



**New solutions to complex challenges –**

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

## **EPSA 2019 BEST PRACTICES: SUPRA-LOCAL/LOCAL LEVEL**

### **Shortened Evaluators' comments**

#### **EPSA2019002 SEDIPUALB@ Public Digital Administrative Management Platform** *submitted by the Provincial Council of Albacete (ES)*

This is a good example of reuse and sharing of services within the public sector environment. The project has a cost containment perspective with a very good sustainability. The platform has had a huge impact in administrative management in Spain, and it is – for the first time in Spain - fully publicly developed and controlled. This platform is public, integrated, and open and focused on providing quality services to citizens. The approach has been rather bottom-up with hardly any additional financing. The amount of stakeholders involved is huge. The model requires that stakeholders can and will follow the good practices in the governance model. The platform has several advantages; it allows access to the citizen information saved by other government organisations, it includes a fully digital archive of administrative documents and dossiers, etc. Citizens aren't limited to one governmental organisation, and thus building a digital ecosystem is a good thing. The solution is implanted in more than 300 public entities (municipalities, councils, associations, consortia, universities, etc.) of 7 Spanish regions. The trends and the funding mechanism of the project (cost sharing) suggest that this is an economically sustainable project.

#### **EPSA2019046 Music School and Arts Centre (EMMCA): Social Inclusion Through Arts** *submitted by the City of l'Hospitalet (ES)*

This is a very well- described and documented project that puts together successfully social inclusion, education, arts and entertainment in an urban context. The involvement, along the years, of all relevant stakeholders has brought not only to interesting results in terms of outputs, but also clear impacts on target groups. Public art for integration! The main innovative element is the use of public artistic education, practice and exhibition to articulate an integrated and sustainable urban development agenda. All stakeholders seem to have been involved, both at the governmental and at the civil society levels. EMMCA maintains horizontal and multi-level cooperation with community stakeholder. Local associations play a key role in giving visibility to it, and concurrently EMMCA contributes to the empowerment of different communities and stakeholders. The evidence suggest that the actions taken to attract young people

to these paths of social inclusion and education are successful. Building an attractive and successful educational opportunity for young people in less favourable economic conditions is a great thing and gives them options for life. This public initiative has been taken to think of other ways to improve lives. A target group + a theme = a great initiative with impressive results. So, that can inspire others in Europe.

**EPSA2019066 Clean up the Atlantic – Cascais** *submitted by the City of Cascais (PT)*

The idea of cleaning the coastal shore with scuba divers is very good. Clean up the Atlantic is a highly relevant project involving many stakeholders. It has proven record of sustainability (since 2007). It provides a good example of stakeholders involvement with a somewhat good impact, at least in terms of waste collected from the ocean, and may be a stimulus for other coastal areas. The project is simple and has a very high potential of adaptability in other contexts. There is an impressive stakeholder involvement, particularly in the local community. As an example, the municipality offers a Program of Education and Environmental Awareness that has carried out more than 6,000 actions involving more than 200,000 children since 2007. The citizens are involved as scuba diver participants or just participants on the shore. It also involves local business to the project. The main objective is to raise public awareness of the necessity of oceanic cleaning and its protection. The overall campaign and the specific events are very relevant in the present environmental crisis. Annually a large amount of litter is removed from the coastal shoreline and seabed. The waste collected in all these actions will be documented in a database that allows to know the environmental state of the sea and the coastline in Cascais. This does not solve the environmental problem caused by plastic debris, but it helps raise awareness about the problem. The impact of this action is only local, but it might also motivate other local governments to join the initiative.

**EPSA2019072 Creating social impact through innovative financing tools for an intelligent, sustainable and inclusive growth** *submitted by Seed Capital Bizkaia, Provincial Council of Bizkaia (ES)*

This is a multiple project innovation that aims at fostering social innovation. It is one of the current outstanding public-private partnerships project in EU. The idea of this initiative is to create other financing sources than those commonly available in the conventional markets. This is particularly relevant for entrepreneurs, citizens and micro-small companies in all sectors. Three public funding instruments have been created (micro loans, share capital, crowdfunding). A multi-lateral strategy for stakeholder involvement has been used. It involves networking with international institutions promoting microfinance, social innovation funds and crowdfunding. It also involves negotiations with private investors to support the initiative. The Provincial Council of Bizkaia fight against structural unemployment and there is a need to foster social inclusion through economic growth based on innovation. New financing tools are also a powerful instrument to attract private investments into social layers which otherwise will encounter difficulties to access fund resources. A total of € 3,850,000 are committed by the Provincial Council to this project. 100 micro-loan operations are made (30% of the operations have a direct social impact). The Social Innovation Fund has € 1,650,000 (45% of it has been used for social inclusion projects). Resources

through crowdfunding amount to € 400,000. The funding instruments are designed in such a way that there is a gradual takeover of the private sector, so sustainability is ensured. The multilevel types of actions taken seem interesting and may be fruitfully transferred to other contexts. There is an interest from Belgium, Turkey and Italy.

**EPSA2019133 Zero Trust Architecture** *submitted by the City of Kristiansund (NO)*

The digital infrastructure currently being designed and implemented in Kristiansund is very ambitious and innovative. It introduces a range of digital tools that makes it possible to access information and cooperate in new ways. It can potentially have wide-ranging effects for all public services offered on the local level of government. The new digital approach of the city is based on regular meetings with management, workshops, presentations to national bodies and discussion in political meetings. It has moved from a top-down to a bottom-up approach. 102 suggestions about building service value on the new architecture were received. Zero Trust Network is a network open for everyone who is authenticated. A multi-factor authentication solution known from Google and others is used. The system comprises high quality digital tools that makes it possible to access information and cooperate effectively with citizens, politicians, businesses and volunteers. The city has been totally transformed and conceived as a frontrunner in digitising the Norwegian public sector. 3 out of 4 aspects of the strategy have been implemented. A first example is the home-based nurse service that is built upon online “doctor visits”, e-learning etc. This project claims to slice the cost by a factor of 4. All future digital activities will be built on this foundation. The infrastructure is constructed in order to build for the future (20 years ahead). There is a wide interest for the solution: The City of Kristiansund has been invited into the research arena “ecosystem for innovation in the sector”, and is represented on the board of “The human side of digitalisation”. Moreover, the infrastructure has already been adopted by 11 other municipalities.

**EPSA2019135 Decidim. Free Open-Source participatory democracy for cities and organisations** *submitted by the City of Barcelona (ES)*

This is a digital platform for participatory democracy. Participatory democracy infrastructure can boost social, economic and political self-organisation. This is eDemocracy in practice. The involvement of the citizens and civil society seems to be at the core of the project. Since it is an open platform, everyone can build on it and make it theirs and contribute to the development. That is the new stakeholder involvement model. The Decidim project has a permanent digital space for community engagement ([meta.decidim.org](https://meta.decidim.org)). There, quadruple helix stakeholders have different spaces and processes for intervening into the Decidim project, from anywhere in the world. Decidim is doing a great effort to coordinate democratically with other local and supra-local governments the improvements of the platform according to the need of the administrations, but also the citizens, the SMEs and social organisations. With more than 13k proposals and 9k accepted proposals and more than 32k participants and 1,3k physical meetings, Decidim is in front of the most important collective process of co-production of public policies for Barcelona. The project provides evidence that it can be adapted in other cases, other than the City of Barcelona. Creating large-scale

options with a relative low degree to stimulate (digital) participation from the public can lead to very sustainable results (trust, confidence, ownership). Institutional sustainability: a community of more than 100 developers and 300 people (researchers, public servants, experts on participatory democracy, activists, citizens, etc.) .Political sustainability: institutional recognition of the city of Barcelona. The application shows a high potential of adaptability by other entities.

### **EPSA2019140 Rotterdam Business Case** *submitted by the City of Rotterdam (NL)*

The Rotterdam Business Case is a project in which entrepreneurs in financial difficulties are being supported by both students of the Rotterdam University and junior coaches (students). The Senior Coach offers masters expertise, the Junior Coach brings new-school knowledge (social media and marketing) to the table. Support can be related to bookkeeping, marketing, business plan etc. This idea is based on known principles (master class) but in a new setting. The determining factor for entrepreneurial poverty is due to limited entrepreneurial skills and vision, the question remains how to enhance these skills. All relevant stakeholders are involved (target groups, university, municipality, and private businesses). The initiative is built on a very strong partnership involving civil society (retired business people), local municipalities, the university and the entrepreneurs. This stakeholder involvement makes the initiative sensitive to new developments. Triple helix model was used. This project is very relevant as the number of entrepreneurs has almost doubled in the last 10 years due to the flexibilisation of the labour market. It is estimated that one out of six self-employed workers lives in poverty. Experts have shown that a significant underlying cause is incompetent business skills, lack of vision and poor management. So far, about 1,200 entrepreneurs have been supported in the Rotterdam Business Case. So far, 600 entrepreneurs have made a restart to get out of poverty and to be more sustainable in their income. The Ministry of Economy has calculated a loss for society of € 150,000 for one entrepreneur going bankrupt. So the project may have saved 600 times that amount: €90,000,000. With a first case of transfer to another EU country and several MS's institutions interested, this project has already demonstrated to be transferable to other countries.

### **EPSA2019154 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 (NO)*

This is an interesting "case study" of how bottom-up forces, i.e. citizen active participation, may change the course of actions in a small local community, providing high social, cultural, urban and economic impacts with a limited impact on public finances. The initiative is very innovative and inspiring. In terms of stakeholder involvement, it is exceptionally strong. It seems, however, very locally rooted. The "ingredients" of what can be considered a social innovation, more than a public management innovation, are inherent in the specific society and administrative traditions of Norway. Co-creation is not a choice, it can be the best approach in some situations. This case shows the importance of responsiveness instead of the traditional

leading role of top-down planning approaches. And the longitudinal line of development shows the capability of self-creation and giving back the government to the people. The ownership and consequently responsibility for the liveability of the village remains to the local stakeholders- with support from the municipality. Ringeby is faced with the complex challenges of attracting the competence and people needed to sustain a stable population growth, maintain a healthy demographic balance and safeguard local jobs. In such a small village and with such limited resources, the public sector has simply acted as facilitator, adapting to the (new) needs of its local community. On the micro-level of this community, the impact and results are high! There has been an increase of 5.6% in retail turnover per capita from 2017 to 2018. The "project" has lasted, and increased, during the last 17 years, therefore it is very likely that this would be sustainable in the future. The adaptability to other MS might be constrained not only by the different culture of local communities but, more importantly, by the different administrative traditions in place in other countries and thus the willingness by the local government to become a facilitator in co-production regime.