New solutions to complex challenges –

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

EPSA 2019 BEST PRACTICES: EU/NATIONAL LEVEL

Shortened Evaluators' comments

EPSA2019016   Punti Impresa Digitale – PID (Digital company one-stop shops)
submitted by Unioncamere (Italian Union of Chambers of Commerce, Industry, Crafts and Agriculture)

Highly interesting case as it fits perfectly in the actual spirit of time (digitalisation) and how organisations can face the challenges of the future. A strategically well-planned programme, perfectly funded, supported by all relevant stakeholders. This project is highly innovative as it combines different methodologies and tools in order to achieve one goal: promote dissemination of knowledge and skills related to digitalisation of MSME's of all economic sectors. An assessment tool and model, grants in form of vouchers, and training activities for the Chambers' employees prove that a radical change has been made in the way of thinking and working. PID is a wide collaborative project involving public institutions, research and training centres and businesses nationwide. Assist, train, counsel and accompany business, especially small ones at the local level is an imperative for coping with the challenges of the digital revolution. There is an impressive list of efficient and effective internal and external results - only after 3 years. PID is a best practice case that has the potential to be transferred to other national contexts. Transferable results include products but also qualifications and experience. Transfers of the projects have already been initiated.

EPSA2019034   "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

The use of new technologies, here mobile application, to raise awareness on a social economic theme among a certain target group can be evaluated as innovative. Moreover, the close involvement of people representing the target group in order to guarantee the success of the project, is also very creative. The aim of the app is to sensitise young people to matters regarding corruption, ethics and integrity. School students were intensely involved in the app's development process. Programming and conceptual preparatory work was carried out by student teams as part of their final exams. It is stated that corruption and bribery is quite an important phenomenon in Austria with frontiers that are not clear among the civil society. Therefore, the aim to

sensitise young people is an important step aimed at preventing corruption and fostering integrity in the long-term. The App has been developed and is freely available and usable in two different languages: German and English. The App was evaluated by university students and the results were positive. Sustainability is linked to communication and promotion activities. This project could have great value for others and a number of lessons are to be learned. The App itself can be used by other Member States to help them in their efforts to prevent corruption. Also the conception methodology, involving people from the peer group could inspire other administrations.

EPSA2019038   Your e-PIT *submitted by the Polish Ministry of Finance, National Revenue Administration*

The new e-service, Your e-PIT, is the only service of this kind not only in the National Revenue Administration, but in whole Polish public administration. The innovation of this project consists in the re-use of collected data in several separate public databases. The once-only principles is adopted. Stakeholder involvement was high as the law changes were widely debated in public consultations. Cooperation with key stakeholders, such as NGOs was undertaken. Information and training was organised for special focus groups. Relevance is high as there is an important demand coming from citizens, businesses and associations to reduce the number of point of contacts to public services and therefore the time needed to fulfil administrative procedures. Moreover, the tightening of the tax collection system generates a stable source of revenues for public finance. Results are high as the potential population of end-user is important. After two months from the implementation 4.1 million taxpayers benefited from the Your e-PIT service and the time spent on annual tax settlement has been shortened in average from 20 min in case of using electronical documents (...) or 60 min in case of preparing a paper version of the settlement to 10 min." Financial sustainability is guaranteed via the allocation of resources from the Ministry of Finance budget. This e-service solution could quite easily be adopted to other fields of public services as the basis is the collection, re-use and intelligent combination of different data in order to create a new electronic service.

EPSA2019041   Improving the Quality of Justice (IQ Justice) *submitted by the Supreme Court of the Republic of Slovenia*

The design of an integrative methodology which is based essentially on quantitative and qualitative information, combined with limited financial resources, leading to major improvements, can be seen as an innovative solution. Stakeholder involvement was essentially realised through quantitative (surveys among judges and court staff, etc.) and qualitative (interviews, analysis of blogs, etc.) research methods. The relevance of action taken is high as the justice system in Slovenia had poor results on trust in it and satisfaction among judges and other internal stakeholders was low. Short-term results are a higher satisfaction rate among internal stakeholders. Moreover, trust in justice has increased. The project is supported by the President of the Supreme Court and court presidents in general. The inclusive nature of the method guarantees that the reforms are structural and embedded in the justice system. The project seems well

accepted and being recognised as important. Potential of adaptability is limited as the judicial systems differ from one Member State to another. However, the methodology, which is based on Total Quality Management, can easily be transferred to other countries, especially to those who face similar problems as Slovenia.

EPSA2019048   iSupport *submitted by the Hague Conference on Private International Law, The Hague*

iSupport is an international unified data and e-records exchange platform concerning child support management. This cooperative European project focusses on the recovery of child support in cross- border countries and thus handles a main challenge of our days. The amount of "international couples" in the EU (16 million in the EU) but also worldwide (30 million Europeans living outside of Europe) leads inevitably to an increase of "international separations". It is estimated that there are up to one million unrecovered child support cases worldwide. This affects the well-being and development of children whose custodial parents do not receive the child support they are entitled to. The project is carried by the Hague Conference on Private International Law. Partners from the civil society are also associated besides central authorities and Member States have contributed with functional and technical expertise. Paperless communication in the own language helps the authorities to reduce working time, it offers more data security than paper or email. The application is functional and working and currently in process to be implemented in 10 states. It is also supported by the e-CODEX (e-justice communication in the EU). The main result is the delivery of a stable application that can process international maintenance cases in several languages. iSupport has the support of the Justice Programme of the EU and e-CODEX and has the potential to be adopted by all members of the HCCH, i.e. 80 states. The financial sustainability is guaranteed by an EU Grant and the support from 9 countries. The project was intended to be easily adaptable by other Central Authorities. There is a possible customisation. The case will provide added value for the connected international authorities.

EPSA2019051   Berichtenbox app MijnOverheid *submitted by Logius (Dutch Ministry of the Interior and Kingdom Relations)*

The development of a mobile App that relies on an existing secure mailbox service is an innovative way to enhance an existing (already innovative) solution. In this way, pace of communication in between public administrations and users increases and the risk of lacking communication is even reduced. Stakeholders were continuously involved as the project management was very agile. Testing groups allowed stakeholders to test the App. Adaptations were made after having taken into account end users' experiences. Relevance of action taken is high as the potential volume of users is very important. The technological development creates behavioural changes and this project aims to get in phase with these changes (exponential growth of mobile phone use with a decrease of e-mail communication). Results are high as the population of users has grown enormously, which proves that the new application of

the existing platform has been accepted and seen as added-value from the users' side. The project illustrates the strong demand for mobile options regarding formal correspondence of public authorities. It is already serving the whole "government" for official communications to the app-users. This project could have great value for others and a number of lessons are to be learned.

EPSA2019055   Co-creation platform www.e3lab.at *submitted by the Austrian Federal Ministry of Finance*

The novelty of this project is the implementation of a co-creation platform which links the entire tax administration with its users in order to enhance an innovative customer relationship management. Citizens have the opportunity to engage in the designing, developing and improvement process within the tax administration. E3lab is by definition a participatory venture bringing together public administrations, citizens, business and experts. E3lab is a good illustration of a public body eager to absorb innovation from civil society in order to improve the accessibility of public services. The platform is functional and has got 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 daily operational management of the community and its platform has been incorporated in the daily operational services of the Ministry of Finance. Financial sustainability is not really an issue considering that the project concerns the entire tax administration. E3lab is as such a platform for co-creation, learning and innovation. It is therefore transferable. The idea to actively involve users in order to develop customer-oriented services can be used by other member states.

EPSA2019074   A sustainable approach for the management of air & ground movements of aircraft in respect with airport residents' needs and expectations *submitted by the Air Traffic Administration, Luxembourg*

European countries cope with the problem of increasing air traffic; a solution which helps to reduce aircraft noise and emission has a great effect on the wellbeing of citizens and helps to improve the environment. This project deals with economic growth in an efficient and effective combination with public health, wellbeing and environmental changes. The innovation has to do with adapting organisational strategies to include demands from users of the services the company delivers and the consequences of air traffic and related pollution (noise, air, detergents,..) targeting mostly the residents. A high level approach from all main stakeholders (from politicians to affected neighbours) prove the intelligence of the project; involvement of residents in open discussions is the only practical method to really know and understand their needs, to receive their approval and to develop the best solutions for both sides. Air traffic, especially cargo traffic, has a main impact on the economic growth; on the other hand, citizens are disturbed more and more and suffer from noise and fuel emissions; the "mixture" of these diverse problems needs a sensitive approach and a sensitive "mixture" of solutions. 7 major objectives have been identified (trust, acceptance, climate etc.), a few of them have already been achieved. The project is based on a 5

year strategy and is ISO certified. The results of the activities are already shared in FABEC, serve as a role model in Luxembourg and could be reflected or adapted in other countries.

EPSA2019081   City Deals *submitted by the Dutch Ministry of the Interior and Kingdom Relations*

The project shows a lot of novelty and creativity because it adopts a new perspective which focuses on content and not on traditional administrative, financial and policy channels. All the actors act on an equal basis to resolve social economic problems related to City Life. Unique is also that City Deals can lead to the adaptation of national frameworks; it is a bottom-up approach. The goals are reached if the "city deals" succeed in: (lifting) national barriers for municipalities and other governmental organisations in order to solve urban issues more efficiently or if intergovernmental and other institutions are cooperating on equal basis to solve social economic. Stakeholder involvement is very high as all the actors are on the same level and act for a same goal. Relevance of action taken is high as sustainable development of cities is a high priority for governments. Sustainable cities which work together and learn from each other is an important condition to ensure national competitiveness. 19 City Deals have been concluded from 2016 to now. Financial sustainability is defined in the City Deals themselves and funding of the City Deal is guaranteed during the duration of the City Deal. There is a high potential for adaptability as it is a method to solve urban problems and where a multilevel approach is needed. Contrary to the Partnerships of the Urban Agenda and (for example) the Networks of URBACT, the Cities Agenda is essentially a national programme. However, inevitably, there are obvious links with what is going on internationally.

EPSA2019094   National Information System on Pricing and Reimbursement of Medicinal Products in the Republic of Bulgaria *submitted by the Bulgarian National Council on Prices and Reimbursement of Medicinal Products*

The project aims to create a public web platform for managing information about pricing and reimbursement of drugs and medicines in Bulgaria. The e-Health strategy has high priority in Bulgaria: the National Information System is a key tool to minimise costs and time, reduce burdens and strengthen trust in public health systems. Intelligent partnership between private ("users of health services", pharmaceutical companies and public stakeholders (Ministry, agencies). Drug prices and reimbursement are a major issue of health and social policy in all Eastern European countries. The implementation of a transparent and efficient system of pricing and reimbursement is a necessary step in building a modern and reliable health system. Practical reduction of time, burdens and costs, barrier-free single point access (portal.ncpr.bg), streamlined processes, optimised national coordination according to EU regulations, improvement of drug information are the main results and help to achieve an efficient health system. The project serves as one of the fundamentals of future Bulgarian systems in the e-healthcare strategy; national funding is guaranteed.

The Single National Portal is to be integrated into the National Health Information System and to develop further services (e-prescription, statistical health data analysis). The core team`s obtained experience could be very helpful for other implementation processes in Bulgaria and also serve as a benchmark for similar processes in other countries.

EPSA2019095   ACI Mobility Information System Luceverde *submitted by the Italian Automobile Club – ACI*

The innovation degree of this project is high as it is an independent mobility information system that provides real-time GPS-based information in order to search for solution for mobility problems. Being embedded in the ACI strategic goals 2017 the portal luceverde.it helps to gain certified information about mobility by integrating local information sources via a multichannel approach and thus enhances public safety. A vast number of stakeholders are involved. Research entities have been involved, at a national and a European level, other public authorities (national and European) and citizens associations. Regions, provinces and municipalities, police forces, prefectures, road authorities and media are a well- designed group of stakeholders. Relevance of action taken is high as many large cities face enormous traffic problems. Managing traffic has become a strategic priority for public authorities to guarantee socio-economic development. A country with such an intense traffic and so many tourists utterly needs real time information about traffic or mobility in general. ACI has developed a service which provides GPS- based information which can be used by webradio, a mobile app (iOS and Android), a website, social media, radio and TV stations as well as a Contact Centre. More and more municipalities join the project. In 2018 ACI Luceverde service reached an audience of nearly 12 million; 20 million posts per year. Organisational sustainability is good as the project is integrated in the institutional activities of ACI. Financial sustainability is also given as the level of investments is kept at a same level. The service will be extended to 9 more cities. The potential for adaptability is given as several ground pillars of the best practice could also be adopted by other Member States (use of IT, focus on community needs, multi-channel approach, etc.).

EPSA2019130   ASET – Automatic Social Energy Tariff *submitted by the Portuguese Administrative Modernisation Agency – AMA*

The Automatic Social Energy Tariff is a Portuguese service ensuring that all households in a situation of socio-economic vulnerability can benefit from reduced energy tariffs. ASET follows a previous programme, where the access to social energy tariffs was based on the demand of households. The innovative aspect of the programme is that now all steps are automated, from the demand to the delivery. ASET is a case of automated communication between the Tax authority, Social Security and energy providers, based on the Integrated Platform developed by the Administrative Modernisation Agency (AMA) which ensures interoperability in the Portuguese PA. This project clearly reflects some real needs of the stakeholders. The

automation of a process that was previously heavily bureaucratic and hardly publicised gave way to a significant increase in the number of households benefitting from the social energy tariff. The implementation of ASET led to impressive results, especially a rise of 400% of the number of households benefitting from the social energy tariff. The ASET relies on the financial contributions of both the Portuguese State and the energy suppliers, which ensures its financial sustainability. The integrated platform on which ASET has been developed is already used in other areas (gas, water supply, wastewater). Thus, the solution has a high potential of transferability to other domains/ contexts/ territories.

EPSA2019137 Mission Dementia – Knowledge in communicating with persons with dementia – an internet- based learning program for police officers in Austria *submitted by the Austrian Federal Ministry of Interior*

To give police officers action security in dealing with persons with dementia and their caregivers and families in a situation of crisis, an interactive e-learning tool (online-training), especially customised for police officers, was created and implemented. The project is novel in the sense that it brings together on an e-learning platform police-officers, sick persons, families and caregivers in order to transform something that is considered an individual condition into a societal topic. MD is a collaborative project, bringing together all partners involved in socially addressing dementia in order to improve the way police deals with people affected by this condition. The project is without any doubt relevant and figures show that it met a great success and clear improvements were observed. The financial sustainability of the project is that the e-learning modules can be adapted very easily and with nearly no costs to meet the needs of other levels of government or even other professional groups. MD is an e-learning/e-training solution that doesn't need a consistent budget or a complicated infrastructure. It is highly sustainable and easily adaptable to the needs of various groups. MD e-learning project is to be (has already been) transferred and adapted to other agencies dealing directly with the public. It seems very clear that the project can stimulate similar entities in other Member States. Around 8,000 police officers have finished the online training and obtained a certificate for passing the knowledge check. 148 police stations are already certified as "Dementia-Friendly Police Stations" until 4th May, 2019, another 9 have filed an application and meet the requirements.

EPSA2019138 Addressing complex challenges of legislation in the 21st century: ParLex - A comprehensive e-legislative system *submitted by the Office of the Hungarian National Assembly*

The innovative character of this project is the creation of a knowledge management system with an important dimension of agile project management and stakeholder involvement. The ambition is to cover the whole law-making process with an easy-to-use solution. Stakeholders of legislative issues are provided with new adequate information and can participate more efficiently in parliamentary processes. Increasing stakeholder involvement through open targeted communication has been and will be

one of the major (and permanent) tasks. Relevance of action is important as the project contributes to enhance transparency and therefore creates trust in the legislative system. Moreover, it helps to accelerate decision-making processes. A high level of satisfaction among the 800-900 users can be seen as a positive result. It also seems that the use of ParLex is growing. The project accelerates an easier barrier-free access to documents and information (7/24) using a web -bases system; since May 2018 more than 2400 legislative proposals and over 3300 subsidiary motions have been introduced. Greener legislation, use of legislative content for free, more transparency, quite a small but guaranteed budget (including personnel costs) are the main elements of sustainability. The potential for adaptability is limited as the project is a tailor-made solution for a national legislative system. However, the project management could be of interest for other national Parliaments. This project aims to keep up with an increased interest of citizens towards an efficient and transparent legislative system.

EPSA2019139   Units of Support for High Performance in Schools *submitted by the Directorate-General of Education, Portugal*

Many countries provide formal support to dual-career students; however, if not combined to structural support, the impact of these measures is often low. This project tends to give a personalised approach to students, relying on networks and using innovative new ways and tools of working. The aim is to reconcile school and sports success for students-athletes with high-performance status, playing in national teams or revealing potential sports talent, through the coordination of a network of schools, parents, sports federations, sports clubs, sports medical centres and local authorities. Many stakeholders contribute to the success of this project. Stakeholder involvement is mostly horizontal & multilevel (multiple institutions involved). Less the students/athletes, while the education programs are personalised. Dual-career students often have to face enormous pressure. The objective is to protect their moral, health, educational and professional interest without compromising either of those issues. The results are very positive. The important growth of the network in three years stands out. The project was also recently selected by the UNESCO to be included as a case study for a publication on mobile learning. Financial sustainability is guaranteed in a four-year cycle, aligned to the Olympic calendar, by the Ministry of Education. There is a certain potential for adaptability as challenges are mostly the same in the domain of dual-career management.