legislative work including office tasks in the Parliament – e.g. framing legal opinions, creating background materials for committee sittings – are covered by the system from the formulation of a legislative proposal to the automatic publication on the web site.

The system handles the results of voting on amendments, too. Thus, consolidated text of the adopted laws after the final vote can be generated automatically managing also the changes of cross-references in the content. ParLex calculates the overall totals in the Budget Bill, too. Problems of geographic distance and time constraints in legislation are also mitigated by ParLex. Automatically registered and published legislative documents may be available to the public sooner than in the past, resulting in increased transparency. This approach accelerates the decision-making process by ensuring concerned stakeholders to spend more time on formulating public policy decisions, instead of coping with an administrative burden.

From the onset of the running parliamentary cycle (May 2018) more than 2480 legislative proposals (bills, resolutions, etc.) and over 3370 subsidiary motions were introduced via the system.

One of the greatest improvements is greener legislation. Owing to the inter-connection of the Parliament's web site and ParLex, legislative work can be managed without a single sheet of paper. As a piece of work is done, information appears on-line on the web automatically. Published documents are available in PDF enabling users to reuse the official content freely. Accelerated decision-making process with lowered administrative burden encapsulated in greener legislation, as well as increased level of transparency safeguarded by automated systemic operation were unthinkable even a few years ago. Now, this is reality.

Punti Impresa Digitale – PID (Digital company one-stop shops)

Submitted by Unioncamere (Italian Union of Chambers of Commerce, Industry, Crafts and Agriculture)

Unioncamere

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Size of organisation

100-500; people involved: 6-10

Type of sector

Information society and digitalisation; Public administration, modernisation and reform; Science, research, innovation; eGovernment

Key words of project

Industry 4.0; E-government; SME;
Digitalisation; Chamber of Commerce;
Public financing; Training

In May 2017, the Italian Ministry of Economic Development (hereinafter MiSE) implemented the “National Plan Impresa 4.0 2017-2020”. Aiming to stimulate businesses in adapting to and joining the fourth industrial revolution, the Plan offers a unique set of tax incentives, venture capital support, broadband roll-out, training from school throughout the university.

The Plan endorsed the Italian Union of Chambers of Commerce important role in the business digitalisation process and, in broader terms, in promoting national competitiveness through the implementation of projects and the delivery of specific services. From the second half of 2017, the commissioning of PIDs, 88 Digital company one-stop shops (Punti Impresa Digitale, hereinafter, PIDs) have been created in every Chamber of Commerce throughout the country.

The PIDs implementation allowed the creation of a community sharing information, expertise and good practices between its members. The initiative was also reinforced by providing Chambers’ officials with continuous training and qualifications on themes devoted to the National Plan Impresa 4.0 and digital processes so that at PIDs the enterprises found qualified up-to date staff and, hence, were able to facilitate their way into digital transformation.

During the project implementation, the Chambers’ System ensured close and constant liaison and interplay with both central bodies (MiSE) and stakeholders of digital and business innovation. All of this helped the project to gain visibility and strength as well as to develop shared initiatives and tools and in line with the objectives of the National Plan Impresa 4.0, the Digital Agenda and the other national programmes on digital innovation, that represent the reference framework within the scope of which the PIDs initiative falls. In brief, the objectives and results achieved are:

1. Support enterprises of all sizes and from all sectors in digital processes:

- Information/training services: more than 28,000 enterprises took part in the event organised by the PIDs.
- Measurement of digital maturity: more than 11,000 enterprises carried out the digital self-assessment (Self I4.0), and more than 1.400 the driven assessment (Zoom4.0).
- Financial contribution: €44 million made available for enterprises and more than 4,000 enterprises have already benefitted from them.
- Mentoring: 80 mentors were identified.

2. Certify and re-certify the professional qualifications and skills of the staff of the Chambers - 510 PID operators (190 Digital Leaders and 320 Digital Co-ordinators) received 213 training hours over the 3 years of the project.

3. Engage stakeholders - Project activities were designed and shared with the main project’s stakeholders: MiSE, Digital Innovation Hubs (DIH), Italian Competence Centre (CC), Universities and Research Centres, Enterprise Europe Network (EEN). Guidance is also provided (Atlante Impresa 4.0) to facilitate PIDs in directing the enterprises towards other actors of the network, other stakeholders.

ACI mobility information system Luceverde

Submitted by the Automobile Club d'Italia (ACI)

★★★★ *Nominee Candidate*

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Size of organisation

500-5000; people involved: >15

Type of sector

Information society and digitalisation; Public administration, modernisation and reform; Public order and safety, justice and human rights; Transport and infrastructure

Key words of project

Mobility Information; Road Safety; Multichannel; Multi-mode

Mobility information is a key issue to the Automobile Club d'Italia, being at the very heart of its institutional mission as a public body having the statutory task to oversee the multiple aspects of mobility. In this framework ACI has developed "Luceverde", the mobility information system that provides an integrated and innovative service, offering constantly updated information on road/traffic/weather conditions, events and the situation of public transport, thanks to modern technology, highly qualified staff and cooperation with the Road Police, Local Police forces, local authorities, road/highway authorities and public transport authorities.

Luceverde is a free public service, accessible to both residents and visitors, as well as a useful tool for local authorities to manage mobility and enhance public safety. The aim of the initiative is to improve accessibility to/mobility in urban centres and metropolitan areas through advanced technology services designed for the community of mobility users travelling for work, tourism, etc.

The service-providing real-time, GPS-based information for multi-modal mobility is available through different channels (web radio, mobile app, web site, social media, contact centre, local radio and TV stations) and includes mobility information about:

- Major traffic events on main road/highway network.
- Major events affecting traffic in the urban and metropolitan areas of Milan, Rome, Genoa, Salerno and other municipalities progressively joining the project.
- Strikes, disruptions, etc. affecting national rail transport/local public transport in major Italian cities.
- Special notices in case of special events.

By making use of inter-operable technological systems, the Luceverde IT platform enables connection with the software interfaces of the stakeholders involved in delivering the service, thus enhancing and integrating different local information sources. Luceverde service is accessible, user-friendly and reliable, offering certified information from participating organisations. Interactive maps, accessible through the portal luceverde.it and through the portals of local services, enable to retrieve all the information available on specific areas.

Results

At the end of 2017 the service covered Rome, Milan, Modena, Pescara and Vicenza; 3 more memoranda of understanding have been concluded during 2018 to cover Salerno, Trapani and Genoa. In 2018, the service was presented to 18 more municipalities. This step is followed by a stage of assessment from local authorities, preliminary to implementation. In 2018, ACI Luceverde service reached an audience of 11,853,989; it is expected to reach an audience of 13,900,000 in 2019 and 15,400,000 in 2020, to the best advantage of road safety, the environment and life quality. The web radio "Luceverde Radio" won the Web Radio Festival 2016 contest as best digital radio.

GouvAlert.lu

Submitted by the Luxembourg Ministry of Home Affairs

Ministry of Home Affairs

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Size of organisation

50-100; people involved: 11-15

Type of sector

Civil Security

Key words of project

App; Public warning; Resilience;
Geolocalisation

In October 2018, the Luxembourg Ministry of Home Affairs introduced the new smartphone application “GouvAlert.lu”. In an effort to make use of all available channels to warn its population in case of emergencies, this app has been developed in a joint venture of four governmental organisations across different governmental levels, namely the Ministry of Home Affairs, the Luxembourg Fire and Rescue Corps, the High Commission for National Protection and the Government IT Service. This close collaboration between government institutions is a best practice example of an efficient and innovative public service delivery and is part of the Luxembourg government’s efforts towards a digital Luxembourg.

The primary function of this free service, available on Apple App Store and Google Play, is to warn citizens directly in case of an event impacting public safety. In case of major accidents, floodings, storms or others, the 112 dispatch centre or the crisis communication centre of the Ministry of State can broadcast pre-defined push notification alerts. A list of pre-defined messages is available and the option to adapt the messages is of course available. For local incidents, the Luxembourg Fire

and Rescue Corps can flexibly define a risk zone in which the alert is only sent to those phones in this area, taking account of citizens entering or exiting the risk area. Being aware of the diverse and multilingual population in Luxembourg, the app is available in three languages, and automatically sends the push notifications in the user’s chosen language.

A second important and frequently used feature of Gouvalert.lu is the possibility to directly contact the emergency number 112. Calls made via the app are automatically geo-localised by the dispatch centre, which allows identifying the location of the caller. This is especially useful in the frequently occurring cases, where callers are unsure of their exact location. In multiple cases, the emergency services could thus locate the place of emergency in a fast and precise way, without loss of time. In an effort to increase risk awareness and resilience of the population, GouvAlert.lu also provides information to citizens about general behaviour and measures to take in case of a disaster or crisis. Moreover, public versions of emergency response plans are accessible via this service.

GouvAlert.lu is a complementary tool in the government’s alerting strategy, in addition to traditional means of public information in case of crisis. In a fast changing and complex risk environment, this innovative and citizen-centric public service provides the tools to the population to be better informed about potential risks and ongoing emergencies, while at the same time creating a direct channel to emergency services. GouvAlert.lu has shown its effectiveness after only 6 months and an expansion to more functions and other government sectors is currently under review to make the app fit for the future.

A sustainable approach for the management of air & ground movements of aircraft in respect with airport residents' needs and expectations

Submitted by the Luxembourg Air Traffic Administration (*Administration de la navigation aérienne*)

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Size of organisation

100-500; people involved: 1-5

Type of sector

Transport and infrastructure; Aviation

Key words of project

Sustainability; Environment; Air traffic control; Air traffic management; Airport; Infrastructure; Management of change; Air and ground movements of aircraft; Airport residents' needs and expectations

Meeting the need for a sustainable growth of the aviation industry has become an important factor for Luxembourg; the total air traffic in Luxembourg grew from 2015 to 2018 by 12%. High noise and NOX emitting cargo traffic increased by 31%. Managing air & ground aircraft movements, respecting residents' needs and expectations are key to this growth.

Air traffic is disturbing residents living in areas close to the airport and parts of the city during late/early hours and weekends, despite a night traffic ban. Residents have raised their demand for reducing noise and emissions. ANA, the public entity responsible for ground & air movements in Luxembourg, developed solutions together with local airlines, Luxembourg airport and residents.

ANA started in 2014 a management of change program addressing residents' needs through surveys and information sessions, open discussions, listening to complaints, asking for involvement and participating in programs to find common solutions. The principles of organisational learning, active involvement of people, transparency, sharing information, participation in decision-making and building acceptance and support for the chosen course of action are key.

ANA was able to reduce noise and fuel burn by new air navigation procedures, which allow aircrafts to glide down from high levels to landing on the airport with reduced engine power. In 2018 more than two-third of flights are using CDO reducing emissions

(12% less NOX), noise (15% less), and fuel burned (1.5% reduction).

In 2018, ANA as well as the airlines started a technical project for using modern aircraft capability for high-precision navigation. This allows designing new procedures for start/landing, decrease noise, avoid densely populated areas and save energy. Since 2015, ANA's scheme for air traffic services fees charges less to aircraft using quieter, fuel saving engines and less disturbing departure times. This reduced 'noisy' departures after 23:00 by 3%/year whilst traffic increased by more than 6%. In 2018, ANA and Cargolux signed an "Against the noise" Charter limiting the number of night flights, 'noisy' engine tests, and promoting best practices for environment protection.

ANA is a key player in managing the collaborative platform for citizens, airlines, and airport operators, promoting sustainable economic objectives and citizen needs. Dialogue with communities is a priority; citizens can express their concerns in meetings or on-line via ANA's web page for complaints.

Since 2017, ANA is ISO 14001 certified. The set of environmental targets in the key performance indicators portfolio addresses a wide range of measures. Complying with the requirements of the EMAS (EU Regulation 1221/2009) and further improving their Environmental Management System (EMS) are future major steps. Noise, Air Quality, Water & Ground Quality, Waste, Biodiversity, and Natural Resources, ANA's EMS pillars, are key criteria for 'environmental risk assessment' of projects and activities.

Berichtenbox app ‘MijnOverheid’

Submitted by Logius

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Type of sector

Information society and digitalisation; Public administration, modernisation and reform

Key words of project

Digital formal correspondence from the government, simpler and faster; Notification; Minimal Viable Product; Regular updates with new functionalities; Keep it simple; Citizen interest organisation (National ombudsman)



The Dutch government offers its citizens a secure mailbox service, called the ‘Berichtenbox’ by which citizens can receive formal correspondence from government agencies in digital form. In essence, it is the digital version of the traditional letterbox. The ‘Berichtenbox’ is part of ‘MijnOverheid’, a government portal that enables citizens to view and receive personal data from the Dutch government on various subjects. 90% of Dutch citizens own a smartphone. In 2017, 63% of users utilised the smartphone for checking their bank balance and 52% for transferring money. (Deloitte’s Global Mobile Consumer Survey).

Based on these statistics the working thesis was that by offering a mobile app, citizens would be notified faster of new official communications, which would result in quicker opening times and the reading of the correspondence on the mobile device.

Based on this working theory Logius has incorporated the ‘Berichtenbox’ functionality in a mobile app for Android and Apple (iOS). The app is free and available via Play Store (Android) and App Store (iOS). The aim of the mobile app was to:

- Inform users faster about new formal correspondence in the ‘Berichtenbox’.
- Increase accessibility to the ‘Berichtenbox’ through a faster and easier login procedure than the portal.
- Allow the opening and reading of the official communications on mobile device.

- Offer users multiple notification channels.
- Offer a better user experience.
- Enable users to easily forward messages to preferred channels.

An API was created that ensured segregation between the presentation layer and data in the “Berichtenbox.” Secondly, a native app was developed which makes use of this API. This design allowed the team to create a specific look and feel like other e-mail apps while ensuring the data in the app was synchronised with the data presented in the “Berichtenbox” in the portal. The project team worked agile. This allows the team to further develop the product in a simple and cost-efficient manner. A Minimal Viable Product was defined and launched. By focusing on the wishes of user and continuous user testing, the app can be further developed to meet the expectation of users.

It was a strategic decision to make a soft launch of the minimum viable product. Our goal was to generate as many downloads as possible with minimal financial resources. Experience from previously launched government apps had taught us that an app like this is quickly picked up by the Dutch media, generating its own news cycle. This proved to be true. In the first days after launch it generated a large user population (77,393 users/downloads in the first 10 days).

Logius regards the app as a great success. Both in terms of user statistics as in the Agile development before and after deployment.

City Deals

Submitted by the Netherlands Ministry of the Interior and Kingdom Relations

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Type of sector

Economic affairs; Education; Employment and labour-related affairs; Environmental protection, climate change and agriculture; Housing and community amenities; Public order and safety, justice and human rights; Science, research, innovation; Social protection; Transport and infrastructure

Key words of project

Multilevel governance approach; Innovation; Practical solutions for transitions



The governmental culture in the Netherlands has always been collaborative. Within government organisations, between governments and also with civilians, industry and NGO's. The Dutch Urban Agenda (DUA) was launched in 2016, as a way of working together to tackle the great challenges that lie ahead in the urbanised country that we are.

The DUA works with City Deals (CD). In CDs, cities, the government, other governments (provinces, water boards, etc.), the private sector and civil society organisations make tangible agreements to tackle urban issues. In this multi-level governance approach, public value is the central issue, and authorities work together with private and civil society parties on the basis of equality. CDs are practical and result-driven; solutions often circumvent traditional administrative, financial and policy channels.

Whether it concerns inclusion, the growing demand for housing or security, a CD is used for concrete local and regional urban transition tasks. Leaders in the cities work on one of these themes on new solutions, in which they question existing practices and financing models. In doing so, they learn what works well. Co-operation between urban regions is crucial in this.

Unique to the CD model is that they can also lead to the adaption of national frameworks (regulation, funding), to make practical solutions for transitions possible.

Currently, 19 CDs have been closed, the first seven have now been completed. In total, more than 125 municipalities, 7 provinces, 8 ministries, 8 other government organisations, 40 companies, 27 knowledge institutions, 5 water boards, 26 partnerships are involved. Themes include food, health, climate adaptation, knowledge, shared mobility, urban safety, etc.

In the coming year, we will also see the establishment of Regional Deals, including themes such as building, gas-free residential areas, energy transition, etc. A substantial amount of money has been made available by the national government for this.

From an international perspective, an important reason for the commitment of central government and cities to the City Deal approach are the sustainable development goals (SDGs) of the United Nations. Objective 11, in particular, is a driver for Agenda Stad: make cities inclusive, safe, resilient and sustainable. Moreover, cities are also becoming increasingly competitive with each other internationally. The Netherlands will only continue to play a significant role if we are able to strengthen and utilise our smaller cities as closely as possible as a network.

So far, CDs have run more or less parallel with their international counterparts, the Partnerships of the Urban Agenda for the EU. The Partnership Approach (SDG 17) is embraced by both Urban Agendas.

RDC SCORES (Regional Data Centres for Societal Challenges On a Regional Scale)

Submitted by Statistics Netherlands (Centraal Bureau voor de Statistiek)

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500-5000; people involved: >15

Type of sector

National Statistical Institute (NSI)

Key words of project

Regional Data Centre; Data-driven;
Evidence based; Societal challenges;
Triple helix data-ecosystem; Regional
public authorities

There is a growing realisation among public authorities (national as well as local) that decisions should be data-driven. CBS (Statistics Netherlands) is an important partner to support local public authorities in their ambition and need for data-driven policy making.

In reaction to a growing demand from municipalities to be supported by Statistics Netherlands, collaborations with public authorities through the creation of localised Regional Data Centres were established. It started in 2016 with the concept of Urban Data Centres (one municipality) and developed into supporting clusters of collaborating rural municipalities in a Rural Data Centre and provinces through Provincial Datacentres.

The vision of Statistics Netherlands on Regional Data Centres consists of two components:

- Usage of NSI capability to enable 'evidence-based' governance at the regional and municipal level.
- Creating a tri-partite data-ecosystem together with companies and the university sector in order to better meet the needs of decentralised governments.

Regional Data Centres are a unique interaction between the public authority and Statistics Netherlands. This gives access

to data available at Statistics Netherlands, as well as its expertise in working with data, resulting in consistency in definitions, comparability and quality control. Regional Data Centres give an in-depth understanding of the current situation on a variety of (integrated) topics. In addition, they create data-driven input for policy making. When organised in a smart way it can lead to less money being spent to solve societal challenges. It also enables authorities to monitor their progress on the Sustainable Development Goals and benchmark themselves.

Regional Data Centres can map new needs for other data sources such as Big Data. The combination of Big Data and other data sources provides a comprehensive map of the urban environment and its population. Increasingly, Regional Data Centres lead to the creation of a "tri-partite data-ecosystem" as private companies or research institutes bring in their expertise. Every Regional Data Centre has a Steering Group in which members of both the public authorities as well as Statistics Netherlands discuss progress and guide the Regional Data Centre. In the end, it will also help in improving the financial situation of a public authority as the projects can lead to cost savings through better allocated resources.

Statistics Netherlands has been invited to share their experiences by many countries, the European Commission, the OECD, the Inter-American Development Bank, the World Bank and the United Nations. They are very interested in the results as Regional Data Centres provide new insights on society and how certain policy affects society on a regional scale. The harmonised approach of Statistics Netherlands for the Regional Data Centres can be applied internationally. Public authorities would then be able to compare their situation on a European and international level.

Your e-PIT

Submitted by the Polish Ministry of Finance, National Revenue Administration

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Type of sector

Information society and digitalisation;
Public administration, modernisation and reform; Taxation, customs, finances

Key words of project

Taxes; PIT; E-services; Public administration; Innovation



On 15 February 2019, the National Revenue Administration (NRA) introduced a new e-service, called: Your e-PIT (*Twój e-PIT*), dedicated to taxpayers subject to personal income tax, who do not run business activity or obtain revenues from capital (e.g. revenues from the sale of shares). Within the new e-service, using data gathered in separate public registers and the NRA's databases, the NRA prepares a fully-filled personal income tax return, for taxpayers who settle individually, together with the spouse and as a single parent. With the income tax return prepared by the NRA a taxpayer may:

- Verify and accept without changes.
- Modify (e.g. change the form of taxation, change the public sector beneficiary organisation to which the taxpayer is going to transfer 1% of the tax, insert tax reliefs or add data that NRA does not have) and then accept the annual tax revenue.
- Reject and settle PIT revenue himself/herself using previously available methods: traditionally by paper or by sending an electronic version of the document to the NRA.

If the taxpayer does not take any action - the income tax return provided by the NRA is considered as accepted by the taxpayer at the end of the settlement period.

This e-service is available from both PCs and mobile devices connected to Internet on www.podatki.gov.pl. The fact that tax declarations were submitted from 162 different countries confirms the global and mobile character of Your e-PIT.

A great deal of attention was also paid to easy access to the service and proper design of the interface in order to satisfy the maximum number of users among the diverse group of taxpayers.

The introduction of the new e-service has contributed to significant simplification of tax annual settlement of the largest group of taxpayers (about 21 million) and reduced to a minimum the necessity to communicate with the revenue administration. It allowed to reduce the risk of making a mistake while completing the declaration form and consequently the need to submit a correction. Your e-PIT also offers taxpayers the possibility to pay the tax on-line as well as to receive a quick refund of tax overpayment.

The implementation of the new e-service can be considered as a great success: in 2019, during the first three months after launching, 6.9 million income tax returns were submitted through Your e-PIT service, which is 35% of all personal income-tax returns and 54% of those submitted electronically. Thus Your e-PIT is one of the most popular public e-services in Poland and can be considered as a trigger for change in providing modern public services not only by the NRA, but also by other entities delivering public services at regional and national level.

Collaborative Procurement for Energy in Portugal – Sharing Value Together

Submitted by the Portuguese Public Administration Shared Services and Public Procurement Unit (ESPAP), IP



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Type of sector

Economic affairs; Information society and digitalisation; Public administration, modernisation and reform

Key words of project

Collaborative Procurement; Public procurement; IT Systems; eProcurement; eAgregation; Energy



Country Context

In 2007, Portugal started a major reform of its National Public Procurement System (SNCP) to promote better, easier and faster ways to deliver goods and services. In the first 10 years SNCP has generated estimated savings of over 313 million euros and the eProcurement implementation strategy in Portugal became a European good practice as referred in the “Library of good practices and tools”. However, since 2016, three major initiatives allowed Portugal to further develop its SNCP and start co-operation projects, among contracting authorities (CA):

- A spend review management task-force, with key projects in public procurement.
- The green procurement national strategy (GPPS), aiming for a social conscientious procurement on main priority goods and services with environmental impact.
- The new public procurement law of 2017.

As stated by the European Commission (EC), contracting authorities (CA) are rarely buying together – only 11% of procedures are carried out through cooperative procurement. This represents a missed opportunity.

Collaborative Procurement

In 2017, Portugal decided to implement Collaborative Procurement, centralising the purchasing of energy (electricity, natural gas and fuel) in ESPAP. Socio-economic benefits included the

enforcement of the GPPS that defined electricity procurement as a priority and set environmental criteria and total cost of ownership analysis in the decision-making process. In accordance with the EC Recommendation 2017/1805, a new procurement team was prepared in early 2017 and a new department was created in 2018. Finally, new information systems were set up to support and optimise the processes. Data gathering for more than 800 contracting authorities was difficult to achieve but critical to the success of the project.

Benefits

ESPAP defined a 3-year business plan to gradually strengthen its public procurement team and to achieve full collaborative centralisation in 2020. Deloitte validated the 2018 savings report for electricity of 15.09%, mainly based on lower energy prices but also on process costs by aggregating the demand of more than 800 CA at national level.

The new collaborative procurement process allowed Portugal to:

- Increase the enforcement of the GPPS on the energy spend category.
- Increase the professionalisation of public procurement, sharing best practices and reducing the cost of the process.
- Improve IT systems through streamlined e-processes, e-auction and workflow tools.
- Increase savings, by leveraging volume, joint strategies and faster transactions.

ESPAP believes that there are several new opportunities for this project, i.e. to extend the Collaborative Procurement Process to other CAs or spend categories and to develop energy efficiency programs to work on the demand side. We envision public procurement as strategic function for public spend management, public debt management and as a driving force to introduce social, political and financial changes.

SIMPLEX+ Program

Submitted by the Portuguese Administrative Modernisation Agency (AMA)

★★★★ *Nominee Candidate*

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Size of organisation

100-500; people involved: >15

Type of sector

Education; Employment and labour-related affairs; Environmental protection, climate change and agriculture; Health; Information society and digitalisation; Public administration, modernisation and reform; Public order and safety, justice and human rights; Science, research, innovation; Social protection; Transport and infrastructure; Taxation, customs, finances

Key words of project

Administrative Simplification; Citizen-Engagement; Co-creation; Digital Transformation; Public Service Delivery; Open Government

SIMPLEX+ is the Portuguese simplification and modernisation program which follows a citizen-driven approach - with a strong focus on co-creation, with the ultimate goal of having the everyday experience of citizens and businesses in their interaction with the public administration as seamless as possible.

The responsibility for the program lies with the Minister of the Presidency and of Administrative Modernisation, with direct support from the Prime Minister. The Secretary of State Assistant and of Administrative Modernisation is in charge of co-ordinating and monitoring the program, with the technical support of the Administrative Modernisation Agency.

SIMPLEX+ combines in a single governmental program the objectives of better regulation, reduction of administrative burden, service inter-operability, digitalisation of procedures, and promotion of digital government promotion. Moreover, some of the initiatives encompass more than one area and ministry, making the teamwork and co-ordination between different entities a fundamental part of the process.

The program is highly inclusive and innovative, with the involvement of citizens, entrepreneurs and public servants in the process of determining and designing the initiatives to be implemented by the public administration. Several meetings and design thinking sessions are held each year, engaging different stakeholders across the country, and in each of these meetings several measures are regularly identified. Another relevant channel is the SIMPLEX+ web site, which facilitates the submission of suggestions and ideas. The web site provides transparency, publicising SIMPLEX+ activities and projects, their implementation stage and timelines and the entities in charge of each initiative.

The SIMPLEX+ program is also an opportunity to stimulate innovation. With that in mind, the “Startup Simplex” competition was launched in the 2016 edition, inviting start-ups to present ideas for services and products aimed at improving the Portuguese public administration.

Overall, so far SIMPLEX+ launched a total of 602 simplification measures, 255 of which are relative to the 2016 edition, 172 to 2017 edition and 175 to 2018 edition. Some of the most emblematic initiatives of SIMPLEX+ include the Medical ePrescription+, encompassing the prescription and dispensation of medicines through secure digital means, for both citizens and health professionals; the Professional Attributes Certification System, allowing professionals to digitally authenticate and sign, according to certified professional/business attributes; the Automatic Tax Declaration, where yearly tax submissions are fully digital and automatic; and the Paperless Invoice, eliminating invoice printing and replacing it by electronic proof. SIMPLEX+ has proved a successful and replicable model, with an execution rate of 92% for SIMPLEX+ 2016 and 83% for the 2017 and 2018 editions.

Citizen Spots

Submitted by the Portuguese Administrative Modernisation Agency (AMA)



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Type of sector

Information society and digitalisation;
Public administration, modernisation and reform

Key words of project

Administrative modernisation; Digital inclusion; Service delivery



The internet is an essential communication tool. People use it all the time both at work and for leisure, but what about to interact with the government? Currently, most of the Portuguese public services are either provided fully automatically or available on-line. Nevertheless, the use of digital services was below expectations and, as such, it was necessary to reverse the situation, so that the benefits of a digital approach to public service delivery could truly be felt by all the citizens.

The answer was the creation of a network of Citizen Spots, which are multi-service physical counters where a person - a "specialised mediator" - assists citizens accessing on-line public services and teaches them how to perform them autonomously thereafter. The digital services provided are essentially those already available on various on-line platforms and on the national digital portal - ePortugal.gov.pt - but that citizens may not feel confident using by themselves.

All the existing Spots are equipped with a computer with a double screen system. One screen is used by the mediator and the other one is for the citizen to be able to see and follow all the steps being done by the mediator, learning how to do it by themselves. At the moment there are 591 of these Spots spread nationwide and even abroad, each one of them delivering 234 public

services, from 17 different entities. They are located in the Portuguese largest cities, as well as in the most remote areas of the country, but also in Brussels, London, Paris and São Paulo.

The vast network of the Citizen Spots has been enlarged in the last years, and its concept has also been evolving. Alongside with the traditional Citizen Spots, now there is also the Mobile Citizen Spot (MCS) and the Solidarity Citizen Spot (SCS).

The MCS is a Spot assembled on a van that travels to remote areas taking the initiative to the most inhospitable places. In its turn, the SCS is nothing more than a mobile kit, constituted by a computer and a printer, operated by a mediator who visits nursing homes and residential structures for the elderly. Both of them are meant to engage and empower groups that are usually neglected when talking about Information and Communications Technology (ICTs).

With the Citizen Spots, Portugal is also fighting digital exclusion. The spots intend to get the population more engaged in the use of digital services and also more aware of its benefits, which in turn reflects a greater trust in the State as the provider of those services.

Besides, even though the Administrative Modernisation Agency (AMA) is the central authority co-ordinating the project, local authorities have the responsibility of managing most of the Spots, reinforcing a collaboration dynamic between central and local authorities. And since the services provided are the responsibility of 17 different entities (Tax, Social Security, Registries, etc.), the initiative also has a significant role breaking silos between these different authorities.

Automatic Social Energy Tariff (ASET)

Submitted by the Portuguese Administrative Modernisation Agency (AMA)

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Type of sector

Economic affairs; Public administration,
modernisation and reform; Social protection

Key words of project

Social protection; Energy services;
Seamless government



The Automatic Social Energy Tariff, (ASET) is an innovative way to provide social protection and a tangible example of how technology can help government in improving citizens' lives.

In 2010, to lighten the burden of energy bills for low-income families, the Portuguese Government launched the "Social Energy Tariff", promoting reduced fees for those most in need.

However, its results were lower than expected, as energy suppliers were not promoting this reduced tariff as much as desired, and the administrative burden put on the citizens acted as a barrier to many families.

To counteract this tendency, in 2016 the responsibility for the tariff's application and promotion changed from the energy suppliers to the State, namely to the Directorate-General for Energy and Geology (DGEG).

The DGEG developed an information system that automatically processes around 4 million records from every energy supplier and, through the national inter-operability platform managed by the Administrative Modernisation Agency (AMA), Social

Security and Taxes check the eligibility criteria (e.g annual income, social benefits, etc.) in a completely anonymised process. A binary reply is then sent to the energy suppliers, merely informing them if the client is entitled to ASET and obliging them to change the tariff and inform the clients of the modification.

The automation of the process completely changed the dynamics and brought an increase of 400% in the number of households benefiting from the Automatic Social Energy Tariff, ensuring that all those households in a situation of socio-economic vulnerability, have access to affordable, reliable and safe energy services by lowering the burden of their energy bills.

The visibility and impact of this project have been such that the overall process has already been implemented in other areas such as gas, water supply and wastewater management.

On a wider scale, this project follows several eGovernment policies enacted by the Portuguese government on the use of the national inter-operability platform and the pursuit of the once-only principle, aiming at making the Portuguese Public Administration more effective, efficient and mostly seamless whenever possible.

Units of Support for High Performance in Schools

Submitted by the Portuguese Directorate-General of Education

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Type of sector

Education; Sports

Key words of project

Dual career; Athlete-Students; Secondary Education; Equity

UAARE aims at an effective co-operation between schools, parents, sports federations and their agents, sports clubs, sports medical centres and local authorities, among other interested parties, with the goal of successfully reconciling school and sports success of athlete-students with high-performance status, playing in national teams or revealing potential sports talent, following the Conclusions of the Council and of the Representatives of the Governments of the Member States on dual careers for athletes, Official Journal of the European Union, 14.6.2013 2013/C 168/04.

According to these conclusions, the term 'dual career' should mean that an athlete can combine, without unreasonable personal effort, his/her sporting career with education and/or work in a flexible way through high-quality training in order to protect his/her moral, health, educational and professional interests, without compromising either objective.

The double life of a UAARE student means lack of time and high pressure to perform, both academically and in sports, with 10-hour working days, intensive training (twice to three times a

day), transitions (in the timeline of an athlete's career), competitions and internships (national and international), school absence (with increased frequency and duration) and demands in family and social life (due to relocation).

However, there are several dual career benefits for athlete-students that translate into improvements in health, life skills in sport, relationships, post-career preparation and professional life. These benefits are in line with several targets of the Europe 2020 strategy - prevention of early school leaving; higher number of degrees in higher education; greater employability.

To support athlete-students in dealing with these challenges and in achieving these benefits, UAARE acts through a network of 16 schools across the country, with dedicated pedagogical teams in each, that provide pedagogical and psycho-pedagogical support for these students' particular needs, including personalised learning plans that improve conditions of equity and social justice, adaptations of curriculum and schedule to the sports demands, justification of absences and special assessment dates, combined with distance support and distance education in a Virtual Learning Environment (VLE).

The VLE is integrated with a physical Innovative Learning Environment (Study Room Learn More), in which pedagogical teams work together within and among UAARE schools in developing personalised open educational resources for a BYOD scenario. In 2018, UNESCO selected UAARE as one of six thematic cases to be included in an upcoming publication on Best Practices in Mobile Learning.

Now in its third year, UAARE's academic results in the school year 2018-2019 had a dropout rate of 1.5% and a global average school performance of 92.67%, above the national average, very high student satisfaction rates and many national and international medals.

Improving the Quality of Justice (IQ Justice)

Submitted by the Supreme Court of the Republic of Slovenia



Supreme Court of the Republic of Slovenia

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Size of organisation

100-500; people involved: >15

Type of sector

Public order and safety, justice and human rights

Key words of project

Quality of Justice; Judicial Self-Governance;
Procedural Fairness; Skills Development;
Service Design



Improving the Quality of Justice (*Izboljšanje kakovosti sodstva (IKS)*) is a comprehensive project of the Slovenian judiciary (partially funded by European sources) with a vast array of innovative tools and methods, focused on the people within the judiciary and targeted to judges, court staff and court users, aiming to improve the knowledge and skills of judges and court staff, and to provide better judicial service to court users.

Watch a short animated video describing the IQ Justice Project at: https://youtu.be/3UPxdX_Xezg

Two main problematic areas have been identified: the quality of judicial work (skills and transfer of knowledge) on the one hand, and the low trust in the judiciary on the other hand.

These problems had to be addressed with limited human and financial resources and bearing in mind that Slovenia has no real Judicial Academy and that there is no formal obligatory specialised training for court staff. To address the identified problems the president of the Supreme Court set up a specific organisational structure - a Steering Committee consisting of presidents of courts, judges, court staff and representatives of the Ministry of Justice and the Judicial Council. This steering committee supervises the work of three project groups.

The first group has been dealing with the skills of judges and the second with the skills of court staff – both include judges and court staff from all levels of courts and from all geographical regions. This group has prepared a manual with very practical information for new judges, procedural manuals in various fields of law, mentorship programmes for new judges and supervision techniques workshops. Similarly, the second group for court staff has prepared specific training manuals, mentorship programmes for court staff and on-line training courses.

The third group has been addressing communication between courts and different court users in general and the low trust in the judiciary in Slovenia. It consists of communication professionals as well as judges and court staff dealing with public relations. The outputs of the procedural justice project, which aims first to give court users the perception of respect, impartiality, inclusion and the opportunity to be heard contribute to the general trust in courts and the judiciary, are numerous – from brochures about the judicial system and the most common court procedures to animated films on the court system and the role of a witness, and a special web site describing court procedures in understandable language.

All the listed activities and tools of the IQ Justice project improve the quality of the work of judges and court staff, promote the sharing of knowledge and skills, underline the independence and self-governance of the judiciary and at the same time connect and reinforce the bond among the people who work in courts. In the end, justice is more about EQ (emotional intelligence) and SQ (social intelligence) than about IQ in the sense of skills and knowledge.



Regional Level

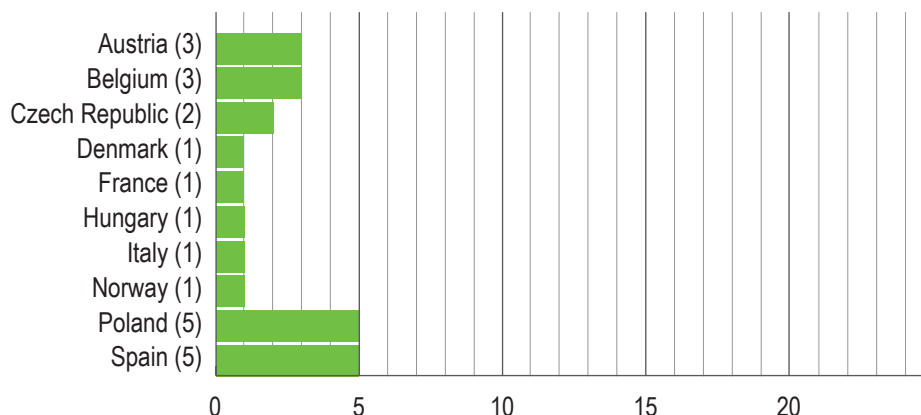
*Statistics
Project executive summaries*



Statistics

Out of a total of 158 projects received, **23 projects** came from the **Regional Level**. In the statistics below you can see the number of applications by country, the sectors covered, the size of the submitting organisations and the distribution of Best Practice Certificates by country.

Applications by country

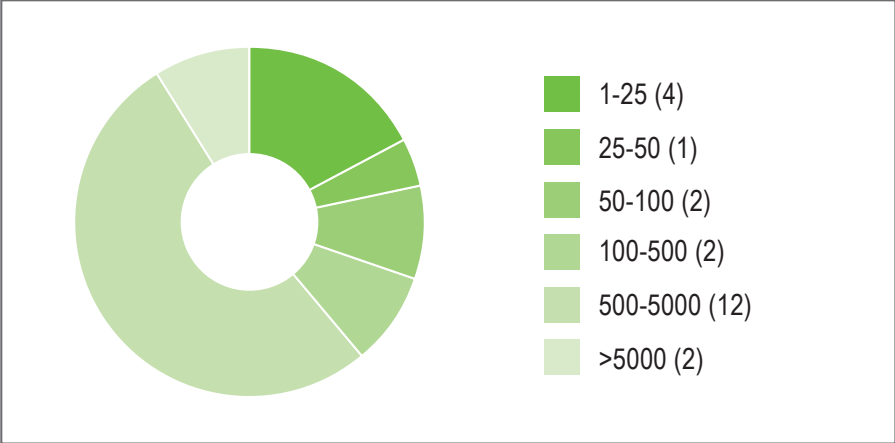


Sectors covered by all applications*

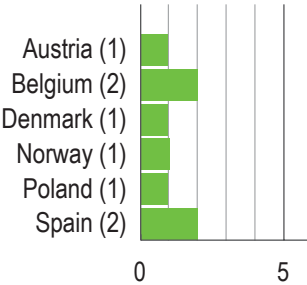
1	Public administration, modernisation and reform	52%
2	Information society and digitalisation	39%
3	Environmental protection, climate change and agriculture	22%
4	Employment and labour-related affairs	17%
5	Health	17%
6	Economic affairs	13%
7	Education	13%
8	Public order and safety, justice and human rights	13%
9	Science, research, innovation	13%
10	Social protection	13%
11	External relations	8.5%
12	Recreation, culture and religion	8.5%
13	Taxation, customs, finances	8.5%
14	Transport and infrastructure	8.5%
15	Other...	17%

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

Applications by size of organisation



Best Practice Certificates (BPC) by country (8 of 23)



Aha plus

Submitted by the Office for Future-Related Issues (Federal Government Vorarlberg/Austria)

★ ★ ★ ★ *Nominee Candidate*



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Size of organisation

1-25; people involved: 1-5

Type of sector

Education; Employment and labour-related affairs; Information society and digitalisation

Key words of project

Youth; Volunteering; Active Citizenship;
Nudging; Appreciation; Non-formal
Learning; Employment Perspectives

What is Aha plus?

Aha plus is a reward system for young people who actively contribute as volunteers beyond their ordinary membership activities in an association or an organisation, in their municipality or elsewhere. For example: The footballer Alex attends the training of his club every week. He is also responsible for the web site of the club and for this webmaster activity he gets points in Aha plus. The association publishes its activities (QUESTS) on-line on the Aha plus platform. The young person can exchange the collected POINTS for so-called REWARDS – job shadowing in a well-known company, a meet-and-greet with a famous person, concert tickets, etc.

The on-line tool Aha plus both helps young people who aren't already volunteering to find tasks and offers organisations to promote their activities amongst young people. The tool's special selection allows associations to find suitable youngsters and young people to find interesting activities. In addition, young people can prove their voluntary activities with the Volunteering Certificate. It is an official document which contains the voluntary activities contributed by the young person and the experience gained in the process. With the Xperience Check, the young volunteers can assess their experience in an enjoyable way and reflect on what they have learnt doing the voluntary activities.

How does Aha plus work?

- **For young people from 12 to 24 years of age:** They register for the Aha card, set a user name and a password for the on-line platform Aha plus, add their associations and get going.
- **For organisations, associations, institutions, municipalities, initiatives:** They complete the registration form and send it to the Aha Youth Information Centre where the data is verified and login details are provided. Afterwards an administrator registers and adds the activities (quests) for the young people at their organisation.
- **For reward sponsors:** They deposit their reward offers at the Aha Youth Information Centre.
- **Experience, credentials and employment perspectives:** Young people collect points for their voluntary activities and gain experience. An overview of the experience areas is depicted in an Xperience diagram. The experience areas of each quest are determined by the associations when they enter the quest on the platform, which includes one or several areas. These areas have been worked out in co-operation with the human resources office, which considers them as relevant for professional life.

Furthermore, young people have the possibility to apply for a Volunteering Certificate which makes the volunteering visible in order to enhance their employment perspectives, reflecting their experiences, raise their self-awareness and self-confidence.

The experience areas are: Arts and creativity; Catering; Craft and technology; Education; Environmental protection; Finance; Marketing; Organisation; Security; Social welfare; Responsibility.

PoliVisu – Policy Visuals Toolbox

Submitted by the Flanders Information Agency

★★★★ *Nominee Candidate*

 *EU Funded*

Flanders Information Agency

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Size of organisation

100-500; people involved: >15

Type of sector

Environmental protection, climate change and agriculture; Housing and community amenities; Information society and digitalisation; Public administration, modernisation and reform; Transport and infrastructure

Key words of project

Open Data; Big Data; Visualisation;
Collaborative Public Policy-making

The (PoliVisu) Policy Visuals Toolbox provide cities with an open set of digital tools, methods, stories, techniques and tips for helping the public sector make better, evidence-based decisions. By understanding how to leverage city data to model policy situations through advanced visualisations, city managers and policy makers can experiment with different policy options and use the results to engage and harness the collective intelligence of stakeholders. Thanks to the easy-to-understand policy visualisations toolbox collaborative solution development is enhanced through a shared, real-life understanding of the situation to be changed.

Funded through the H2020 research and innovation programme, the project initially worked with 3 cities – 1. Ghent, Belgium; 2. Issy-les-Moulineaux, France; 3. Pilsen, Czech Republic – to address societal problems linked to smart mobility and urban planning. By enriching the traditional three step policy making cycle – design, implementation and evaluation – with opportunities for policy experimentation the cities were able to tackle complex, systemic problems that required innovative thinking to develop transformative and sustainable solutions.

Rather than build yet another data platform for cities, PoliVisu operates as a true toolbox, enabling public authorities and other stakeholders to only select the tools, models and techniques they need to generate their own policy visualisations. Further, PoliVisu delivers great flexibility for customers by ensuring that its decision-making framework and visualisation tools can be

integrated into existing public city dashboards and decision-support systems. In addition, by providing the Toolbox components as open API's, they can be integrated into existing third-party software for citizens, thus enhancing the visibility and commercial value of the PoliVisu Toolbox.

Currently at the start of its second year of development and operation, the PoliVisu Toolbox is ahead of schedule in delivering real, measurable impact. Not only has it delivered useful results for the initial 3 pilot cities, it has been adopted by three new cities outside of the project, as well as by the Flemish police and the government of Mozambique. These results have occurred before any substantive exploitation activities have taken place; therefore, take-up is expected to accelerate and increase substantially during the remainder of the project's lifetime and beyond.

EPSA2019036

Groeipakket

Submitted by Kind en Gezin (Child and Family) and Flanders Information Agency

★ ★ ★ ★ Nominee Candidate

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Contact person

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Size of organisation

500-5000; people involved: >15

Type of sector

Social Security

Key words of project

Child benefits; Family benefits; Groeipakket;
Family policy

As a result of the sixth Belgian governmental reform, the competence of child benefits was transferred from the Federal level to the Communities and Regions (Flanders, Wallonia, Brussels and the German-speaking Community) on 1 January 2019. Flanders seized the opportunity of the governmental reform to establish a more efficient support of children and families.

Family allowances are now a pillar of an integrated family policy, to create opportunities and support active participation to the society and thus also to support a combination of employment and raising a family. We named it Groeipakket (this roughly translates as Growth Package). Overall, an integrated family policy offers many advantages: possibilities to maximise support for all children and families throughout their development. We integrated competences of education, care and childcare together with child benefits in one family policy, aimed at creating opportunities to start a family with active participation to society and thus also to combine (labour) participation with a family. A key focus in achieving this integrated family policy is the automatic granting of rights.

We applied several basic principles:

- Ensure that working poor have the same rights as the non-working poor.
- Every child is equal.
- Add new allowances to support participation.
- Adjust to the new social reality.
- Automatically granting as far-reaching as possible to ensure that the administrative burden for the families is reduced to a minimum and ensure that no child is left out.
- Lower the risk of child poverty by selective support of low-income families.

To implement such an ambitious transformation a number of dimensions of change were crucial. These are: establishing an ambitious top team, a clear strategic direction, a clear action plan and implementation, effective management infrastructure and releasing staff energy. The choice of working with self-organising teams composed of people that were very familiar with the old system, people that knew which were the key aims of the new system and people that were able to spread the word in their own organisations and agencies, brought the necessary social energy to continue the change process over a period of approximately 3 years.

Using this project methodology, we managed to:

- Replace 70-year old legislation with new law.
- Replace 10+ existing IT systems by 1 overall system (the Groeipakket application), used by 1 public agency and 4 private partners and 1000+ agents.
- Connect with 40+ different information sources to provide automatic payment.
- Train 1000+ agents in learning a new legislation and a new IT system.
- Reform the payment system with 10+ payment funds to a payment system with no more than 5 partners.

In short, it can make a good case for claiming to be the biggest reform of social security in Belgian history.

Coaching to self-care and early discharge for hip surgery

Submitted by the Orthopaedic Department, Holbæk Hospital, Sjælland Region

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Size of organisation

50-100; people involved: >15

Type of sector

Health

Key words of project

Coaching to self-care; Patient involvement;
Early discharge; Follow-up after discharge



Coaching to self-care to patients with new hip

Nobody wants to take too many painkillers and to stay in the hospital longer than strictly necessary even after orthopaedic surgery in your hips. No hospital wants patients to stay a minute longer than needed. Beds are expensive. Patients prefer the familiarity of their home to a hospital bed and hospital food. Since 1969 hip replacement has gone from being a rare surgery that involved hospitalisation for 6-8 weeks followed by rehabilitation - to being pretty close to “hip today home tomorrow”. A number of 10,000 patients have a new hip in Denmark every year, and in Europe the number is more than 190,000 patients.

However, this advancement in “technology” puts a different responsibility and tasks on the patients. The challenge becomes: How can we coach patients to self-care? How can we empower and support them to feel safe recovering and rehabilitating at home? How can we ensure that they don't drop their medication too soon? How can we enable them to keep their health on track? How can we meet their needs?

Coaching to self-care is a structured process of doing just this. Our “Coaching to self-care” concept is based on three

randomised clinical trials in orthopaedic departments. Research shows that caring to elderly patients 65+ after hip-replacement and early discharge were spread with use of an innovation tool. The Orthopaedic Department in Holbæk was first with full implementation and results of 100% participation and 94% patient-satisfaction.

Coaching to self-care is a four-step systematic intervention and counselling concept, developed, tested and validated to support patients after early discharge. The most frequent symptoms as pain, reduced walking ability, and reduced ability to cope in activities of daily living were given individually specific counselling by healthcare providers.

Step 1: Before hip-replacement patients attend a multi-disciplinary seminar conducted by a surgeon, an anaesthesiologist, a physiotherapist and nurses. Focus is on patients' surgical treatment, anaesthesia, possible complications and risks, pain treatment, physical exercise and early discharge.

Step 2: After surgery patients stay for one or two days to be prepared for early discharge, after training in how to walk and continue their physical training at home, medication and activities of daily living. They are prepared to have phone consultation follow-up by a nurse from hospital one week after discharge.

Step 3: One week after discharge patients have individual follow-up, interview and counselling meeting their needs.

Step 4: Evaluation of the concept, and update of the interview guide based on needs and answers and statistical significance. Follow-up and information to the providers.

Use the “Spreading innovation tool” (coi.dk/spreadinginnovation) if you wish to implement the concept in your organisation. The concept “Coaching to self-care” does not require any investment in IT or licences or to acquire new competencies. However it requires a change in organisation and a continuous focus on improving the new way of working. Thus, the concept and the same human resources working in a more structured manner to the benefit of both employees, managers and most importantly patients' wellbeing.

Regional co-ordination group e-Health and welfare technology Agder

Submitted by the Agder Region

Agder

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Size of organisation

>5000; people involved: >15

Type of sector

Health; Information society and digitalisation; Public administration, modernisation and reform; Science, research, innovation

Key words of project

Digitalisation; Collaboration; Innovation; E-health; Networking

It is a national goal that welfare technology will become an integral part of the service offering in the health and care services by 2020. The goal is the safe use of technology that can help more people stay longer in their own homes despite illness or reduced functional capacity. This application shows how innovation in regional organisation and health services realises health services in new ways using technology.

Agder consists of 30 municipalities with over 300,000 inhabitants. The municipalities in the region are focusing on the use of welfare technology in order to meet the challenges of the future in the field of health and care.

Supported in the Regional Plan Agder, the municipalities in Agder established a new common structural framework for inter-municipal innovation and interaction in the establishment of the Regional Co-ordination Group eHealth and Welfare Technology Agder (RKG). This structure has made it possible to implement one of Norway's largest procurement of security and warning technology, the establishment of "municipal response centre service" as a public-public collaboration among the municipalities in Agder. Through RKG, the municipalities are completing a systematic introduction and a comprehensive development of welfare technology in the municipalities in Agder by 2020.

Norwegian municipalities have had little experience with the transition from individual testing projects of stand-alone technologies to the introduction of "course of service" with welfare technology on a large scale.

We believe we have implemented and are currently implementing two innovations that individually contribute to a significant improvement in quality, safety and cost-effectiveness in future municipal health services:

1. An operational regional network organisation to solve a concrete mission and reach a common goal:
 - a. Acquisition of technology where customers (municipalities) present their orders and specifications jointly to one main supplier.
 - b. Establish the municipal response centre.
 - c. Ensure systematic introduction of welfare technology in all municipalities.
2. Establishment of a municipal response centre for a quality-assured and cost-effective handling of alarms and inquiries.

Malopolska Empathetic culture – Making culture accessible for everyone

Submitted by the Department of Culture and National Heritage, Marshal's Office of Malopolska Region

★★★★ Nominee Candidate

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Size of organisation

500-5000; people involved: >15

Type of sector

Recreation, culture and religion

Key words of project

Accessibility; Disability; Equal Rights Access; Accessible Culture; Culture Institution; People with Disabilities; Accessibility Standards

The Malopolska Empathetic culture project was initiated in 2016 by the Department of Culture and National Heritage of the Marshal's Office of Malopolska Region. The Malopolska Culture Institute in Krakow was engaged to lead the project.

The aim of the project is to increase the level of openness and accessibility of cultural institutions for which the Malopolska Region is responsible for all people, focusing on people with disabilities and to support their participation in culture. An accessible culture can develop only when providers can feel how their audiences feel and when they can be empathetic to those audiences. Culture covers communication and we cannot just project our visions, but we need to invite our visitors to let us know their needs.

The project aims to restructure our thinking about what is our purpose as cultural Institute employees and administrators, but also as creators of culture. All directors, managers and employees of various specialties experienced the needs of our users during project training sessions. They had to deal with situations as if they were disabled people. Such an approach is a completely new way of thinking for our administration and was a process aiming to anticipate outcomes and future social changes.

An inter-institutional project team was set up. Members of NGOs and individuals, including people with various disabilities, have been invited to participate in the project to plan, advise and assess project activities and outcomes. There is also the group of people, from each cultural institution, called the "accessibility co-ordinators group". It ensures that each partner is actually actively involved in the project, but more importantly, that accessibility is becoming part of institutions' culture. The project consists of a range of activities that are routinely repeated on an annual basis; however, the content may change as it is tailored to needs and feedbacks of the previous year:

- There is a set of basic training in place for cultural institutions' employees. They vary from a client with disabilities face-to-face series, to planning exhibitions or making marketing activities more accessible for everyone.
- Setting up Accessibility Standards for culture institutions to follow.
- Assessment of Accessibility Standards implementation by the Experts Group with civic background.
- Round table meetings with the accessibility co-ordinators to enhance their knowledge and enabling networking.
- A public campaign for equal right access to public space, specifically culture institutions.
- A conference for a wide range of culture organisations to promote the topic of equal access.
- Promoting accessible art and cultural events.
- Assessment - reflective practice for the improvement of future activities.

The Regional Board oversees the project activities by regular reporting and participation in the assessment of the implementation of the Accessibility Standards.



Spatial IACS Data Supply of Farms in Catalonia

Submitted by the Directorate-General of Rural Development - Department of Agriculture, Livestock, Fisheries and Food, Catalonia



Directorate-General for Rural Development - Agriculture, Livestock, Fisheries and Food Department,

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Size of organisation

500-5000; people involved: >15

Type of sector

Environmental protection, climate change and agriculture; Public administration, modernisation and reform; Science, research, innovation

Key words of project

Open data; Integrated System of Management and Control; Public Administration Innovation



Improvement and creation of three tools for the diffusion of graphic data of the farms in Catalonia, for their reuse and the support of a permanently updated integrated system of management and quality control. The three tools are:

- **The CROMOS Application** is an application that makes it possible to have access for every titleholder to the declared data of their farms in the Single Application in an alpha-numeric and graphic format.
- **Layer of the Single Application's parcels.** Every incorporated graph to the Single Application's Application that shows all the declared parcels in Catalonia as a whole.
- **Crops Map** (database of the Single Application's crops). File with the geo-tagged data of all the declared parcels in the Single Application, in which are included the product/crop and farm system (irrigated/non-irrigated land).

The Common Agricultural Policy of the European Union is the regime responsible of the assignment of grants to European farmers to ensure a decent economic income for their agrarian production. The management of these grants for the Common Agricultural Policy is carried out through the European Agricultural Guarantee Fund (EAGF) and the European Agricultural Fund for Rural Development (EAFRD). The Department of Agriculture, as payment agency of these European funds in Catalonia, has the responsibility and the challenge of the correct administration and legal distribution of these funds. Annually, our organisation manages applications for grants which contain around 50,000 beneficiaries for a total amount of €350 million that come from the EAGF and the EAFRD.

The Integrated System of Management and Control is based on the inter-related data as a whole that define the farms in Catalonia. The Single Application is the annual declaration of the agricultural holding, which has by law to be presented by the titleholder of a farm that has an agricultural productive surface to carry out certain procedures with the Department of Agriculture, among which are included the applications for Common Agricultural Policy's grants. The procedure started in Catalonia in the year 2001.

The Land Parcel Identification System (LPIS), updated annually, makes it possible to geo-tag all the parcels of an agricultural holding and was integrated in the Single Application. Since the year 2012, the Department of Agriculture makes it possible to have free access to LPIS data for their download. Nowadays, these data are available in the Generalitat of Catalonia's portal of public data.

New tools, new procedures

The Department of Agriculture improved in the year 2016 the service of the linked tools to the LPIS, as the "Cromos Application", and created the new services of the "Layer of the Single Application's parcels" and the "Crops map" to provide added value to the diffusion of all the graphic data.

Civil UAVs Initiative (CUI)

Submitted by the Galician Innovation Agency, Xunta de Galicia



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Contact person

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Director

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Size of organisation

50-100; people involved: >15

Type of sector

Public administration, modernisation and reform; Science, research, innovation

Key words of project

Innovation; R&D&i; Digitalisation; UAVs; Drones; Modernisation; Public Procurement of Innovation; Growth; Technological Disruption

The Civil UAVs Initiative (CUI) is the strategic initiative of the Regional Government of Galicia to improve public services using Unmanned Aerial Vehicles (UAVs) and Unmanned Surface Vehicles (USVs). The Initiative is being implemented through Pre-Commercial Public Procurement and Public Procurement of Innovative Solutions.

The Civil UAVs Initiative is led by the regional government of Galicia (Xunta de Galicia) and managed by the Galician Agency for Innovation (GAIN). As a Strategic Initiative it integrates 10 ministries of the regional government, the Spanish Ministry of Science, Innovation and Universities and the Aerospace National Research Centre (INTA). They have procured from 2015 to March 31st 2019, up to 12 PPI contracts for a value near to €164 million.

The Civil UAVs Initiative has become an international benchmark in public investment in the unmanned vehicles segment, not only because of the investment already made, but for the broad kind of programmes and activities covered under the Initiative:

1. Aerospace, scientific and industrial infrastructure development;
2. Common R&D Programmes with top companies;
3. Public Procurement of Innovative Solutions;
4. Entrepreneurship Programme, etc.

The CUI has already created 608 highly qualified jobs; mobilised more than 50 stakeholders, more than 35 projects and more

than a hundred products and solutions are being created to digitise public services or activities of the public sector in 20 different areas through, for example, artificial intelligence, robotics, new computing technologies, virtual and augmented realities, space technologies or 3D printing. This will allow the regional public sector to achieve:

- Lesser risks for humans: for example, in the use of unmanned aerial vehicles in fire combat, sea rescue or emergencies management.
- Better performance: for example, in the management of forest, agricultural and sea resources with new solutions that allow the public sector to obtain information and data that cannot be obtained without these new solutions.
- Value for money: reducing the price of all the aerial operations of the public sector and increasing significantly the possibilities to repeat these operations and to improve their results.
- Automation and robotisation: transformation of manual activities into automated activities, such as land image classification, sample analysis of water quality, etc.
- Better services to citizens: such as medical transport (especially in rural areas), support systems for fishing, tourism management and promotion (touristic information), etc.

The impact of the CUI is contributing to national, regional and local economic growth and social equality thanks to the efforts of three Governments (national, regional and local) co-ordinated under a strategic initiative and implemented through creative policy tools.

Supra-Local/Local Level

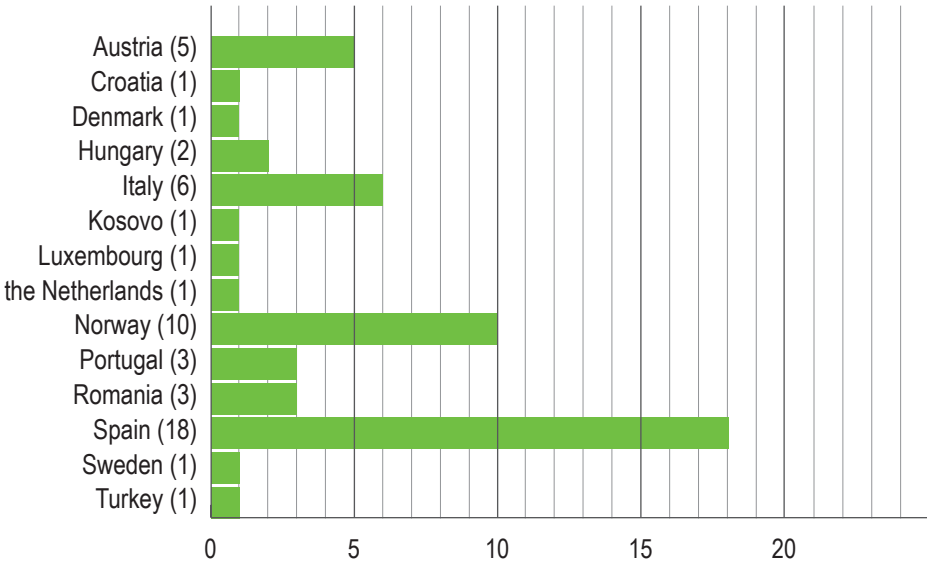
*Statistics
Project executive summaries*



Statistics

Out of a total of 158 projects received, **54 projects** came from the **Supra-Local/Local Level**. In the statistics below you can see the number of applications by country, the sectors covered, the size of the submitting organisations and the distribution of Best Practice Certificates by country.

Applications by country

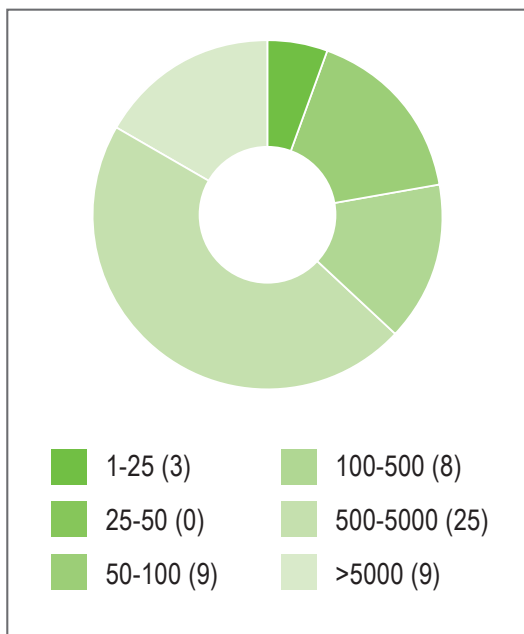


Sectors covered by all applications*

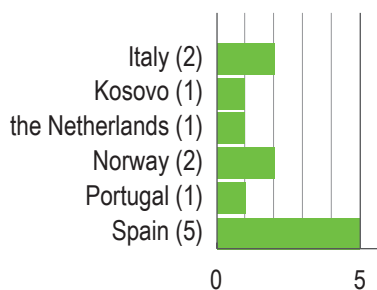
1	Public administration, modernisation and reform	55.5%
2	Science, research, innovation	26%
3	Education	24%
4	Environmental protection, climate change and agriculture	24%
5	Health	22%
6	Information society and digitalisation	22%
7	Employment and labour-related affairs	18.5%
8	Social protection	18.5%
9	Economic affairs	13%
10	Transport and infrastructure	13%
11	Recreation, culture and religion	7.5%
12	Public order and safety, justice and human rights	5.5%
13	External relations	2%
14	Taxation, customs, finances	2%
15	Other...	5.5%

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

Applications by size of organisation



Best Practice Certificates (BPC) by country (12 of 54)



Asmel Consortile

Submitted by the Municipality of Caggiano and ASMEL Association

Municipality of Caggiano

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ASMEL Association

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Contact person

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General Secretary
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Size of organisation

500-5000; people involved: >15

Type of sector

Public administration, modernisation and reform

Key words of project

Municipality; Public Procurement; Tenders;
Local entity

The project applicants are the ASMEL Association, the Consortium ASMEZ and the municipality of Caggiano. ASMEL Association is comprised of 2800 Associate Municipalities throughout Italy and promotes the use of shared services through the Network available to all of its members. The second partner has the know-how in the field of procurement and the third is the first participating municipality.

In January 2013, following a new law that imposed centralised tender procedures upon municipalities that are not chief towns, the three partners founded the start-up Asmel Consortile as a central purchasing agency, to enable the municipalities concerned to fulfil this legal obligation effectively and efficiently.

The initiative, based on a model of close but not obligatory co-operation, is a great success. After 18 months, after the start-up phase had ended, ASMEL and ASMEZ left the company. Today, the company has 1,502 associated institutions throughout Italy, to whom it supplies a wide variety of assistance and consultancy services in a subsidiary way so that they can successfully manage the entire procurement cycle.

The success of the initiative is evident by the large number of associated municipalities, obliged by law, but also others that are not obliged by law, such as numerous chief towns and local

municipalities that have no longer a legal obligation (as a matter of fact Law no.55/2019 eliminated the obligation also for local municipalities). The company has been successful in many respects:

- It is number one in the country as far as importance is concerned.
- It is the first to be certified ISO 37001, which certifies the presence of an Anti-Bribery Management System in compliance with all anti-corruption laws.
- It is the only one to provide free legal services to its members, including legal representation in courts, with a 0.7% loss rate (the average in this sector is 6%).
- It is the first to have anticipated the upcoming law (since 2013) which would make it compulsory to carry out the procurement procedure on-line (introduced in October 2018) and to have digitised all the procedures, including the tender board, that operate on-line.

Training courses are also carried out on line and integrated with the “*Tour Appalti*” characterised by on-site visits. So far, 3,800 tender procedures have been conducted with the support of the company, with a transaction volume of 2.6 billion. Asmel Consortile also supplies the technical support for BIM (Building Information Modeling) designs.

Lastly, the Asmel Consortile model is characterised by a high level of replicability, for which it can be applied to other local municipalities in EU member countries enabling good administration practices in the digitalisation of their tender procedures, to improve competition and the extension of the market, in order to reduce administrative costs as well as the costs of the tender.

Surgical activity reorganisation through Lean implementation in the Azienda Ospedaliera di Padova

Submitted by the Hospital of Padua (Azienda Ospedaliera di Padova)

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Size of organisation

500-5000; people involved: >15

Type of sector

Health

Key words of project

Lean healthcare; Surgical procedures;
Performance improvement; Organisational
change; Sustainability

European health systems are increasingly facing the ethical, political and economic challenge regarding how to assure sustainable and equitable access to effective and safe procedures. This complex challenge highlights the need of organisational and managerial solutions to improve efficiency, productivity, appropriateness, safety and effectiveness of care. Surgery is a key part of the above-mentioned sustainability challenge, since it is the most complex and high value health care service in an hospital; in addition, it generates the greatest number of adverse events and accounts for more than 40% of total costs.

Azienda Ospedaliera di Padova (AOP) is one of the main University Hospitals in Italy; its surgical activity is delivered across 47 operating rooms subdivided into 13 operating theatres (OTs) and in 2018 performed 48,364 surgical operations. AOP begun the reorganisation of surgical activity in 2000 separating flows of simple scheduled procedures from emergencies and complex cases and creating a Day Surgery and Week Surgery centre. The re-organisation project through lean implementation involving all the OTs started in 2016, with the specific objective of improving efficiency and productivity, safety and effectiveness of surgical care. The project has been performed in the following major steps: 1. Planning, in which the lean team and the leadership of the OTs were defined; 2. Training on-the-job programme, during which lean principles have been shared and applied in order to analyse and review the surgical care pathways; 3. Defining new standard operating procedures; 4. Continuous improvement through the implementation of Safety and Quality Walkarounds.

Sufficient results have been achieved at the end of the project, thanks to the introduction of a performance measurement system in the OTs, the improvement of patient care pathways, the definition of standard operating procedures, the organisational and strategic changes introduced and the improved communication. In particular, the performance indicators of 2018 compared to 2016 show:

- Number of in-patient surgical operations increased by 17.6%
- Total planned session time increased by 5.7% with 5,085 hours more of OTs utilisation
- Percentage of utilisation of OTs for surgery increased from 50.6% to 51.2%
- Average Diagnosis-Related Group weight increased by 5.4%
- Surgical activity revenues increased by 7.4%, with a total increase of €12.5 million

All these improvements have been achieved despite the decreasing number of anaesthetists during 2018. In Italy, this is one of the first lean management projects in healthcare characterised by a systemic view, involving all the OTs, all the key figures of the Hospital, changing the guiding approach in taking decisions and actions with the aim to create value in operations. This experience has been recently recognised by the Italian Ministry of Health as Best Practice for the reorganisation of the surgical activity for settings and complexity of care.

E-kiosk (Digital Self Service)

Submitted by the Municipality of Pristina

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Size of organisation

500-5000; people involved: 1-5

Type of sector

Public administration, modernisation and reform

Key words of project

E-kiosk; Self service; E-documents

The municipality of Pristina is the first municipality in Western Balkans which has implemented this automatic system of acquiring documents digitally from the Civil Status Registry.

The types of documents which can be acquired with this automated system are: Birth Certificate Extract, Baby's Birth Certificate Extract, Birth Certificate, Baby's Birth Certificate, Marriage Certificate, State Certificate and Residence Certificate.

These documents cover 85% of the general citizen's requests in the Municipality of Pristina.

Witnessing the facilitation the E-kiosk has provided to our work, in its third year of building system stability we started adding services in order to ease the citizens' lives and saving their time. The added services are: printing the property tax bill, paying the property tax bill and printing property certificate. We are at the finishing implementation phase of all digital services through this E-kiosk, where the citizens can now receive services by this equipment and do not have to queue at the counters in the municipality building.

The system is almost identical to the system of ATM machines of financial systems. Without contact to the official, with a simple scanning of the identification document (ID or passport, with a simple paying method – very similar to the one at the counters – in only 30 seconds the citizen can have a document or service).

The process is entirely digitalised and in function 24/7. Citizens' identification is made using the ID personal number from their ID (simple or biometric) or the citizens' passport; Interface is completely adaptable for the last user, because the user communicates very simply through touchscreen. The E-kiosk system has recovered its investment costs in only 8 months. For 36 months from the date of the launching of this service system there were 119,956 documents printed, which means that there were 119,956 less citizens at the municipality's counters.

Web service is created to verify the personal number of the citizen and communicate with the main database of the Civil Registry Agency, and was built using the programming language dotnet, but can be integrated into any platform.

The automatic digital system of receiving the document from the civil status, property tax and cadastre is a multi-lingual system (Albanian, Serbian and English), with a high level of security of the document and physical security. The wide interest from the electronic media, European Union representatives, and Western Balkan region states, and even further, shows that this new digital service signals a revolution in service provision to citizens.

Rotterdam Business Case

Submitted by the City of Rotterdam

★★★★ *Nominee Candidate*

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Size of organisation

>5000; persons involved: >15

Type of sector

Economic affairs; Education; Employment and labour-related affairs; Public administration, modernisation and reform; Science, research, innovation

Key words of project

Co-creation; Poverty; Entrepreneurs; Support; Sustainability

“Young and Old = Gold”

The Rotterdam Business Case is a successful project in which over 1400 entrepreneurs in financial difficulties have been supported by both students of the Rotterdam University of Applied Sciences and expert senior entrepreneurs. The aim is to increase the profitability and the sustainability of the entrepreneurs in difficulties.

Poverty amongst entrepreneurs

Many entrepreneurs live in poverty. The Central Statistics Organisation of the Netherlands (CBS) calculated in 2018 that one out of ten Self-Employed Workers lives in poverty. Experts have shown that although economic development and social-medical factors (illness, divorce, etc) may have an impact, a significant underlying cause is a lack of entrepreneurial skills and vision.

Tri-partite co-creation

To tackle this problem the concept of The Rotterdam Business Case was co-created in a partnership by the University of Applied Sciences in Rotterdam, Foundation Entrepreneur Soundboard (retired volunteer business executives) and the Municipality of Rotterdam. Since 2012 more than 1400 entrepreneurs have benefited from the specific services The Rotterdam Business Case offers. More than 50% of them have been saved from bankruptcy.

Win-win-win

The triangle Entrepreneur in difficulties - Senior Coach (former Entrepreneur) - Junior Coach (Student) creates a win-win-win scenario. The Senior Coach is a sounding board, adviser and mentor, who will encourage the entrepreneur to regain control and overcome obstacles and challenges. Students from Business Economics, Financial Management or Commercial Management provide practical assistance like sorting out the financial administration, cost-calculation, business plan or marketing plan. The students advance their practical experience, learning fundamental skills and developing coaching expertise. The students are coached and closely supervised by the former business executives and will have the opportunity to extend their network. In the process the entrepreneur will have a better understanding of up-to-date business principles, gaining insight into a viable business restart. We call this concept *Young and Old = Gold*.

Scaling up

The concept of The Rotterdam Business Case is appealing to other cities/universities. So far, six other cities in the Netherlands have started a Business Case and others are planning to do so. There is also interest beyond the Netherlands. In 2018 Tampere, Finland started a ‘Tampere Business Case’.

Awards

- 2015 Nominee Eurocities Award
- 2016 Winner European Enterprise Promotion Award (EEPA)
- 2019 Winner Award of the Network of International Business Schools (NIBS)
- 2019 Best Practice EPSA Award

Zero Trust Architecture

Submitted by the City of Kristiansund

★★★★ *Nominee Candidate*



City of Kristiansund



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Size of organisation

500-5000; people involved: >15

Type of sector

Employment and labour-related affairs;
Environmental protection, climate change
and agriculture; Health; Housing and
community amenities; Information society
and digitalisation; Public administration,
modernisation and reform; Science, research,
innovation; Transport and infrastructure

Key words of project

Public Zero Trust Architecture; Health;
Smart City

As with many larger corporations and public organisations, the City's infrastructure and technical complexity is in danger of becoming overwhelming, preventing efficient introduction of new technology, services and solutions. The complexity threatens security, increases the cost of managing the architecture and some organisations may not even have the skills to manage their own network and equipment. In event of a major emergency they will be reliant on consultants who may be in short supply at those critical times.

To lower the bar for innovation we have built a Zero Trust Network in all public buildings like schools, nursing homes and offices. This network is fundamental to rendering our municipality's services more user-friendly, efficient and cost-effective, and for enabling innovations (e.g. in the area of healthcare or education) in this regard. In short, a Zero Trust Network is a network without any security enabled. Open for everyone. We do not trust anyone using the network, and do not require you to be on a specific device, using VPN or have a special anti-virus.

As all City services now depend on a cloud-based open infrastructure, we no longer secure thousands of computers, but we secure the centralised applications used to deliver services.

Although everything is now open and cloud-based, this is even more secure than before for our employees, who will have to be physically present at one of our several hundred printers to get

prints (by scanning the printer's QR code with a phone, which serves as your printer queue).

All our authenticated users need to access all the city's services and applications is a browser. In this instance, we have not reinvented the wheel, but reused the multi-factor authentication used by Google, Microsoft, Amazon etc. The innovation lies in blending these methods with the national authentication component (ID Porten).

The end result is that all employees, citizens, politicians and businesses can use their cell phone to gain authenticated access to all the city's services in a secure manner, even if they all live in the cloud and are being accessed by any browser from anywhere in the world. Embedding the national authorisation component was vital since a lot of our services include managing patient, emergency and other critical and sensitive data.

In short, employees can get everything they need to get their job done in their browser. Having this capacity, with our new low bar for innovation, makes the City of Kristiansund very appealing to the global frontrunners, as they can get a reference customer in days or weeks instead of months or years. We constantly have executives and senior management from companies and government meeting in our small city on the west coast of Norway because of what we have achieved and helping us to improve further.

The case of Ringebu village: How citizen-driven placemaking enhanced the liveability and prospects of Norway's smallest city

Submitted by the Municipality of Ringebu

Municipality of Ringebu

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Size of organisation

100-500; people involved: >15

Type of sector

Economic Affairs; Health; Housing and community amenities; Public administration, modernisation and reform; Recreation, culture and religion; Science, research, innovation

Key words of project

Public innovation; citizen empowerment; placemaking; urban development; local community; neighbourhood; sustainability; liveability

Ringebu village is one of the few preserved, **authentic village** environments in Norway. Moreover, it is the administrative centre of Ringebu municipality, located at the heart of the traditional region called Gudbrandsdalen, Mid-Norway. The municipality has a population of 4462 inhabitants, of which 1388 reside in the village centre. The main street of the village stretches only a couple of hundred meters from Ringebu train station. Nevertheless, the urban culture (in particular co-working) has been developed throughout decades, and this has made people refer to the place as “the smallest city in Norway”.

In 2011, Ringebu municipality was **awarded Statens Bymiljøpris**, a national prize for the innovative work to cultivate sustainable public spaces as arenas to enhance social inclusion and improve cultural life. The award was celebrated by the entire local community. Not only did it serve as an important recognition of the long-standing and collaborative work between the municipality and various local stakeholders. It also brought about greater local pride and inspired further citizen-driven and need-oriented initiatives, which has continued until today.

At the same time, Ringebu is, like many other local communities, faced with the **inter-linked challenges** of attracting the competence and people needed to sustain a stable population growth, maintain a healthy demographic balance and create more job opportunities. In response to these challenges, we have

seen that a grass root-anchored development of a vibrant village centre can be considered as one of the main pillars in creating a resilient and attractive municipality which is fit for the future. In order to succeed in this, it is essential that the municipality is willing and able to adapt to its new role as a facilitator of co-creation and citizen-driven placemaking.

Our philosophy and working methods are rooted in the perception that the municipality's facilitator role **enables citizen empowerment**. This entails a fundamentally positive perspective on citizens, which can unlock a lot of potential in the local community. In this view, citizens are human resources who are not only capable of, but also interested in being a part of, and contributing in, a local community. The municipality's role then becomes to facilitate with spaces, incentives and opportunities for people and ideas to come together so that co-creation can occur. The effect is that the ownership and thus responsibility for the development of the local community are shared among several stakeholders, and the outcomes reflect the actual needs.

Over the past years, this has given significant **social, cultural and economic results**. Several initiatives have been realised through co-creation between volunteers, local businesses, the municipality and the county municipality. Altogether, this has contributed to enhance the liveability of the village and spark optimism and motivation for continued development.



Clean up the Atlantic – Cascais

Submitted by the Municipality of Cascais

Municipality of Cascais

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Size of organisation

500-5000; people involved: 1-5

Type of sector

Environmental protection, climate change
and agriculture

Key words of project

Clean up the Atlantic; Maritime Pollution and
Debris

Cascais is a coastal city located 30 km west of Lisbon in Portugal, located on the Estoril coast with about 210,000 residents. The former fishing village gained fame as a resort for the Portuguese royal family in the late 19th and early 20th century. Nowadays, Cascais is a popular vacation centre, both for Portuguese and foreign tourists, and has about 20,000 foreign residents. Cascais coastline is home to 17 beaches that the municipality takes great care in preserving.

Cascais is surrounded by sea and highly dependent on the sun and sea tourism activities that are responsible for the main portion of the 466 000 visitors every year. Its 30 km of a particular and biologically rich coastline is part of the 5,000 km of the European Long Distance Path E9 – The Coastal Path along the Atlantic Ocean.

Clean up the Atlantic is an annual awareness-raising event where scuba divers are invited to clean a small part of Atlantic Ocean near Cascais centre simultaneous with coastline clean up event with other volunteers. The main objectives of this campaign are to:

- Alert the population to the problem of maritime pollution and its consequences.
- Raise public awareness of the necessity of oceanic cleaning and its protection.
- Remove a significant amount of marine debris in the ocean and coastline.

Since the first edition in 2008 more than 1100 volunteers helped to collect over 9 tons of marine debris. This initiative is part of the MAR+ program that encompasses a series of concerted actions aimed at combating marine pollution, making the Municipality of Cascais a pioneer in this fight. The actions aim, therefore, several target audiences, all of paramount importance to effectively combat sea pollution.

The Clean up the Atlantic initiative is a very successful one, annually a large amount of litter are removed from the coastal shoreline and seabed. To ensure the continuity of this success, it is necessary to continue to focus on social networks, since they are excellent publicity and volunteer recruitment vehicles. Retaining volunteers who participated in previous editions and working with them to bring more volunteers and to work with different organisations and associations partners is also positive and will be continued.

Although the positive impact of these measures is always significant, this does not solve the environmental problem caused by plastic debris in people's daily lives, rivers and oceans. The Municipality of Cascais believes that this initiative has to be part of a more global approach to limit the use of disposable plastic or at least limiting its use and recycling it properly. This year, the 11th edition of 'Clean up the Atlantic' was also a success. In the Bay of Cascais, and near the coast, in the area between Mexilhoeiro and the Lighthouse of Santa Marta, two hundred volunteers were actively involved in cleaning garbage when collecting 1180 kilograms of waste.

SEDIPUALB@ Public Digital Administrative Management Platform

Submitted by the Provincial Council of Albacete

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Size of organisation

500-5000; people involved: >15

Type of sector

Public administration, modernisation and reform

Key words of project

Public digital administrative management;
Collaboration; Shared services; Reuse;
Sustainability

SEDIPUALB@ is a set of public shared services for a complete administrative management developed by digital tools. It allows to manage - by means of digital tools - the citizen-government relation, the digital dossier, digital notification, the digital archive and digital communication between governments.

Currently SEDIPUALB@ manages more than 6000 concurrent users and is being used by more than 300 local government entities (Cities, Consortium, Universities, Municipalities, etc.) from 8 autonomous regions of Spain; it covers more than one million inhabitants. All the services are served in cloud mode (SaaS).

We REUSE the services that the central governments share for us:

@FIRMA (Digital Sign), @TS (timestamping), Notific@ (Digital Notification), CL@VE (Digital Identification), PID ("once only"), @RCHIVE (Digital Archive), Public Contract Service, FACE (Digital invoices).

Features

- Software developed entirely by own staff (sustainability)
- Management of the government-citizen relation entirely by digital means
- System based in web tools, in cloud mode and responsive web design
- Real inter-operability through B2B services ("once only")
- Complete traceability for the actions developed by the users
- Reuse of the shared services provided by the state government
- Multilanguage to allow use of the official languages
- Free open interfaces for external integrations

Governance

Our project has a strong collaborative component and a large part of the decisions related to the governance thereof are taken in a consensual manner. The process of discussion and contributions that helps the governance of the project is carried out through a Web platform. SEDIPUALB@ use this platform to allow the essential lines of evolution of the project to be formed and agreed upon.

Sustainability

The sustainability of the service is guaranteed since the costs generated annually (development, maintenance, investments, etc.) are supported equally by all the entities that are part of the project. The rules of the game are clear from the beginning and by the characteristics of this type of services economies of scale allow a great use of them. Currently the costs that we are generating are up to 50% lower than those of similar applications that exist in the market. The cost model is published on our web site www.sedipualba.es.

Music School and Arts Centre (EMMCA): Social Inclusion Through Arts

Submitted by the Municipality of L'Hospitalet



Municipality of L'Hospitalet

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Size of organisation

500-5000; people involved: >15

Type of sector

Education; Culture

Key words of project

Arts Centre; Education; Inclusion;
Innovation; Social Cohesion; Urban
Development; Intergenerational;
Multicultural and Integrated Policy

The public Music School and Arts Centre of L'Hospitalet (EMMCA) was created in 2005 with a triple commitment concerning performing arts: to increase the number of people that practices them, to reach social sectors usually excluded from them and to use them as a tool for social cohesion and academic success.

L'Hospitalet uses EMMCA for cultural, educational and social policies to solve one of its main challenges: to bring together the community. In this city, 28% of people are born abroad (40% in some neighbourhoods), unemployment rate is 28% (54% among the youth), 1 out of 3 people has low income and 1 out of 10 uses a food programme. In addition, it has a high density (one of the highest in Europe).

EMMCA provides education in music, drama and dance in its headquarters to 1,000 students, but also develops activities abroad. Nine high complexity primary schools, in disadvantaged neighbourhoods, participate in a Tandem programme, where 1,200 students attend performing arts education during school time. This programme offers opportunities for the artistic development of children with migrant background, driving their academic successes and bridging the gap in relation to specialised arts schools. EMMCA also collaborates with other

schools giving artistic and pedagogic advice. During 14 years, EMMCA has shown success in the initial set objectives. First, the number of students (2,200) and participants (3,400) grows every year, offering 300 performances per year, with an audience of 44,000 people.

Performances are usually related with public institutions and NGO activities. Networking is a strategic activity of this service, taking different shapes: collaborations with other administrations, support of regional and international institutions that advocate for cultural and educational policies, co-operation with universities and external funding by private institutions.

The success of this initiative is not only related to the amount of students engaged, but also to their social composition. Since 6% of Tandem programme students continue their artistic education as students of EMMCA after primary school, the composition of the groups of the school reflects the city population: 28% of their members have a migrant background. In parallel, students have improved academic successes and primary schools increased enrolment applications.

To sum up, the EMMCA is a public service with a large community of artistic practitioners from all ages, neighbourhoods, social sectors and origins, deeply rooted to the cultural life of the city, and it boosts the academic successes and social cohesion of the city. This practice has been recognised by the Catalan Parliament (2015), 'Le Monde' (2017) and URBACT Good Practice Label (2017); receives the support of the Daniel and Nina Carasso Foundation and has good results in the Barcelona Provincial Council assessment. Currently, L'Hospitalet leads the URBACT transfer network ONSTAGE: Music Schools for Social Change (2018-2020).

Creating social impact through innovative financing tools for an intelligent, sustainable and inclusive growth

Submitted by Seed Capital Bizkaia, Biscay Provincial Council

★★★★ *Nominee Candidate*

Biscay Provincial Council

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Size of organisation

500-5000; people involved: 11-15

Type of sector

Economic affairs; Employment and labour-related affairs; Social protection

Key words of project

Public-Private Partnerships; Social Entrepreneurship; Inclusive Financing Instruments

The Provincial Council of Bizkaia strongly believes that, rather than being just mere spectators of changes and evolution (and being only reactive to circumstances), one of the main goals of public administrations should be creating the ingredients to cause new/different positive things to happen. We are pro-active contributors in the generation of growth and prosperity opportunities in our region to all social layers, especially to those more vulnerable.

The last recession has shown how important it is for economic dynamism to have alternative financing sources to those commonly available. This is particularly relevant for entrepreneurs, citizens and micro-small companies in all sectors. In view of this clear need, the Provincial Council of Bizkaia decided to launch a global strategy to become a dynamic financing facilitator for those who want to turn difficulties into opportunities for social growth while mobilising private investment to ensure long term involvement and sustainability. For this purpose three public funding instruments were created (not grants):

- Micro-finance Fund: A solution to alleviate difficulties in accessing credit that has provided already 100 micro-loan operations with a total expenditure over €2 million.

- Entrepreneurship and Social Innovation Fund (FEIS): Supporting the creation and consolidation of socially-innovative business initiatives currently with €1,650,000 being used for social inclusion projects, health & welfare initiatives and culture and education projects.
- Crowdfunding Platform: The very first and unique public initiative for equity crowdfunding in Europe and worldwide. It has already mobilised €400,000 worth of investment.

This project has been conducted by Seed Capital Bizkaia, a public company controlled by the Department for Economic and Territorial Development of the Provincial Council. Seed Capital Bizkaia has been building up the backbone of the initiative since the beginning of the economic recession and particularly over the last years starting off with a very small management team and gradually increasing resources (human and material) that based their work on the following four main points:

1. Connecting and networking with international institutions promoting micro-finance, social innovation funds and crowdfunding.
2. Initiating negotiations with private investors.
3. Allowing internal arrangements at provincial level to find the most suitable legal structure and operational procedures.
4. Creating and adapting the internal staff and physical structure (premises, equipment, external providers, human resources, etc.).

This project represents one of the Biscay Provincial Council's main tool to fight against structural unemployment and to foster social inclusion through economic growth based on innovation. It is also a powerful instrument to attract private investments into potential entrepreneurs which otherwise will encounter difficulties in accessing funding resources different from the conventional ones offered in the markets.

Rooftop Gardens: Growing greens for social inclusion

Submitted by the Municipal Institute for People with Disabilities, Barcelona

★ ★ ★ ★ *Nominee Candidate*

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50-100; people involved: 6-10

Type of sector

Education; Environmental protection, climate change and agriculture; Health; Public order and safety, justice and human rights; Science, research, innovation; Social protection

Key words of project

Disabilities; Inclusion; Green Urban Space

The shortage of building land in the city of Barcelona has led people to explore new ways of fostering horticulture in the city. Besides a network of urban allotments that includes 19 public garden plots, 355 allotments related to schools and 85 gardens opened due to community demands, the City Council has opened 5 new spots currently not used for gardening vegetables and herbs.

In 2016 the City Council decided to take advantage of these spaces on the rooftop of municipal buildings to create innovative urban allotments. Run by the Municipal Institute for People with Disabilities (IMPD), the project 'Rooftop Gardens' promotes an increase of green spaces in the city as well as the well-being of people with disabilities, who are direct beneficiaries of the experience.

The pilot project began when the IMPD placed an urban allotment on the rooftop of its headquarters building, right in the centre of Barcelona: it involved the IMPD as the public local organisation responsible for the experience, the Institute of Agri-Food Research and Technology (IRTA) and three occupational centres for people with disabilities. Three years later, Barcelona has five urban allotments on the rooftop of several municipal buildings, run completely by organisations of people with disabilities (about 120 people from 6 social organisations in 2019). Two new allotments are to be opened during 2019.

The project has created new synergies between the participants:

- Persons with disabilities (intellectual, physical and mental health): the task of gardening implies taking over new routines, working outdoors, training, meeting people, socialisation. In short, valued activities for the empowerment and improvement of social inclusion.
- Employees of the city administration: the staff get to know the participants, can follow the whole process of growing and eventually they even become a kind of ambassadors of the project.
- Specialists in innovative horticulture from IRTA: they are responsible for training the gardeners and for carrying out research that guarantees the quality of the produce.
- Other NGOs: the surplus produce - initially earmarked for the participants' own consumption - is delivered to organisations helping vulnerable groups (such as food banks), thereby fulfilling a social function while also fostering the idea of locally-sourced consumption. It has also created new links between organisations based in the same community.

The participants themselves are responsible for making the donation. This means a change of role, as they move from a passive role (receivers, service consumers, beneficiaries) to an active role (donators and producers, decision-makers). The project has shown significant benefits in the quality of life and personal development of people with disabilities. The rooftop allotments have become a space for co-existence, inclusion and learning, while also being a green space that encourages sustainable agriculture.

Decidim – Free Open-Source participatory democracy for cities and organisations

Submitted by the Barcelona City Council

Barcelona City Council

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Barcelona, Spain
<https://decidim.org> (Project web site)
<https://decidim.barcelona> (Barcelona Platform for Citizen Participation)
<https://meta.decidim.org> (Community Platform)



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Size of organisation

>5000; people involved: 11-15

Type of sector

Information society and digitalisation;
Science, research, innovation

Key words of project

Participatory democracy; Digital platform;
Community; Free software; Citizen
participation; Citizen engagement

Decidim, from the Catalan “let’s decide” or “we decide”, is a digital infrastructure for participatory democracy, a digital platform, built entirely and collaboratively as free software. More specifically, Decidim is a web environment produced in Ruby on Rails, that allows anybody to create and configure it to be used as a political network for democratic participation.

The platform allows any organisation (institution, association, NGO, neighbourhood or co-operative) to create public processes for strategic planning, participatory budgeting, public consultation, collaborative design for regulations, urban spaces and election processes, etc. It also makes possible to connect with traditional face-to-face democratic meetings (assemblies, council meetings, etc.). In addition, Decidim enables the structuring of government bodies or assemblies (councils, boards, working groups), the convening of consultations, referendums or channelling citizen initiatives to trigger different decision-making processes.

Decidim is designed under their own social contract principles like transparency, traceability, integrity, privacy (ensuring the protection of personal data), security, accessibility, openness to collaboration, technological sovereignty and citizen engagement. Decidim was born in 2016 in Barcelona and the main instance of the project is the platform for the City of Barcelona (decidim.barcelona) with more than 30,000 participants, 13,000 citizen proposals (9,000 of them accepted and converted to public policies), 190,000 supports, 1300 physical meetings. Today more than 80 public institutions in

the world are using Decidim (cities, regional and national governments) and more than 30 social organisations as NGOs. Decidim is designed to be used and administered by public officers and is very easy to configure spaces for participation and enrich them through the multiple available components (face-to-face meetings, surveys, proposals, voting, follow-up of results, comments and many more). Decidim is working on new developments to integrate the platform with other technologies as encrypted voting systems, blockchain for on-line petitions, artificial intelligence to improve high-scale deliberation process, and improving the mobile uses of the platform.

Decidim is part of the public commons - a free and open digital infrastructure for participatory democracy. The term “public commons” indicates that the project is mostly financed and made possible by public institutions and is managed and designed by an open community constituted by public servants, citizens, university researchers and students, activists, organisations, companies or simply volunteers that commit to the principles of the project. For this infrastructure to be part of the digital commons it is important that these partners organise democratically in relation to the project. In this sense, Decidim is a reflexive infrastructure that uses its own infrastructure to democratise itself through the MetaDecidim community.

Institutional partners



European Commission



Italy



Austria



Luxembourg



Denmark



the Netherlands



Hungary



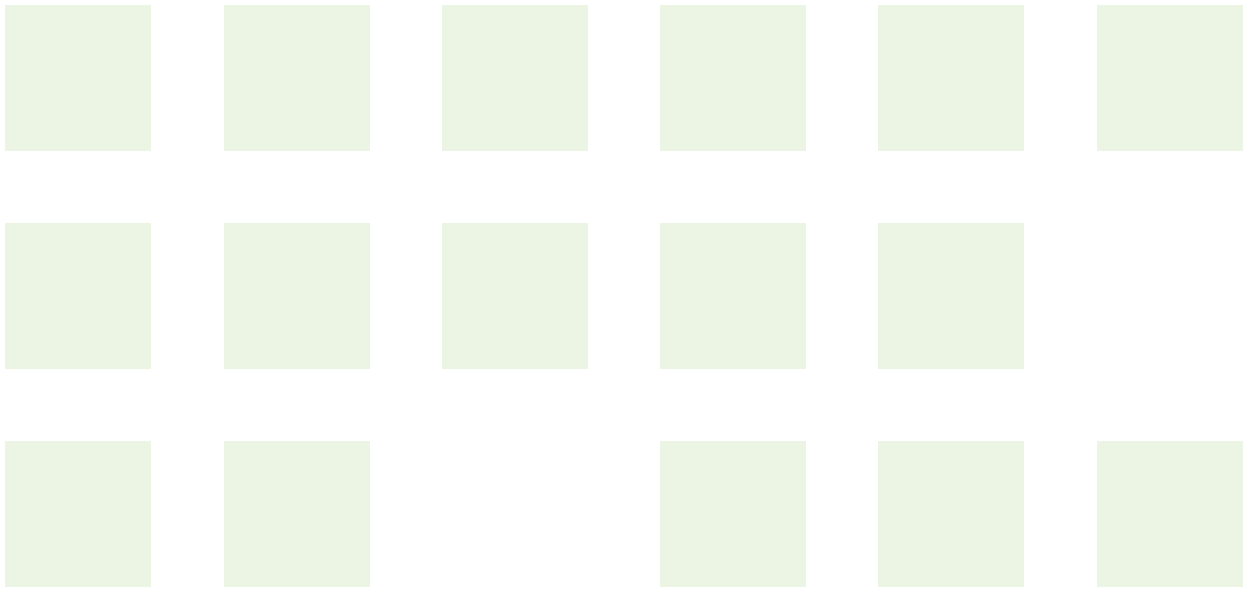
Norway



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