

European Public Sector Award 2009 Project Catalogue



European Public Sector Award 2009 Project Catalogue

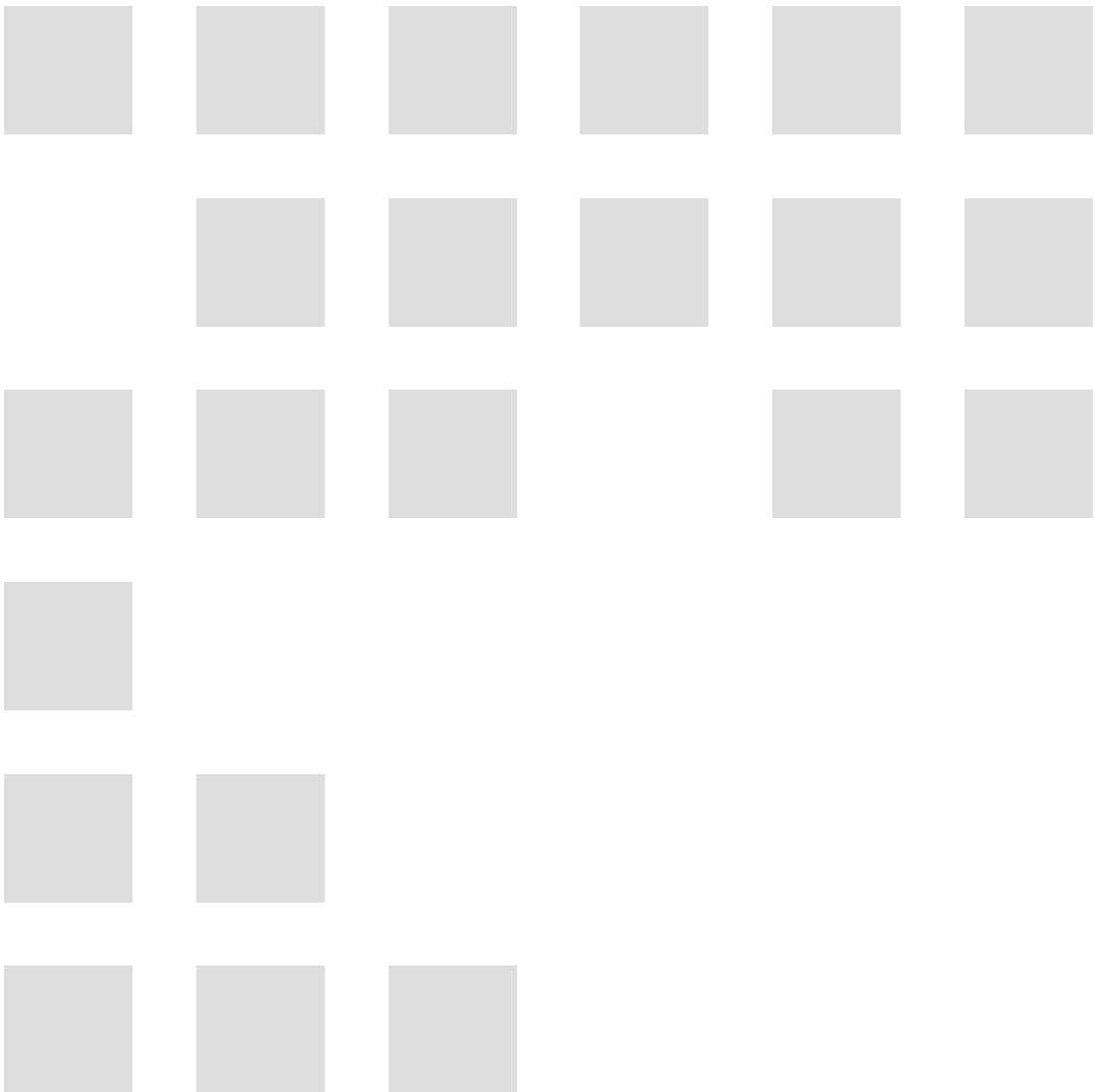




Table of Contents

Foreword	4
European Public Sector Award 2009 - Statistics	7
European Public Sector Award 2009 - Projects	
Theme I Performance Improvement in Public Service Delivery	15
Theme II Citizen Involvement	143
Theme III New Forms of Partnership Working	193
Theme IV Leadership and Management for Change	275

The 20 Award Nominees and the 40 Best Practice Certificate Recipients of the European Public Sector Award 2009 are labelled as follows:



Award Nominee



Best Practice Certificate Recipient



'Assess Yourself and Learn from the Best - Showcasing and Rewarding European Public Excellence'

are the underlined words and mission of the European Public Sector Award - EPSA 2009, which aims to create an arena in which Europe's public sector can excel and become an exemplar for the rest of the world with its new administrative problem-solving paradigms.

Besides other award schemes at international level, the EPSA is the first pan-European platform and network of excellence that is open to all public sector organisations, regardless of their size or type or the cultural sphere in which they operate. EPSA addresses the most pressing public needs and concerns in Europe.

Fifteen European countries and the European Commission - to whom we are most grateful - have shared this idea right from the beginning and have supported this initiative financially and institutionally, as well as by disseminating the EPSA information and conditions for application among their administrations.

The number of eligible projects that were finally received and are now presented here in this catalogue demonstrate a sound result in making the many valuable experiences in European public administrations transparent, known to the public and usable. A total of 300 cases are described in this publication, originating from 27 European countries and EU institutions.

The catalogue is divided into two parts. In the first chapter, data and statistics on the applications are provided, i.e. an overview of the projects by countries, administrative level, and size of administration or sectorial area of the submitting institution. The subsequent chapter illustrates all the good practices following a brief introduction to each of the four EPSA 2009 thematic areas - Performance Improvement in Public Service Delivery (Theme I), Citizen Involvement (Theme II), New Forms of Partnership Working (Theme III) and Leadership and Management for Change (Theme IV) - and ordered by country and EPSA registration number. Each case description also provides the reader with contact details of the submitter and how to find more information about the project in order to facilitate the exchange of good practice and lessons learnt.

Projects awarded with a 'best practice certificate' and/or in the 'nominees' groups (top five projects per each theme) are highlighted respectively.

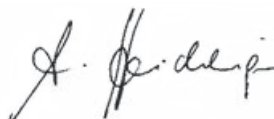
In this context, we would like to thank all public sector actors in Europe, who, by submitting their projects to the EPSA 2009, have channelled their efforts and brought their valuable work to the attention of a wider European audience. We can guarantee that EIPA and the EPSA management team will use this knowledge to the benefit of all public administrations as well as boosting its learning potential and delivery of lessons learnt.

Our sincere appreciation goes to the members of the EPSA team for the thorough enthusiasm and efforts they have demonstrated throughout the whole duration of the project. Special thanks go to Melanie Pissarius for her coordination of the work carried out for this publication and to Nina Chabaan for the compilation and editing of the cases. We would also like to extend our gratitude to Simone Meesters and Eloy Kruijntjens from the Publication Department and to Tiara Patel from Linguistic Services.

Finally, the forth-coming EPSA 2011 will again aim to become the leading platform for future administration reform ideas and challenges as well as an encouragement for governments to modernise and improve. EIPA will again try to equip the next EPSA with the necessary neutral, impartial and competent requirements for the preparation, coordination and management of the scheme.



Marga Pröhl



Alexander Heichlinger

EPSA 2009 PROJECT TEAM AND THEME LEADERS



Ms Marga Pröhl (DE),
Director-General, EIPA



Theme I Performance Improvement in Public Service Delivery
Mr Tore Christian Malterud (NO),
*Head of Unit 'European Public Management',
EIPA Maastricht*



Mr Alexander Heichlinger (AT),
*Senior Lecturer and Head of EPSA
Project Management Team,
EIPA-ECR Barcelona*



Theme II Citizen Involvement
Mr Tony Bass (IE),
*Irish Seconded National Expert,
EIPA Maastricht*



Ms Melanie Pissarius (DE),
*EPSA Junior Officer and
Research Assistant,
EIPA Maastricht*



Theme III New Forms of Partnership Working
Mr Michael Burnett (UK), *Expert,
EIPA Maastricht, together with Alexander Heichlinger*



Ms Chaja van Boesschoten (NL),
*Programme Organiser,
EIPA Maastricht*



Theme IV Leadership and Management for Change
Ms Herma Kuperus (NL),
*Dutch Seconded National Expert,
EIPA Maastricht*

Ms Nina Chaaban (DE),
*Student Assistant,
EIPA Maastricht*

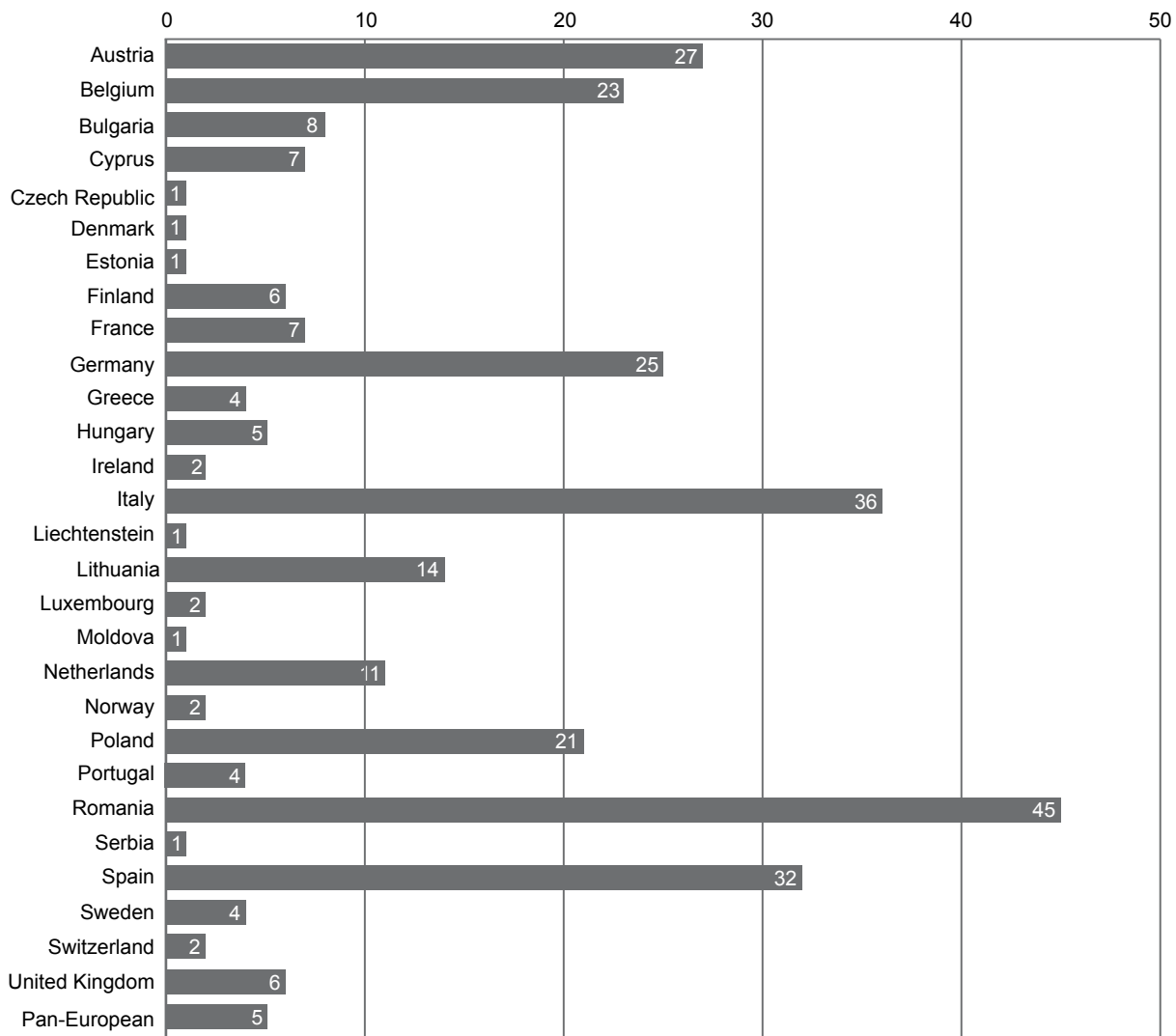
Ms Patricia Gallego (ES),
*Student Assistant,
EIPA-ECR Barcelona*



European Public Sector Award 2009 - Statistics

GENERAL STATISTICS

Applications by Country



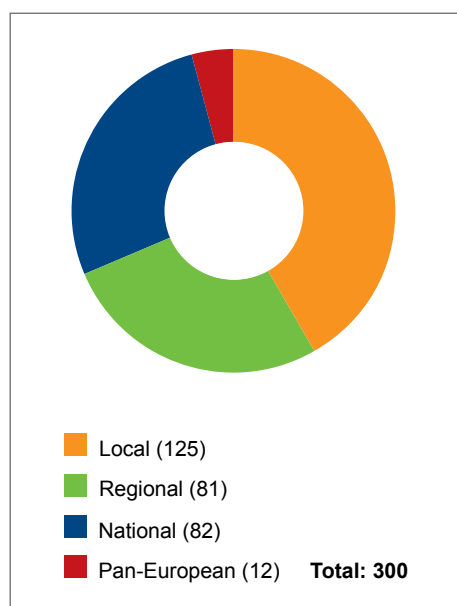
Applications by Thematic Area

			Eligible
Theme I Performance Improvement in Public Service Delivery	130	2	128
Theme II Citizen Involvement	48	0	48
Theme III New Forms of Partnership Working	82	1	81
Theme IV Leadership and Management for Change	44	1	43
Total	304	4	300

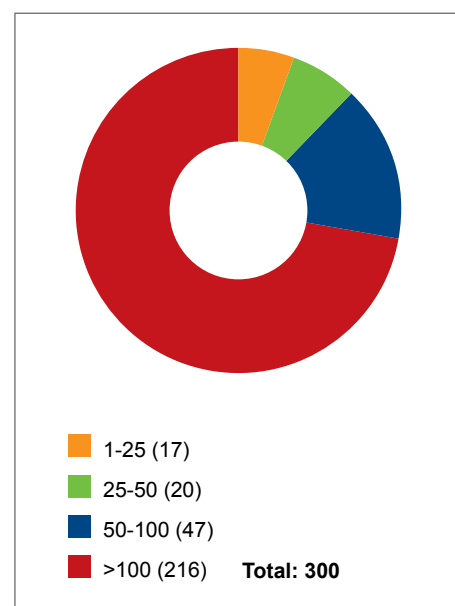
Applications by Sector

All eligible applications	
External relations and aid, development and enlargement	2
Information society, technology, media and audiovisual	12
Education (higher and lower), training and learning	28
Sports, youth, culture and art	6
Science, research, innovation	3
Environment, climate change, agriculture (incl . food safety) and fishery	14
Employment, labour related affairs and gender equality	8
Public health and social welfare/affairs	24
Public administration, modernisation, institutional affairs, reform	125
Economic affairs, competition, SME	10
Justice, police, human rights and security	14
Regional policy and development, decentralisation	14
Taxation, customs, finances	12
Transport and infrastructure	3
Other	25
Total	300

Applications by Administrative Level

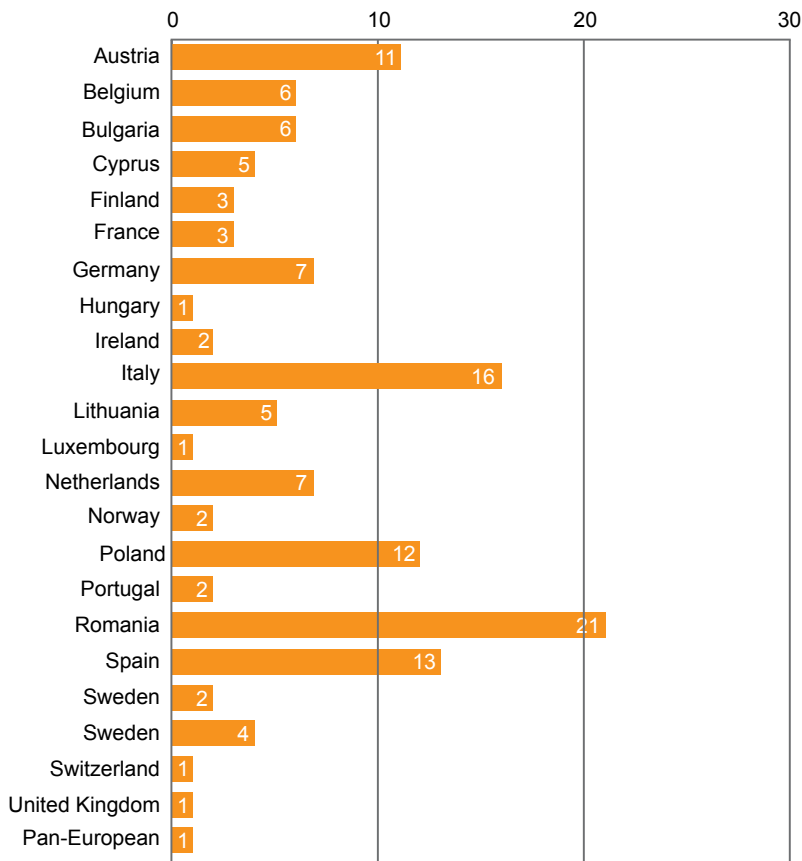


Applications by Size of Organisation

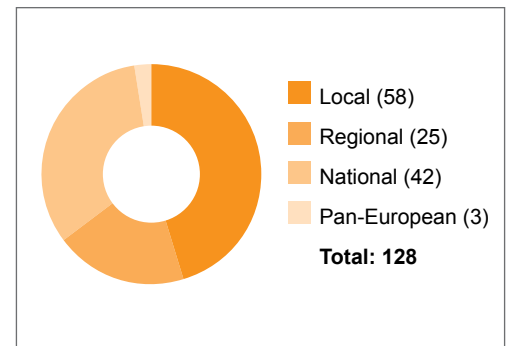


THEME I STATISTICS

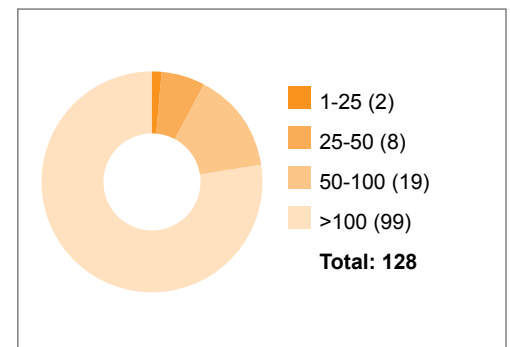
Applications by Country



Applications by Administrative Level



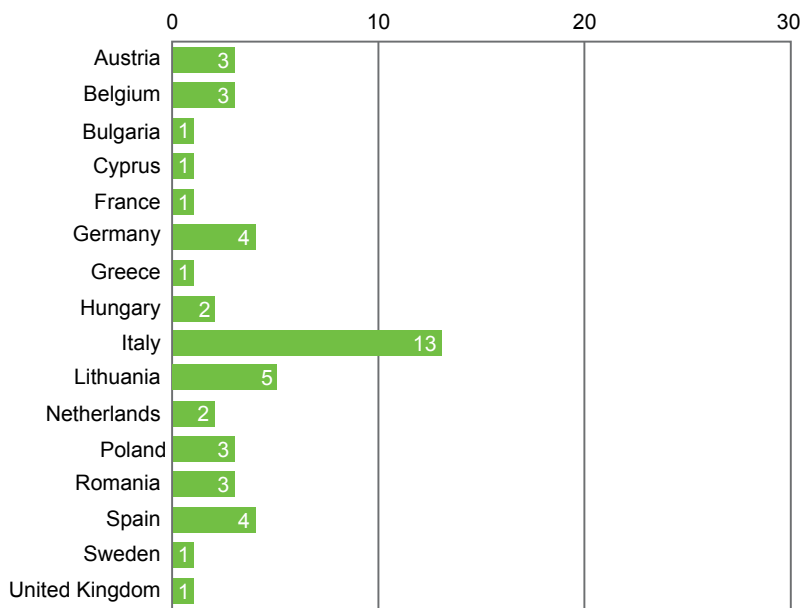
Applications by Size of Organisation



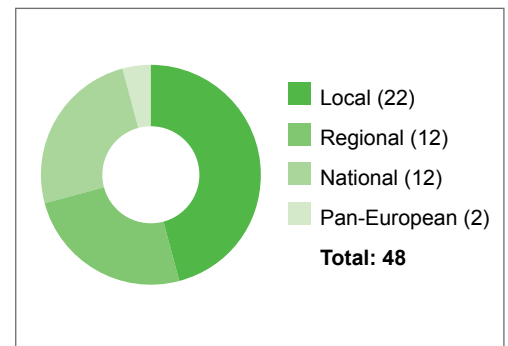
Application by Sector

THEME I: Performance Improvement in Public Service Delivery	
Information society, technology, media and audiovisual	4
Education (higher and lower), training and learning	9
Sports, youth, culture and art	3
Science, research, innovation	2
Environment, climate change, agriculture (incl . food safety) and fishery	5
Employment, labour related affairs and gender equality	3
Public health and social welfare/affairs	12
Public administration, modernisation, institutional affairs, reform	65
Economic affairs, competition, SME	5
Justice, police, human rights and security	4
Regional policy and development, decentralisation	1
Taxation, customs, finances	6
Transport and infrastructure	1
Others	8
Total	128

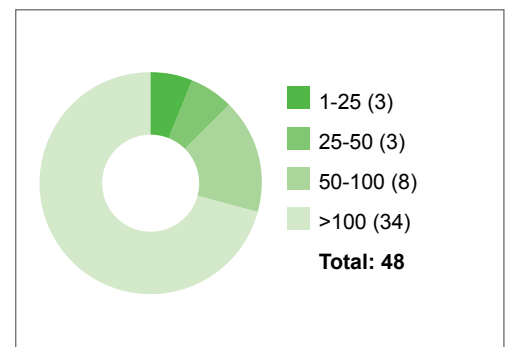
Applications by Country



Applications by Administrative Level



Applications by Size of Organisation

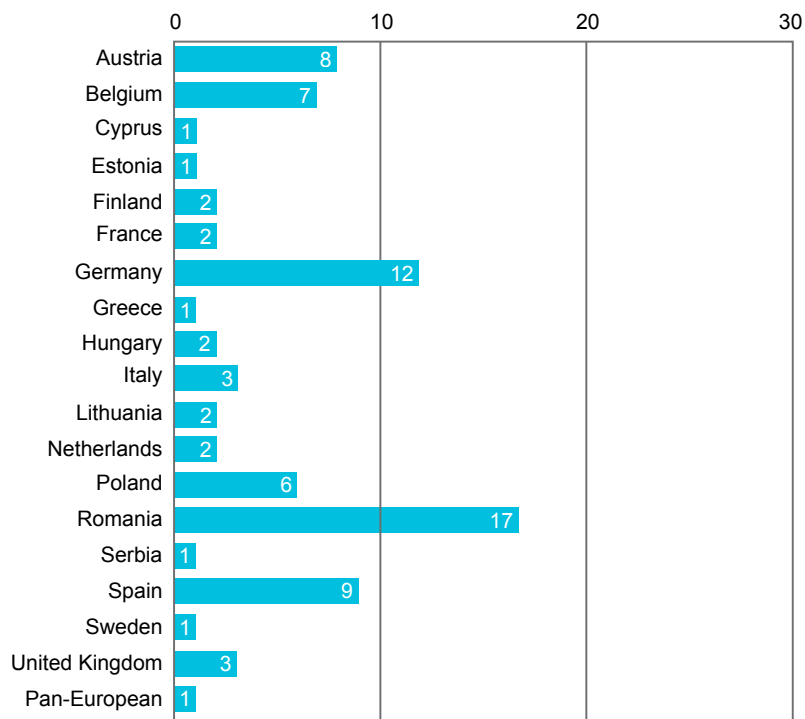


Applications by Sector

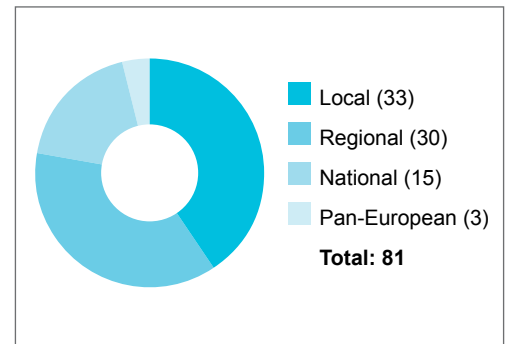
THEME II: Citizen Involvement	
Information society, technology, media and audiovisual	7
Education (higher and lower), training and learning	5
Sports, youth, culture and art	1
Environment, climate change, agriculture (incl . food safety) and fishery	4
Employment, labour related affairs and gender equality	1
Public health and social welfare/affairs	2
Public administration, modernisation, institutional affairs, reform	20
Justice, police, human rights and security	1
Regional policy and development, decentralisation	3
Taxation, customs, finances	1
Total	48

THEME III STATISTICS

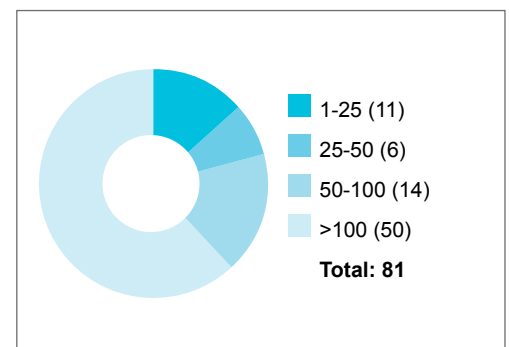
Applications by Country



Applications by Administrative Level



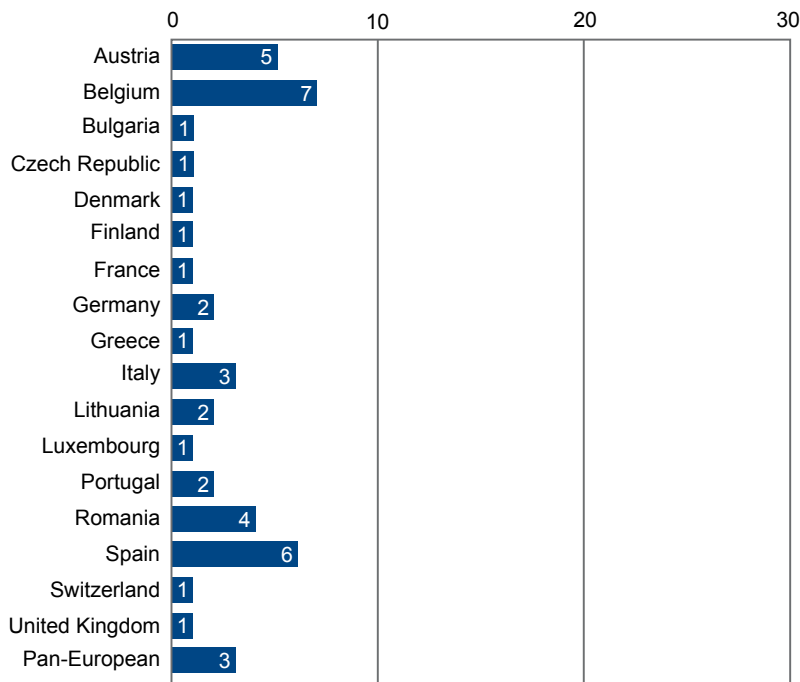
Applications by Size of Organisation



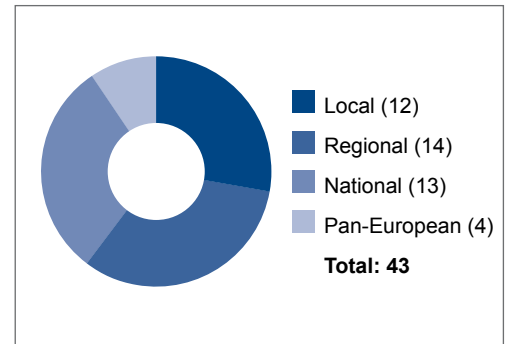
Application by Sector

THEME III: New Forms of Partnership Working	
External relations and aid, development and enlargement	2
Information society, technology, media and audiovisual	2
Education (higher and lower), training and learning	11
Sports, youth, culture and art	2
Science, research, innovation	1
Environment, climate change, agriculture (incl . food safety) and fishery	4
Employment, labour related affairs and gender equality	2
Public health and social welfare/affairs	5
Public administration, modernisation, institutional affairs, reform	21
Economic affairs, competition, SME	2
Justice, police, human rights and security	6
Regional policy and development, decentralisation	9
Taxation, customs, finances	1
Transport and infrastructure	2
Others	11
Total	81

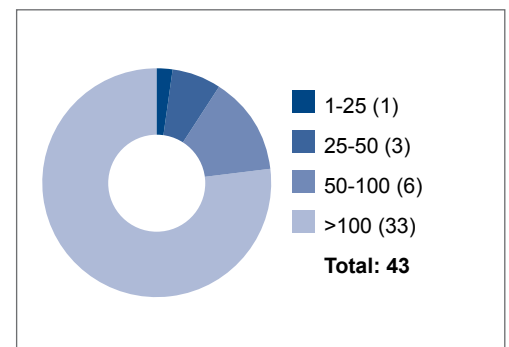
Applications by Country



Applications by Administrative Level



Applications by Size of Organisation



Application by Sector

THEME IV: Leadership and Management for Change	
Education (higher and lower), training and learning	4
Environment, climate change, agriculture (incl . food safety) and fishery	1
Employment, labour related affairs and gender equality	2
Public health and social welfare/affairs	5
Public administration, modernisation, institutional affairs, reform	19
Economic affairs, competition, SME	2
Justice, police, human rights and security	3
Regional policy and development, decentralisation	1
Taxation, customs, finances	3
Others	3
Total	43



Theme I

Performance Improvement in Public Service Delivery

The question of Why Public Administrations Reform? can generally be answered in three ways.

Firstly, governments need to keep up with society. The purpose of reform in this respect is to make governments more responsive to society's needs and demands. This comes as a result of growing and changing demands (e.g. efficiency/effectiveness) from citizens/customers towards public administration and public service deliveries. Public administration is being reformed in order to provide better, faster and sometimes more services. However, quality, quantity and speed are not the only new competences that society asks of its government. Since the pace of societal change is accelerating, governments should likewise be able to respond to changing demands with new solutions.

Secondly, governments reform with the purpose of (re-)establishing trust. Governments need to provide more choice, democracy and transparency. Therefore, public services need to work together with the political sphere; a strengthened communication and connection with the citizen is equally important.

Finally, governments reform due to new pressures. Outside forces place competitive pressure on governments to serve the public. In addition, greater economic interdependence, the opening up of societies, and the growing importance of international structures and agreements make external pressures more complex and multi-dimensional. Hence, the environment in which and for which the government operates, is fostering new demands. Reform is thus the process of preparing or adapting government to its new role in a changing society.

The projects under THEME 1 diversely exemplify: increased efficiency and effectiveness of public service provision; increased productivity by adapting processes of service production and delivery of shared service centres; reducing bureaucracy and cutting red tape for the benefits of their clients, citizens and businesses; high quality control of public service delivery (related to outcome); customer satisfaction measurement and management; and impact assessment of service delivery.

ALL IN ONE - ONE-STOP-SHOPPING FOR CITIZENS

Submitted by Bezirkshauptmannschaft Reutte

Contact details of lead applicant

Organisation	Bezirkshauptmannschaft Reutte
Address	Obermarkt 7, A-6600 Reutte
Country	Austria
Size	50-100
Contact Person	Dr Dietmar Schennach
Function	Head of the District Administration Board
Email	dietmar.schennach@tirol.gv.at
Web address	www.tirol.gv.at/bh-reutte

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

One-stop-shop, accessibility

Case description

The district of Reutte covers an area of 1250 km² with only a small number of inhabitants (about 32 000) in the north-west of the Tyrol and can only be reached by car from the capital Innsbruck. The distances to the district capital of Reutte are long; some of the municipalities are more than 60 kilometres away from the local administration. The Bezirkshauptmannschaft Reutte is the office of the local administration and security board. Until 2007 there were separate offices for passport issues, vehicle licensing, and for driving licenses and these offices were spread over three levels. So for example, if you needed a driving license, you had to go to the license office at level 2 where you received an invoice. You then had to go to level 1 to pay the taxes and then go back up again to the license office to file the application. After that, you had to wait for one or two days before receiving the license. The building was not easily accessible for people with disabilities and there were no lifts. Since the administration was going to move into a new building, there was also an opportunity to tackle changes in the administrative organisation.

The 'Bürgerbüro' opened in 2007 in the new Bezirkshauptmannschaft Reutte, with brightly lit and transparent rooms, quite near to the main entrance of the office. Three offices had to be closed and 20 employees had a new type of work to deal with. The team in the 'Bürgerbüro' works open hours and does a lot of job-sharing. Everyone in the team is able to carry out all duties; they organise their own holiday replacement, they make a weekly-plan of which hours everybody will work and they share a collective guidance in their group. The new office is now open from 07:30 until 16:00 with no break at midday. The 'Bürgerbüro' now also collects the taxes, so that everyone really gets what they needs 'all in one'. The new 'Bürgerbüro' has already appeared several times in the newspapers, on radio and local television.



BOOKS ON THE WAY! THE POSTAL DELIVERY SERVICE BY THE PUBLIC LIBRARIES OF GRAZ

Submitted by City of Graz

Contact details of lead applicant

Organisation City of Graz - Culture
Department/Public Libraries

Address Andrägasse 13, 8020 Graz
Country Austria
Size >100

Contact Person Mag. Roswitha Schipfer
Function Head of Public Libraries
Email roswitha.schipfer@stadt.graz.at
Web address www.stadtbibliothek.graz.at

Level of government organisations involved

Local

Type of sector

Information society, technology, media
and audiovisual

Key words of project

Library services



Case description

In the era of computers and the World Wide Web, it is not only access to information and knowledge that has changed dramatically, but also consumer behaviour, among other aspects, that has significantly changed. Products can be ordered and purchased online seven days a week, 24 hours a day. Buying goods without leaving home saves time and nerves and sometimes also money. Why should these aspects not be valid for borrowing books and other media as well?

In 2006, the Public Libraries of the City of Graz started their process of structural renewal. One important pillar of modernisation and customised services is the postal delivery service. In cooperation with the Austrian Mail Service Corporation (Österreichische Post AG), all registered members of the Public Libraries of Graz can order all media (books, audio books, CDs, CD-ROMs, DVDs, videos and magazines) to be delivered to any of the 29 post offices in Graz. This service is free of charge and included in the membership fee for adults, which is 10 Euros per year. Membership and services are free of charge for all children and young people. Creating an order for the postal delivery service can be done via the online catalogue of the library (www.stadtbibliothek.graz.at) and also by phone using the library hotline (+43/316/872-800), by fax or in person at one of the libraries. Most orders are done via the Internet, which was expected during the planning stage of the project anyway.

The aim is for all media to be delivered to the requested post office on the day after the order has been placed, but no more than three days later. Users will receive a confirmation e-mail as soon as the orders have been handed over to the postal services. The media must be collected within a week otherwise they will be returned to the libraries. All goods are delivered in strong, multi-useable carrier bags with 'books on the way' printed on them, which makes them easily identifiable. These carrier bags are used to return orders as well. Orders made via the postal delivery service adhere to the same deadlines and time limits as 'regular' orders made in person at the library; the only difference being a week added to regular time limits, to take into account mail delivery times. This ensures that orders via the postal delivery service are not disadvantaged in comparison to 'regular' orders. If orders are not brought back at the appointed time, the regular reminder procedure starts, as in any other case. Registered members can also have their orders delivered to their home address. This special service is free of charge for physically disabled persons, with all other persons being charged regular postage rates.

Delivery to the home address is not only used by people with limited mobility, but increasingly so by citizens living in the remoter outskirts of Graz, in suburban areas or the rest of Styria, for whom a visit to a library in the city would mean a lot of effort in terms of time.

INTERACTIVE STATISTICAL POCKETBOOK 2008

Submitted by Austrian Federal Ministry of Science and Research

Contact details of lead applicant

Organisation	Austrian Federal Ministry of Science and Research
Address	A-1014 Vienna, Minoritenplatz 5 16122 Genova
Country	Austria
Size	>100
Contact Person	Mag. Harald Titz
Function	Head of Department I/9c (Datawarehousing, Statistics & Indicators)
Email	harald.titz@bmf.gv.at
Web address	www.bmf.gv.at

Level of government organisations involved

National

Type of sector

Science, research, innovation

Key words of project

Statistics information system, data, higher education

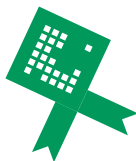
Case description

Since the 1970s, Austrian universities have been providing data, published in the Statistical Pocketbook, to the Ministry in charge of universities. This serves as the immediate basis for decisions in the area of university policy and as a main fact pool for all other stakeholders involved in university policy (e.g. universities and self-administration institutions, student unions). The implementation of the new University Act in 2002 led to new challenges for the universities' administration as it changed the nature and strategic frameworks of internal control processes. Thus, the goal was to make the relevant numbers of the Statistical Pocketbook accessible for free of charge and in an interactive manner.

Thanks to its functionality and accessibility the Interactive Statistical Pocketbook has turned the world of European university statistics information systems upside down and evolved into a successful best practice model. The project's main focus was the provision of up-to-date numbers and facts about higher education in Austria, made available at the touch of a button via an online portal. Available data includes indicators about students, graduates, staff, rooms, international education, which are all available free of charge and are accessible to the public. Thanks to this information, the universities' performance is backed with quantitative facts, thus facilitating comparisons between universities. Users benefit from the additional advantage of adapting the pre-prepared indicators to their needs. This enables users to obtain pinpointed answers to their questions and to access them independently of clerks in charge at the Ministry. For instance, gender monitoring processes or the level of implementation of the Bologna process are now just a few clicks away.

The data made available on the web is generally used as a basis to monitor university-related objectives and to deduct strategic management functions for the major stakeholders in university policy. Due to its free access, this information is also available to journalists, entrepreneurs, university students as well as the interested public. The data ensures transparency and is a trusted basis for evidence-based decision-making processes, ranging from the choice of university majors or universities by individuals, customer screening by companies, to education advice. The system's implementation went hand in hand with statutory processes about data collection, which significantly increased the indicators' validity. Electronic data entry and updating also increases administrative efficiency and provides the opportunity for sophisticated handling of aggregated data in the Department of University Statistics.

This new interactive Statistical Pocketbook with enhanced data quality and easy access make it an ideal tool for university managers and the interested public alike. It allows users to show university performances and changes in the university system in a transparent manner and is customised to the needs of the target audience or user in question. It reduces the amount of work for the administration as the amount of printed materials has been drastically reduced and printing and transportation expenses have decreased significantly.



PROJECT LoS (PERFORMANCE-ORIENTATED CONTROLLING)

Submitted by Ministry of Finance

Contact details of lead applicant

Organisation Federal Ministry of Finance
Sections IV and V
Address Hintere Zollamtsstraße 2b
1030 Vienna
Country Austria
Size >100
Contact Person Dkfm. Eduard Müller
Function Group Manager IV/A (Management
of Tax and Customs Administration)
Email eduard.mueller@bmf.gv.at

Level of government organisations involved

National

Type of sector

Taxation, customs, finances

Key words of project

Performance-orientated management, tax
administration, transparency

Case description

The performance-orientated controlling procedures (Performance Management) in the Austrian tax and customs administration are based on the integral, systematic and multi-dimensional measurement, control and supervision of performance. The basic elements of this performance-orientated controlling are: object-orientated structures (tax offices and customs offices as partly autonomous units with sovereignty in matters of budget, staff and organisation); autonomous responsibility in the following positions (team leaders, executive directors, regional managers); permanent process of controlling (strategy meetings for concerned insiders, meetings about agreements on objectives for concerned insiders, staff colloquies, local meetings of the managerial staff, regional and central meetings for the purpose of controlling); comprehensive controlling instruments (items: budget and staff deployment plans, agreements on objectives, management information systems about performances and resources, systems for quality and knowledge management).

The core of performance-orientated controlling is LoS, the management information system of the Austrian tax and customs administration. LoS is based on a system of code numbers that refers to the most important and controlling-related processes of tax and customs administration. For each of these processes, efficient controlling code numbers have been defined, which serve to measure and analyse the success of a tax office or customs office. The system of code numbers was developed according to the three-level model (economy, efficiency, effectiveness) with regard to the dimensions of a Balanced Scorecard (staff, customers, processes, finances). With the help of an integrated reporting system, the results and the corresponding analysis, as well as planned measures, are communicated and exposed to a monthly control on subsequent hierarchical levels. By means of the 'hierarchical transparency' of the system, the individual units and the corresponding hierarchical levels, are informed about the code numbers of the units, which are horizontally comparable between them. In this way, in addition to the effect of hierarchical controlling, support is provided for internal competition and mutual learning.

The LoS system is responsible for the effect-orientated and efficient controlling of about 10,000 employees (7450 in the tax offices, 1700 in the customs offices, 700 in the Audit Unit for Large Traders, 150 in the Tax Investigation Unit). At the moment, the system is at the disposal of 160 users (chief executives and their special staff units with varying responsibilities in the contracting and controlling process) with 181 code numbers in the field of taxes and 104 code numbers in the field of customs. The present data volume transmitted monthly amounts to about 17 GB.

THE BABY-DOCUMENT-SERVICE BY THE DEPARTMENT FOR CITIZENS PROCEEDINGS

Submitted by City of Graz

Contact details of lead applicant

Organisation	Department of Citizens Proceedings - City of Graz
Address	Schmiedgasse 26/III A- 8011 Graz
Country	Austria
Size	>100
Contact Person	Dr Ingrid Bardeau
Function	Head of the Department for Citizens Proceedings
Email	ingrid.bardeau@stadt.graz.at
Web address	www.graz.at

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Citizens proceedings (registration, passport-matters, citizenship, etc.) one-stop-shop-procedure

Case description

A few years ago, having to deal with local authorities in case of the registration of infants or moving to another place, for example, was not always a pleasant experience for citizens. Either they had to go to many different departments in order to get all the necessary documents and registration proceedings ready, or they had to wait in line for a considerable amount of time. The situation was unsatisfying, both for the citizens and public services. Administration offices had to think of new ways to offer their services and find new strategies in terms of customer orientation.

In November 2004, the Department for Citizens' Proceedings of the City of Graz started its restructuring process. One of the main focuses of the process of modernisation was the 'life stage, birth' (Lebenslage Geburt). The project enables parents with newborn babies to go through all administrative and registration matters directly during the postnatal period at the hospital. The service is offered at all large obstetric clinics in Graz and will be expanded towards private hospitals (Sanatoriums) all over the City. Members of staff come to the hospital so that parents can complete all administrative legal matters relating to the birth in one room. The main objective is to ease the burden for parents with newborn babies, so that they do not have to think about official matters when they have other, more pleasant, things on their mind.

The Department for Citizens' Proceedings offers all parents a one-stop-shop proceeding, for four different registration services. Parents no longer have to go to the local authorities, which previously had always been a requirement. In case it is not possible to hand over all documents to the parents at the hospital, they can pick them up at the office (one-stop-shop proceeding) without having to wait in line. Within the department the distribution of all documents for further processing is organised with the idea in mind, that the workflow management of all baby-services touches as few administrative units as possible. This means that multiple assessments of one and the same document can be avoided and the duration of the process for each single case is considerably shortened. Furthermore, the services offered at the hospital allow for time-flexible distribution of further proceedings at the department, outside regular office hours. In this way the local authorities are able to reduce bureaucracy, whilst having the interests of citizens clearly in focus. Legally necessary matters are now presented in a new, modern way, thus leaving positive images with customers, which is clearly a change of paradigm for local authorities. In 2008, the Department for Citizens' Proceedings was awarded with the Austrian Prize for Innovation in Public Services by the Federal Chancellery Austria.



GENDER MAINSTREAMING IN THE VIENNA CITY ADMINISTRATION

Submitted by City of Vienna

Contact details of lead applicant

Organisation Vienna City Administration,
Chief Executive Office,
Executive Group for
Organisation, Safety and
Security

Address Rathaus, A-1082 Vienna

Country Austria

Size >100

Contact Person Mag. Ursula Bauer

Function Project Manager

Email projekt-gm@md-os.wien.gv.at

Web address www.gendermainstreamingwien.at
www.wien.gv.at

Level of government organisations involved

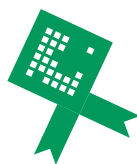
Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Gender mainstreaming, gender budgeting, customer satisfaction, customer orientation



Case description

In Vienna's City administration exact data on the actual users of administrative services had not been available for a long time. Therefore, it was not surprising that gender issues did not play a prominent role when the departments were processing these data. Likewise, the administrations did not anticipate the effects of these issues in any of their standard procedures.

As the only federal province in Austria, Vienna established in 2005 a project office for gender mainstreaming in the Chief Executive Office of the City Administration. The central aims of the efforts taken to establish gender mainstreaming (GM) during the implementation phase 2005-2008 included creating acceptance for equal treatment of women and men in all entities of the Vienna City Administration, building adequate know-how for practical application and particularly initiating the systematic integration within the system, and ensuring sustainable and visible projects. It is also important to determine how the products and services can be designed so that women and men can and will utilise them equally.

To ensure implementation across all sections and areas of the administration and to set a clear sign at the very top, a project manager has been installed in the Chief Executive Office. The project office is in charge of managing the implementation process and has to develop strategic objectives in accordance with relevant stakeholders such as the City Council for Women's Issues and the senior management. The project office aimed to demonstrate that GM is a method for making products and services of the City of Vienna fairer and geared towards the needs of the various target groups. A coordination platform and a pool of gender experts have been established to meet the ever growing demand for information, counselling and further training all over the City administration.

The success is already visible in many areas, e.g. in labour market policies, parks, public health, playgrounds and day-care centres. So far, 42 departments out of 70 are implementing gender measures. However, individual achievements are also steps towards improving gender ratios. Examples include: more flexible opening hours; better street lighting; call systems for technology and business promotion schemes, which include gender-relevant topics and require specification of the share of women in the applicant's staff structure; well-equipped toilet facilities featuring baby changing tables which are also accessible for men; a higher share of male kindergarten staff; and male staff at pensioners' clubs. These steps also allow more room for manoeuvre for women and men alike. 'We consider gender mainstreaming a pivotal tool for customer-oriented work', emphasises Chief Executive Director Dr Ernst Theimer.

DUAL DELIVERY OF THE STATE OF VORARLBERG AND THE COMMUNITIES OF VORARLBERG

Submitted by Amt der Vorarlberger Landesregierung

Contact details of lead applicant

Organisation Amt der Vorarlberger Landesregierung, Abteilung Informatik
Address Römerstraße 15, A-6900 Bregenz
Country Austria
Size >100
Contact Person Uwe Leissing
Function E-Government Coordinator
Email uwe.leissing@vorarlberg.at

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Dual delivery, electronic delivery, e-Government

Case description

Dual Delivery in Vorarlberg is a central service carrying out the entire process of transmitting and delivering documents for the departments of the State of Vorarlberg and for the 96 communities of Vorarlberg. In order to transmit and deliver their documents, the departments and communities have two basic possibilities; one is to deliver electronically. The variety of deliverable documents ranges from signed e-mails and electronic bills to electronically forwarded official notifications. The recipients can access their documents online - like an e-mail - day and night and from all over the world. The traditional way of printing a document and delivering it through postal service or alternative deliverers is the second option.

The State of Vorarlberg and its communities have coordinated their mailing procedures and in the context of Dual Delivery share access to centrally provided transmission and delivery services. Dual Delivery is a joint project of the State of Vorarlberg, its communities and its partners. The partner of the State of Vorarlberg is the Vorarlberger Informatik- und Telekommunikationsdienstleistungsgesellschaft mbH (VTG) in Bregenz, a subsidiary of the State of Vorarlberg; the partner of the communities is the Gemeindeinformatik GmbH in Dornbirn.

Each document is forwarded to a central Send Station®. Via the Corporate Network Vorarlberg (CNV) the Send Station® is available for all departments, institutions and communities of the State of Vorarlberg. The Send Station® checks whether the recipient is registered for electronic delivery and, if so, transmits the document electronically. If the recipient is not available electronically, the document is automatically printed and enveloped at the mass printing facility of an external service provider and delivered through postal service or alternative deliverers. The infrastructural integration of the Send Station® in the Corporate Network Vorarlberg (CNV) has many advantages. By operating the Send Station® centrally the required process steps are encapsulated and the interfaces to Dual Delivery are standardised all over Vorarlberg. Due to the open interfaces, the Send Station® is available to different State-owned institutions (hospitals, operating companies, educational institutions etc.) as well as to different application domains.

SQUARING THE CIRCLE

Submitted by Arbeitsmarktservice Burgenland (AMS BGLD)

Contact details of lead applicant

Organisation Arbeitsmarktservice Burgenland (AMS BGLD)
Address Permayerstraße 10
7000 Eisenstadt
Country Austria
Size >100
Contact Person Mag. Gerhard Poeschl
MAS MSc
Function Process Manager, Quality Manager
Email gerhard.poeschl@ams.at
Web address www.ams.at/bgld

Level of government organisations involved

Regional

Type of sector

Employment, labour related affairs and gender equality

Key words of project

Customer relationship, management and performance, CAF, EFQM, ESF

Case description

The federal state of Burgenland (BGLD) has about 277,000 inhabitants, shares a long border with its eastern neighbours and was greatly influenced economically by its status as a country bordering the 'Iron Curtain'. The fall of the Iron Curtain and Austria's accession to the EU (1995) changed the economic situation in BGLD. This country is now a modernised state, undergoing extraordinary economic development. Although BGLD was the state with Austria's largest increase in unemployment this situation changed completely. Since the start of the implementation of TQM instruments the 'Arbeitsmarktservice' (AMS) has continuously developed from a bureaucratic organisation to a modern service-oriented company, resulting in a service focused on consumer satisfaction. In close cooperation with the regional government, the European Social Foundation (ESF), its social partners and all other stakeholders, the AMS established various organisational and customer-oriented steps to improve its service level and customer satisfaction. It thus became possible to manage the challenges of the local labour market and to prepare the organisation for future expansion of the European Union. AMS aims to provide a good example of how to manage change. The most important achievements can be seen in the fact that the number of employed people in BGLD has risen above the national average and that the PES is accepted by politicians, social partners, stakeholders, society, the media and - most importantly - the consumers.

The PES handled the support from the ESF and was involved in many developing projects. During recent years, the Austrian PES has set various change-management activities: - After its strategic redesign in 1994, the new AMS set various steps to improve its performance. Its main focus was the consequent development of internal and external customer & process orientation and a clear customers' segmentation. For example, AMS created an A-B-C-model for companies and a segmentation of job seekers and the unemployed, differentiating between job-ready customers and people needing further training or special counselling. - New identity: The Austrian PES developed the CI project, its PES mission statement, its vision, principles of leadership, cooperation and communication and a mission statement for leadership. - Strengthening quality awareness: Since 1999, the Austrian PES has focused on TQM, implemented the EFQM model and brought in and trained quality assistants at all levels of organisation. - In 2004, the AMS identified key-management processes, as well as business and internal service processes. All these development steps are integrated in the process manual and in the quality manual of AMS BGLD. The PES now has a modern integrated management system, based on an agreed policy, essential international standards (EFQM, IS, IIP, CAF) and proven management instruments.



FACILITY MANAGEMENT

Submitted by Amt der Kärntner Landesregierung

Contact details of lead applicant

Organisation Amt der Kärntner
Landesregierung
Address Mießtalerstr. 1
Country Austria
Size >100
Contact Person Dr Daniela Ebner
Function Project Coordinator
Email d.ebner@ktn.gv.at
Web address www.gemeinden.ktn.gv.at

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Facility Management, rationalisation, optimisation

Case description

Building maintenance usually constitutes the second largest cost block of public administrations, exceeded only by staff costs. The existing rationalisation potential and reserves (such as cost savings through optimised and flexible use of building and floor areas, the improvement of heating and energy efficiency and a general increase in the value of the property) have only been utilised to a small extent by the public sector management. The burden of maintenance, supply and disposal of property, increasing demands on the internal and external security and changing demands on the working environment and flexible office space concepts - accompanied by continuously rising energy costs - increase the pressure on costs for the communities as well. Consequently, market-orientated handling of owned and leased buildings and estates is necessary.

New models of control and budgeting illustrate the problems of the existing organisation in managing and administering properties and buildings, primarily caused by a lack of cost transparency in terms of the building resources. In this context, an optimisation or reallocation of resources is strongly recommended. These changes have forced the Carinthian provincial government to find new ways to operate more efficiently and effectively and to make greater use of private-sector models. To assist the Carinthian municipalities in confronting these new challenges, the Carinthian provincial government has started a project called Municipal Facilities Management (FM) which was first carried out within a pilot district. The project picks up the idea of private-sector oriented facility management adjusted to requirements of Carinthian municipalities. It contributes to the local authorities' knowledge of best practices to manage their facilities and facility management services.

The basic idea of the local facility management is to optimise the use of a building, a facility or an entire complex of buildings including the corresponding estates. Such optimisation should on the one hand increase the utility of a property, ensure the asset value and cause a corresponding cost reduction for a given operation. The cost of building management, such as energy, cleaning, proportional personnel costs, insurances as well as interest payments and amortisation, can in practice be quantified at approximately 10-20% of the operating budget of a public authority. According to the comprehensive findings of pilot communities it can be assumed that a better organisation of municipal property management can result in approximately 10-30% cost savings, which relates to up to 6% of an administrative budget. Thus for the communities - often the biggest local owner of real estates - there is a rationalisation potential that should not be underestimated.

DYONIPOS (DYNAMIC ONTOLOGY BASED INTEGRATED PROCESS OPTIMISATION)

Submitted by Austrian Federal Ministry of Finance

Contact details of lead applicant

Organisation Austrian Federal Ministry of Finance
Address Hintere Zollamtsstraße 2b
Country Austria
Size >100
Contact Person Josef Makolm
Function Head of Unit
Email josef.makolm@bmf.gv.at
Web address www.m2n.at
www.dyonipos.at

Level of government organisations involved

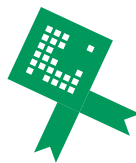
National

Type of sector

Taxation, customs, finances

Key words of project

Research project DYONIPOS, use-case, proactive knowledge work support, knowledge management, semantic technologies, knowledge mining, knowledge discovery, knowledge flow analysis



Case description

Efficient and effective knowledge management plays an increasingly important role in knowledge-intensive organisations. For instance, knowledge plays a significant role for a public body, like the Federal Ministry of Finance (BMF), in order to fulfil tasks concerning corporate operations and services, budget and public finances, economic policy and financial markets, and tax policy. However, knowledge often only exists in an implicit form - in the mind of employees. Externalising knowledge into an explicit form is one of the biggest challenges of knowledge management.

As a solution, a radical new Knowledge Management tool DYONIPOS (DYnamic ONTology based Integrated Process OptimiSation) was established based on three premises: no additional work due to Knowledge Management; proactive and context-sensitive knowledge provision to knowledge workers; knowledge discovery outside of artefacts (e.g. outside of documents).

DYONIPOS provides knowledge automatically - where and when it is needed - which is appropriate to the individual work context (context-sensitive) of the individual knowledge worker. Thus, it supports users through proactive delivery of contextual information (resources) while the knowledge workers are doing their daily work. As a result, an organisation's hidden knowledge is made automatically accessible. DYONIPOS permanently detects and analyses the user's constantly changing work context. Furthermore, the system identifies the individual and specific 'Information Need' from the detected context and automatically executes optimised queries to the individual and to a semantically consolidated organisational knowledge base. DYONIPOS acts as an intelligent individual assistant which searches for relevant information and related concepts, e.g. for documents, websites, records, but also for colleagues that can help to solve current work problems and for organisations which are familiar with the actual topic. In addition, users are able to directly search for related concepts and similar resources and to give feedback. DYONIPOS also assists with detailed and deep analysis of search results, e.g. on request it automatically clusters relevant resources into topics and creates a three-dimensional topic landscape. Resources which can be important and interesting for other people (e.g. websites) can be easily released to the organisational knowledge base by the knowledge worker. The memory of the organisation grows dynamically and integrates big central databases like file systems, different databases, the electronic record system (in Austrian ministries all records are administered electronically) and archived e-mails. DYONIPOS analyses and enriches the contents of these artefacts semantically. In addition, DYONIPOS automatically provides this semantically enriched organisational knowledge base for search queries.

The objective of DYONIPOS is to provide personal, agile and proactive support for the knowledge worker by means of proactive, context-sensitive knowledge delivery. Thus, the use of DYONIPOS leads to an increase of the efficiency and effectiveness of the knowledge organisation and thereby to an optimisation of public service provision.



THE ECOBUSINESSPLAN (EBP) VIENNA: THE ENVIRONMENTAL SERVICE PACKAGE OF THE CITY OF VIENNA

Submitted by City of Vienna

Contact details of lead applicant

Organisation City of Vienna -
**Municipal Department for
Environmental Protection**

Address Dresdner Strasse 45
1200 Vienna

Country Austria

Size >100

Contact Person **Bertram Häupler**

Function Program Management

Email bertram.haeupler@wien.gv.at

Web address www.oekobusinessplan.wien.at

Level of government organisations involved

Local

Type of sector

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

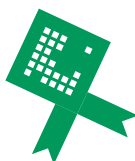
Key words of project

Ecological management, enterprises, consultancy service, measures, database

Case description

The Vienna City Administration, Municipal Department for Environmental Protection, launched the EcoBusinessPlan (EBP) Vienna in 1998. The purpose is to help enterprises to generate 'green and clean' profits through ecological management practices that benefit both, the environment and the enterprises, whilst ensuring high quality and financial benefits for each company. Taking into account the diversity of enterprises in the city, the EBP offers a number of different programme modules for large and small enterprises in a variety of industries. The common denominator is to promote sustainability by applying efficient and economical management practices.

Consultancy services are provided to businesses in five different modules, which have been developed to foster environmental best practices and projects. Businesses responded very positively to some of the programme's focus points, including consultancy services, the stimulus for change it provides, the raising of environmental awareness, the opportunity for a systematic analysis of a business's current situation, and the enhanced company image as a result of winning an award. The innovative impact of the measures proposed has also been greatly appreciated by the participating businesses. The high-quality consultancy services provided by EBP have spawned the initiation and implementation of a wide variety of new policies and measures. The measures taken are subject to continuous external evaluation, and the relevant information is stored in a database. The database, which is publicly accessible on the internet, is meant to motivate other businesses to launch similar projects. Information about more than 10 000 environmental projects can already be retrieved from the database. The implementation of these projects has enabled businesses to raise their efficiency, reduce resource consumption and achieve sustainable cost saving. This illustrates that environmental efforts also make good business sense. An important advantage of the project is that it is transferable in part or as a whole and can thus be implemented in other regions or countries. UN Habitat has included the EBP Vienna in its Best Practices Database, which lists the best sustainability projects worldwide, and in 2006 the programme was awarded with the EUROCITIES award in the category for cooperation. To date, about 700 enterprises have participated in the EBP, implementing more than 10 000 environmental projects and measures. Through appropriate environmental management practices, these enterprises have been able to generate substantial cost savings totalling around € 42 million. The success of the project illustrates that the voluntary move to apply quality standards that exceed legal requirements creates significant financial benefits.



WEBDIV: ONLINE VEHICLE REGISTRATION

Submitted by Federal Public Service Mobility and Transport

Contact details of lead applicant

Organisation	Federal Public Service Mobility and Transport
Address	Rue du Progrès 56 1210 Brussels
Country	Belgium
Size	>100
Contact Person	Francis Engelen
Function	Management Controller
Email	francis.engelen@mobiliteit.fgov.be
Web address	www.mobiliteit.fgov.be webdiv.mobiliteit.belgium.be

Level of government organisations involved

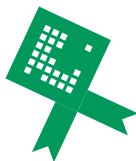
National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Online vehicle registration



Case description

In the past, registration applications for vehicles could only be submitted to DIV by post or in person at the counter. However, the disadvantages of these methods can include: delays due to postal delivery and internal processing; the risk of losing of postal items; the necessity to travel to an office during opening office hours; the need to probably wait more than one hour at the counter; and the possibility that the necessary documents are incomplete.

In 2003 an IT application called WebDIV was developed by the Belgian Federal Ministry of Transport and Mobility to enable insurance companies, agents as well as brokers and leasing companies to register their clients' cars online. The main aim is to improve the quality of services by strongly reducing the waiting time and the actions necessary for obtaining a registration. The insurer henceforth registers the vehicle of his customer by himself via the internet. All stages of the online registration process are automatically and instantly checked and validated by the application. The IT application is available in two versions: B2B (business to business) and B2C (business to consumer). B2B allows the WebDIV application to be integrated into the insurer's or the leasing company's own application. This version allows the retrieval of the necessary data for the vehicle registration, which were already stored in another IT programme. The B2B saves time by avoiding the double encoding. The B2C version allows the user of WebDIV to connect to its website and to complete the registrations of his/her customers there. In every case, the data requested is related to the holder of the registration, the vehicle and the insurance company, which are all automatically checked. The user has to enter the vehicle identification number and in return receives the technical characteristics of the vehicle. Furthermore, security checks are automatically made with the national and international databases of the signalled vehicles as well as the data of the insurance company which covers the vehicle in civil liability. As soon as all the stages are completed, the user confirms the data of the registration which is then recorded and validated by the DIV. Within 24 hours, the new registration certificate and number plate is sent via mail to the applicant.

Since January 2008, about 51 % of all registrations have been passed by WebDIV. The vast majority of DIV clients have adopted WebDIV: 98% of leasing companies, 75% of insurance companies and 60% of brokers. The project has achieved a radical simplification of administrative procedures; now one visit to an insurance company or broker suffices to purchase one's insurance policy covering civil liability and to register one's vehicle. To summarise, WebDIV is a revolutionary service in the sector of vehicle registration that combines simplified administrative procedures with a highly efficient quality of service.



REGIONAL COOPERATION LEADS TO COMMON MUNICIPAL PRODUCT CATALOGUE

Submitted by Intercommunale Leiedal

Contact details of lead applicant

Organisation Intercommunale Leiedal
Address President Kennedypark 10
Country Belgium
Size 25-50
Contact Person Bart Noels
Function Project Manager
Email bart.noels@leiedal.be
Web address www.avelgem.be
 www.anzegem.be
 www.deerlijk.be
 www.harelbeke.be
 www.kortrijk.be
 www.kuurme.be
 www.lendeledede.be
 www.menen.be
 www.spiere-helkijn.be
 www.waregem.be
 www.wervik.be
 www.wevelgem.be
 www.zwevegem.be

Level of government organisations involved

Local

Type of sector

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

Key words of project

Product catalogue, e-Government

Case description

On the new websites of the municipalities of the Kortrijk region, each municipality has an inventory of all the services offered. On the website, this catalogue is used to show relevant services according to themes or target groups. This project was built on the basis of our former digital social house project (Interreg 3B). The concept of a product catalogue was broadened by introducing it in each municipality and by adding more services.

The system is the Belgian adaptation of the UK ESD approach to municipal services. The innovation of the digital social house in our former Interreg 3B project e-Voice led to build a broader and better product catalogue on the new municipal websites (2009), where descriptions are shared between municipalities in the Kortrijk region. The idea of a digital social house has been picked up by others (see <http://www.epractice.eu/cases/dsh>) and led to the start-up of a Flemish Consortium, which planned to make a Flemish Product Catalogue in 2009. The municipal websites have been created with the open source CMS Drupal. Special features are the multi-site setup, the CultuurNet API (use of event information coming from a database of the Flemish Government), the Content Copy between sites, the shared login for all sites and the GIS layer.

Services can now be presented following a theme or a target group; products can be coupled to news or addresses. The description of products is facilitated by the fact that municipalities can share and copy product descriptions.



SMART CITIES

Submitted by Intercommunale Leiedal

Contact details of lead applicant

Organisation Intercommunale Leiedal
Address President Kennedypark 10
Country Belgium
Size 25-50
Contact Person Bart Noels
Function Project Manager
Email bart.noels@leiedal.be
Web address www.smartcities.info

Level of government organisations involved

National

Type of sector

Education (higher and lower), training and learning;
Public administration, modernisation, institutional
affairs, reform; Science, research, innovation

Key words of project

Co-design mainstreaming, e-Services, network,
regional policy

Case description

The Smart Cities project is an international network of councils and academic partners that will spend the next three years finding ways for cities to think smarter, work smarter and plan smarter by delivering better e-Services for citizens and businesses. By the time it has finished, the project will have developed a framework for the future delivery of e-Services in Europe.

Regional authorities must reach beyond traditional cooperation and chart new territories of cross-sectoral networking to ensure their regions. 'Effective and innovative public administrations are essential to a globally competitive Europe.' (i2010 e-Government Action Plan, 2006). The project will model and apply practices from across the full triple helix to serve all user groups and create such 'administrations'. From information exchange to planned co-designed public e-services and methodologies, cities and public organisations around the North Sea are transforming their regions through e-Government strategies. Some organisations excel at certain strategic themes, such as e-Health, e-Government, e-Learning or e-Inclusion. To excel at a particular strategic theme requires a complex web of inter-related factors, such as local service needs, local expertise and access to innovation networks across all partners within the triple helix. Smart Cities believes that simply 'exchanging' good practice is simply not enough. Best e-Practices require a solid academic grounding and an understanding of the local context as projects are necessarily rooted locally; they must be tailored to regional needs while being in line with National and European strategies. Today, regions are tackling this challenge at different rates, using different methodologies with limited success and often ignoring existing methodologies, practices and support networks. At the same time, there is no EU solution for implementing an efficient regional innovation policy.

Co-design, integrated mainstreaming and academic involvement will lead to transnational transferable methodologies and e-Services. Regional authorities already at the forefront of e-Government best practices in national arenas will work together in Smart Cities to carry out transnational benchmarking, joint development, documented transfer of good solutions and collaborative learning across the sectors. This will be supported by a transnational academic network that creates a shared and validated model for the successful co-design, piloting and communication of practices, methodologies and tools. Secondly, key national and regional policy makers will be involved throughout the project life cycle. Co-designing with national authorities involved in the project ensures mainstreaming at a national and European level. The practical outcome of this cross-sectoral and transnational collaboration will provide a new baseline for e-services with a strong potential for mainstreaming. Where dissemination means 'everybody knows', mainstreaming means 'everybody accepts a solution as valid and plans to roll it out'.



THE QUALITY OF SERVICE OF THE GHEENT CITY ADMINISTRATION

Submitted by City of Ghent

Contact details of lead applicant

Organisation City of Ghent
Address Botermarkt 1 B- 9000 Gent
Country Belgium
Size >100
Contact Person Patrick Van Hamme
Function Head of Quality Office
Email patrick.vanhamme@gent.be
Web address www.gent.be

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Quality management, visitor survey

Case description

The City Service Centres of the City of Ghent are the places to be for citizens who want to apply for a construction licence, who want to register their child or who are in need of a new ID. But how happy are Ghent's citizens with the quality of service provided by the Ghent City Administration?

The city wanted to know the answer and requested an investigation into the quality of service provided by its administration by means of phone calls, mystery shopping and interviews with approximately 1,000 citizens who had just been visiting one of the City Service Centres. Four different locations were investigated: the central Administrative Centre, the decentralised City Service Centres of Sint-Amandsberg and Wondelgem, and the information desk at City Hall. The results of the investigation were very flattering. The citizens rewarded the service provided by the City Administration with an average score of 8/10. Most of the visitors to the City Service Centres were served within a few minutes. In the Administrative Centre 78% of the visitors were served within ten minutes and in the City Service Centres 90% of the visitors were served within five minutes. The citizens of Ghent were very pleased with the service-orientation of the civil servants and had no complaints. The investigation also produced some recommendations. Uniform signposts were suggested, with large letters in bright colours, and visitors expressed the need for reading material in the waiting room. There was a notable difference between older and younger visitors: older visitors were even more pleased with the quality of service than younger ones. Young adults in particular wanted everything to be done more quickly. The introduction of 'quick desks' in the City Service Centres and the further development of e-government will be able to meet the expectations of the next generations.





UNIQUE REPORT

Submitted by Federal Public Service for Social Integration (FPS SI / POD MI)

Contact details of lead applicant

Organisation Federal Public Service for Social Integration (FPS SI / POD MI)
Address Koning Albert 2 laan 30
WTC 2 - 1000 Brussels
Country Belgium
Size >100
Contact Person Tessy Van Berlo
Function DSO
Email tessy.vanberlo@mi-is.be
Web address www.mi-is.be

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

e-Government, social welfare, poverty

Case description

The 'Unique Report' is an electronic Internet application created by the Government Service for Social Integration within the context of its processes towards administrative simplification. This web application is made available free of charge to all Belgian Public Social Welfare Centres (PSWCs), one of the major stakeholders of the Government Service for Social Integration. The aim of the application is the electronic transmission of activity reports to the Government Service for Social Integration. These activity reports are needed to justify a number of subsidies that are allocated by the Government Service for Social Integration to the PSWC.

One of the key activities within a Belgian Public Social Welfare Centre (PSWC) concerns the payment of a living wage to, or the employment of, people living at or below the poverty line, with a view to promoting and advancing their social integration.

At present, when small-sized PSWCs are grouped together into a cluster in order to be able to work out a better-quality employment policy, they also qualify for a subsidy that will allow them firstly to employ extra personnel and secondly to pay for operating costs. With regard to PSWCs located in major urban centres, where poverty is more evident, the Government Service for Social Integration provides a limited reimbursement of personnel expenditure, salaries of personnel employed within the PSWC and operating expenses. In order to harmonise and bring into line the currency terms of these subsidies, legislation was adapted to accommodate some of them. With regard to this harmonisation, 2008 was considered a transitional year for the other subsidies for which the currency term invariably was slated to terminate on 31 December 2008, irrespective of the commencement date. To gain access to the application, the PSWCs only need a PC and an ADSL connection. The card readers needed to electronically sign the forms have been distributed free of charge to them. Every subsidy measure is displayed within the application as a separate module. The various modules can be completed, signed, and dispatched separately from one another. The home page displays a status for every individual module to allow the user to immediately determine what measures have already been sent out and justified. Likewise, a 'History' function has been created within the system so that the PSWC can have access to an electronic archive within a few years. In contrast to paper reports, the amount of data requested from the Government Service for Social Integration is also kept to a minimum. The PSWCs are only asked for a limited amount of basic data to enable a first-line control on, and a payment to, the dossier. With automatic calculations and data provided in advance, it will be a lot simpler to complete the electronic reports than it was to complete the hard copy versions used previously.



FRONT DESK

Submitted by Federal Public Service for Social Integration (FPS SI / POD MI)

Contact details of lead applicant

Organisation	Belgian Federal Service for Social Integration (FPS SI /POD MI)
Address	Botermarkt 1 B- 9000 Gent
Country	Belgium
Size	>100
Contact Person	Geert Thorrez
Function	Head of Communication, Knowledge, Management and Organisational Development Unit
Email	geert.thorrez@mi-is.be
Web address	www.mi-is.be

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Responsiveness, social services, customer inquiries, front office

Case description

The Belgian Federal Service for Social Integration (POD MI) helps 589 local public centres for social welfare by giving them financial aid and support for various groups of people (e.g. refugees and people without any means of support). A mystery shopper project in 2007 revealed that it was not always easy to contact the POD MI. Our clients were able to reach the POD MI in only 60% of cases. Sometimes the telephone was not answered and sometimes e-mails were not dealt with quickly enough. It was also discovered that if the same question was asked of two different departments, clients did not always receive the same answer. Finally, it emerged that the time spent by experts on responding to standard questions was too great. That is why we decided to install a Front Desk to receive, deal with and distribute all incoming calls and e-mails.

The Front Desk receives and deals with all incoming calls, e-mails, faxes and letters. The Front Desk tries to answer questions by using a large database of FAQs. If the Front Desk is unable to answer a question, the back office is contacted. Via the Trinicom Web Self Service Module, the database of FAQs is also available to our clients on our website.



'FACING THE PEOPLE' - ADAPTATION OF ADMINISTRATIVE PROCESSES, DEPENDING ON THE EXPECTATIONS OF SOCIETY

Submitted by Municipality Bratsigovo

Contact details of lead applicant

Organisation Municipality Bratsigovo
Address Pazardzhik region, 4579
Bratsigovo, 6A
Country Bulgaria
Size 50-100
Contact Person Maria Stoyanova Madarova
Function Secretary
Email sekretar@bratsigovo.bg
Web address www.bratsigovo.bg
www.bratsigovo.eu

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Transparency, quality management, ISO, citizens' feedback

Case description

Activities of municipal governments require the use and application of many enactments which may be interpreted differently. Furthermore, the process of providing quality services requires a serious commitment of the administrative capacity on the organisation's part. Therefore, the implementation of the project aims for continuous improvement in the following aspects:

- Transparency of administrative activities in the principle of 'facing the people';
- Performance efficiency and speed of service in accordance with administrative regulations;
- Implementation of innovative approaches to facilitate administrative procedures.

In the area of transparency, the project aims towards putting citizens at the heart of the administrative process and the displacement of administration. This is achieved by increasing the awareness of local regulations and resolutions, by means of publication on the website of the municipality, the local newspaper and local radio. There are feedback channels for service users for administrative processes - surveys, recommendation forms, forms against corruption, forms of opinion or inquiry to the municipal council and online municipal administration through the website of the municipality and others. A number of documents were introduced as an ethical code of the municipal employee, a charter of consumer services, technology services route maps, etc., all published on the website of the municipality. A public register of private and public municipal property has been prepared and published in the field of municipal property.

Bratsigovo Municipality is organising a series of public discussions on topics such as the report on the implementation of the budget for 2008, the draft budget for 2009, a project to take on the municipal debt, considering the adoption of local regulations and all active discussions, which aim to introduce civil society to the work of the administration's decision-making in accordance with public interest. In 2008 and in the field of improving administrative services, a quality management system of services was introduced and certified, provided in accordance with standard ISO 9001:2000. Bratsigovo Municipality endorsed the principle of service at the 'one-stop desk'. In 2008 an administrative information system was integrated, through which since 1 January 2009 the municipal administration file work is done without paper. There were also 15 electronic services implemented that may be universally required online via electronic signature at any time.

In pursuance of its quality objectives and in relation to the improvement of the quality management system, in 2009 the Centre for information and services was opened, providing accurate and comprehensive information on administrative procedures, forms of execution of service requests, legal text documents and others.



INTRODUCTION OF NEW FORMS FOR PROVIDING ADMINISTRATIVE SERVICES TO CITIZENS AND BUSINESS

Submitted by Ministry of Labour and Social Policy

Contact details of lead applicant

Organisation Ministry of Labour and Social Policy
Address Sofia - 1051, Triaditza Str. 2
Country Bulgaria
Size >100
Contact Person Emilia Maslarova
Function Minister
Email mlsp@mlsp.government.bg
Web address www.mlsp.government.bg

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

e-Services, quality management, accessibility, customer satisfaction, ISO

Case description

The Ministry of Labour and Social Policy (MLSP) develops, coordinates and implements the state policy in the fields of income and living standards, public insurance, protection during unemployment and promotion of employment, the labour market, labour migration, health and safety at work, labour relations, social assistance, demographic development of the population and equal opportunities. In compliance with the strategic objectives and tasks of the state policy, the leadership adopted Strategic Objectives, Priorities and Activities of MLSP for 2008-2011.

At MLSP there is an established practice of monitoring the opinions and suggestions of clients with respect to the accessibility of administrative services provided. These suggestions, along with the observations and analyses of the administrative unit, are used to improve the existing forms of service and develop new ones. Better service also requires a constant quest for and development of the forms for providing services. For MLSP this includes both the improvement of traditional channels of administrative services (postal services and phones, on-the-spot service) and the use of new technologies to introduce new forms of service. The following were introduced in the Ministry in 2007-2008: virtual archives, e-mail, FAQ on the Ministry's official website, kiosk workstations, electronic form and telephone for corruption alerts, hotline, electronic document turnover with the second-tier users of budget credits with the Ministry of Labour and Social Policy, 'exported offices' in different regions of the country, official Ministry weblog, electronic form for commendations, alerts, complaints or suggestions in relation to the administrative service provided by the MLSP administration. The new services were introduced in the Ministry stage-by-stage, allowing for grace periods for the officials to enable them to learn these gradually, without particular difficulties or problems in the organisation of work. Before the introduction of the new electronic services, most applications were submitted on paper.

The Ministry and the executive agencies with the Ministry of Labour and Social Policy - the National Employment Agency and the Social Assistance Agency - have developed and introduced electronic document traffic, which makes the work of the officials providing administrative services easier and guarantees the required outcome for consumers through faster and effective administration which complies with contemporary requirements. In September 2008, the MLSP was awarded an ISO 9001:2000 Certificate for its Quality Management System in the scope 'Administrative services for natural and legal persons'. At the National Conference on Quality of Administrative Service in the Republic of Bulgaria held on 29.09.2008, the Ministry was recognised as representing best practice, meeting the evaluation criteria set out.



CHECK YOUR LOCAL TAXES

Submitted by Stara Zagora Municipality

Contact details of lead applicant

Organisation Stara Zagora Municipality
Address 6000, Stara Zagora, 107
Tsar Simeon Veliki Str.
Country Bulgaria
Size >100
Contact Person Nikolinka Gorova
Function Chief Secretary
Email m.perchemlieva@city.starazagora.net
Web address <http://city.starazagora.net>

Level of government organisations involved

Local

Type of sector

Taxation, customs, finances

Key words of project

Tax administration, e-Government, information access

Case description

Since 2008, the Bulgarian municipalities have been entitled to collect local taxes, fees and duties on the vehicles of local residents. Therefore, one of the obligations of the Municipality of Stara Zagora is to inform local taxpayers of the amounts owing for their taxes and fees, the deadlines for payments, the municipal bank accounts for bank transfers and the addresses of the tax offices for cash payments. Municipal officers used to send letters to the citizens with this information via regular post. The exact addresses of the taxpayers are taken from the National Civil Registry Service database. Taxpayers do not receive letters if their correspondence address is different from that of residence. This is one of the reasons why the Municipality of Stara Zagora decided to place a banner on its official website.

This Internet link allows citizens and companies to check the local tax they owe at any time. Stara Zagora Municipality is the first Bulgarian municipality to inform its taxpayers via Internet about their real estate taxes, waste fees and duties on vehicles, as well as about payment deadlines, tax reductions for early payments, bank accounts for bank transfers and addresses of tax offices for cash payments.

In 2008, Stara Zagora Municipality provided taxpayers with information about local taxes and fees via regular post and Internet for the first time. 106,000 visits to the banner on the municipal website were registered in 2008. A total of 314,580 citizens and companies paid their duties. As a result of the improvement in public service delivery related to duties, the number of taxpayers that paid their taxes and fees increased by 120,814 in 2008 compared to the previous year.

TARGOVISHTE MUNICIPALITY ON THE WAY OF EXCELLENCE

Submitted by Targovishte Municipality

Contact details of lead applicant

Organisation Targovishte Municipality
Address Bulgaria, 7700 Targovishte, Svoboda Sq.
Country Bulgaria
Size >100
Contact Person Valeri Simeonov
Function Secretary
Email obshtina@targovishte.bg
 vasileva.p@targovishte.bg
Web address www.targovishte.bg

Other applicants

Open Society Institute, New Bulgarian University, School of Management, Bank High Syst Ltd, SimbaSoft Ltd, Society for Organisational Excellence

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Quality management, CAF, performance management, one-stop shop, customer focus, customer feedback

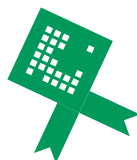


Case description

In the past, administrative and technical services were not offered appropriately at Targovishte Municipality. There were neither information boards nor directions to guide the clients wandering about the floors, looking for the right counters and unintentionally disturbing the work of the employees, who were constantly engaged in instructing clients. In addition, flows and internal service delivery processes were neither optimised, nor regulated and there was also a lack of elementary conditions for citizens who were waiting to be seen.

The new vision for the role of local authorities prompted the municipal leadership to look for a radical change in the delivery of administrative services. In 2005, the municipal administration joined the project 'Improvement of Administrative Services Using the Organisational Excellence Methods' funded by the Open Society Institute (OSI). The task of increasing and improving administrative capacity and building as well as service delivery has been incorporated into the Strategic Development Plan 2007-2013. In 2006 for the first time in the country's history, a self-assessment based on the Common Assessment Framework (CAF) methodology took place, in which an action plan and an improvement plan were drafted. The plan included the improvement of customer expectations, the development and implementation of a 'Performance Management System', effective process management as well as the development of human, information and organisational capital. The municipality strategic plan was focused on increasing the administrative capacity and more precisely on the building and putting into operation the Centre for Administrative Services (CAS), which was the main goal for 2007-2008. The building and implementation of CAS is based on the concept of a 'one-stop-shop' and plays the role of a 'front office'. This newly established structure became operational in 2008. The project was based on the concepts and principles of organisational excellence, including customer focus, continuous improvement, governing through processes and facts. The attention was focused on the achievement of results providing a high level of satisfaction among citizens and staff, by enhancing speed and quality of services, and creating a kind and constructive relationship with the customer in a friendly environment. A MIS type, web-based information system was implemented with the intention to increase the speed and reliability of services, improving also the coordination between 'front' and 'back' offices, as well as measuring some of the most important process criteria. An important innovation incorporated in these processes was the system for online feedback on citizens' satisfaction, called System for Express Measurement of Customer's Opinion (SEMCO). Hereby, citizens could see and monitor the outcomes of this feedback on the website.

Conclusively, the Municipality made an immense step forward in completing its main goal of operationalising CAS and the related innovations in the area of customer satisfaction and continuous improvement. The CAS and the associated management processes clearly show the changes within the organisational culture and stable orientation towards achieving customer satisfaction.





IMPROVING QUALITY IN THE BULGARIAN PUBLIC ADMINISTRATION

Submitted by Ministry of State Administration and Administrative Reform

Contact details of lead applicant

Organisation Ministry of State Administration and Administrative Reform (MSAAR)
Address 1 Aksakov Str., Sofia 1000
Country Bulgaria
Size >100
Contact Person Vera Milanova
Function Expert
Email vera.milanova@mdaar.government.bg
Web address www.quality.government.bg
www.mdaar.government.bg

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Quality standards, ISO certification, audit, quality management

Case description

The main objective of the project was to improve quality, efficiency and effectiveness in the Bulgarian administration with a focus on the municipalities and regions. The specific objectives were related to the wider introduction of management systems based on ISO international standards, provision of training to the civil servants and promotion of good practices among the administrations.

The project duration was 14 months, including all stages, and it was realised with the active participation of 130 municipal and regional administrations. It was managed by the Ministry of State Administration and Administrative Reform. The main activities of the project were:

- Surveys and analyses of the current state of affairs in the field of quality management and management systems in the Bulgarian local administrations;
- Consultations and training with regard to the process of ISO implementation;
- Certification audits;
- Review of results and main conclusions.

Thanks to the realisation of the project, 117 administrations were certified according to international standards and 157 certificates were issued in total - 102 for ISO 9001, 39 for ISO 14001 and 16 for ISO 27001. More than 500 civil servants were trained in applying the management tool and participated in a conference aimed at sharing experiences and good practices and promoting the activities and results of the project. The most important benefits of the project are related to the introduction of a new management and organisational culture and working style, with greater focus on the customers, environment and information.

The project facilitates the efforts of the government in creating a more effective and efficient administration, the development of e-Governance and contributes to the increase of customer satisfaction.



NATIONAL HEALTH PORTAL AND ELECTRONIC PERSONAL AMBULATORY BOOKS

Submitted by Ministry of Health

Contact details of lead applicant

Organisation Ministry of Health
Address 1, Aksakov St.
 Sofia 1000
Country Bulgaria
Size >100
Contact Person Youri Alkalay
Function Director eGovernment Directorate
Email alkalay@mdaar.government.bg
Web address www.zdravenportal.bg

Other applicants

Ministry of State Administration and Administrative Reform

Level of government organisations involved

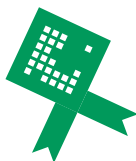
National

Type of sector

Public health and social welfare/affairs

Key words of project

Health care, portal, ePAB, eHealth, documentation



Case description

Currently, each citizen in Bulgaria has a book in paper form containing their medical history. In 2007 the project 'National health portal and electronic personal health records' was started with the idea to provide a digital, web-based equivalent of the paper document, including added value features.

The national health portal provides up-to-date and accurate health information, registers of all health professionals, hospitals, pharmacies, medical services, health forms and others. It integrates the healthcare sector through the internet and enables citizens and health professionals to exchange information effectively regardless of their physical location. The health portal is integrated with the first personal health records (called electronic personal ambulatory books - ePAB) in the country. The main characteristics of the ePAB application are: web application accessible via the internet at any time from any place; private and protected communication environment accessible to patients and health specialists for the central storage and interactive exchange of medical and health-related data; the clinical and health-related data of a person that comes from healthcare providers (e.g. doctors, clinics, pharmacies) are compiled and can be made accessible to everyone involved in the treatment process of the person in question, including the patient himself; and all emergency-relevant data are readily accessible in emergency cases (such as blood group, allergies, chronic diseases, emergency contacts etc.). In this way potentially harmful treatments are identified and avoided. The PHR gives patients the possibility to document the results of and plan any medical visits, inpatient and outpatient treatment; upload and preview medical documents in any file format; and also gives the patient control over their personal health record and therefore also over their medical data being stored there. It is exclusively left to the patient's discretion to grant access to this data to the healthcare providers and other users. Within the frames of the project, the electronic personal ambulatory book ePAB was integrated with an already existing IT system of general practitioners (GPs). This way, with only one click on the send button, the authorised GP will be able to send information to the patient's health record, even at the same time as the examination. The open interface for integration with ePAB is made available to all GP software providers in Bulgaria, so that they can easily adapt their software to exchange data with the ePAB.

The project is in accordance with the National strategy for implementation of eHealth in Bulgaria approved in 2006 and is an extension of the eHealth initiatives of the European Union for implementation of eHealth portals in the Member States.

The national health portal is visited daily by hundreds of citizens and health professionals and is gradually becoming the preferred web-space for gathering accurate healthcare information. Although the PHR concept is completely new for Bulgarian citizens, it has been well accepted and raised the level of public interest.

INTEGRATED EVALUATION FUNCTION

Submitted by Kanton Schwyz

Contact details of lead applicant

Organisation Cantonal Administration of Schwyz
Address Bahnhofstrasse 15
Postfach 1230 CH-6431 Schwyz
Country Switzerland
Size >100
Contact Person Roland Pfyf
Function Evaluator
Email fd@sz.ch
Web address www.sz.ch

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Internal evaluation, NPM

Case description

The Cantonal Administration of Schwyz has successfully completed its pragmatic New Public Management (NPM) reforms with an internal evaluation unit. It has streamlined its NPM model by centring cost accounting and controlling activities strictly on those areas where these activities have the greatest impact. Compensatory to this rather minimalist NPM approach, an internal evaluation unit has been created. The underlying reason for its creation was that controlling activities are useful for indicating rough trends, but mostly insufficient for grounding policy decisions. The evaluation activities take the goals and indicators of administration units as a starting point for in-depth policy analysis. The main goal is to systematically evaluate policy impact and outcome in the canton of Schwyz.

After a conceptional phase in 2007, the evaluation unit started its work in January 2008. From an organisational perspective, the evaluation unit directly reports to the governing council. The unit has been purposely kept internal in order to ensure cost-effectiveness as well as a good organisational understanding by the responsible evaluator.

In its first year, the evaluation unit has proved to be a targeted, goal-oriented instrument with a considerable policy impact. Firstly, the evaluations have been employed in a targeted way by focusing evaluations on those administration activities with a high level of uncertainty - be it in regard to recent policy changes or in regard to upcoming strategic decisions. Secondly, the evaluation practice has contributed to improving the service and goal orientation of administrative entities. By systematically focusing on the central goals of administrative units, evaluations have contributed to a successful cultural shift towards a service orientation. Thirdly, evaluations have had a policy impact. Unlike simple indicators, evaluation reports have provided a sound basis for forthcoming policy decisions. Results have been used to adjust public policy.



IMPROVING COMMUNICATION WITH CITIZENS THROUGH CAF-BASED SELF-ASSESSMENTS (LCD)

Submitted by the Land Consolidation Department

Contact details of lead applicant

Organisation The Land Consolidation Department (LCD)
Address Land Consolidation Department, 1419 Nicosia
Country Cyprus
Size 50-100
Contact Person Frosoula Christofidou
Function Head of Planning, Research and Enlightenment Section
Email fchristofidou@lcd.moa.gov.cy

Level of government organisations involved

National

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

CAF, quality management, land consolidation, agriculture, regional development

Case description

The prevailing defective land tenure structure in Cyprus hinders any rational development (agricultural or other). The strong psychological bond of Cypriot landowners to their land, particularly inherited land, requires the trust and support of the participating owners in land consolidation (LC) schemes. The observed changes regarding the agricultural conditions and the demands of all stakeholders (the state, society, the landowners) leads to a more demanding and laborious LC process.

The Land Consolidation Department (LCD) innovates and uses quality management tools to upgrade/extend the services offered to the citizen/customer-landowner. In July 2004, the LCD Director was informed about the CAF Model and its introduction in the Public Service of Cyprus. He gave his full support for the introduction of the CAF Model at the LCD. The CAF was newly introduced in Cyprus and was in a pilot project phase at that time. The LCD Director was committed to supporting the work of the CAF Self-Assessment Group (SAG) and to utilise the findings of the Self-Assessment Exercise through the preparation and execution of an action plan with the objective of upgrading the services offered to the citizen/customer. The Assessment Exercise was completed in 14 meetings of the SAG and in November 2005, the Self-Assessment Report, containing about 100 suggestions for improvement, was submitted to the Director of the LCD.

First priority was given to actions which could be fulfilled relatively quickly, easily and with no financial burden. Every action was identified with an objective, a person or persons in charge of its implementation and a time schedule for its fulfilment. Finally, 33 main actions were included in the action plan. Based on the evaluation of the Self-Assessment, it was decided that for all the significant stages of LC implementation landowners should be informed via personal letters, e.g. for voting on behalf of the landowners for LC measures, for inspecting published plans and documents for 'preference sessions', where landowners meet with LCD personnel in order to express their preference as to where and how they would like to obtain their new ownership.

By applying the CAF model, the LCD's strengths and weaknesses were identified and recorded. When assessed, they were classified and prioritised in a two-year action plan with the aspiration to upgrade and/or extend the services offered to the landowners - customers/citizens, and with the aim to repeat CAF application after implementation of the action plan, targeting continuous improvement of the LCD and even benchmarking with corresponding organisations abroad. Use of the CAF gave the LCD a powerful framework to initiate a process of continuous improved performance for the benefit of the customer/citizen and society at large, establishing the LCD's role to the stakeholders and society as a bearer of socio-economic changes rather than merely a technocratic organisation.



REENGINEERING OF THE PROCESSES OF THE ROAD TRANSPORT DEPARTMENT TOWARDS A PAPERLESS AND INTERACTIVE E-GOVERNMENT INTERNET SERVICE PROVIDER

Submitted by Department of Road Transport (RTD)

Contact details of lead applicant

Organisation	Department of Road Transport (RTD)
Address	1425 Nicosia
Country	Cyprus
Size	>100
Contact Person	Soteris Kolettas
Function	Director
Email	skolettas@rtd.mcw.gov.cy
Website	http://rtd.mcw.gov.cy

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Road transportation, e-Government

Case description

The Road Transport Department (RTD) is the competent authority of the Republic of Cyprus for all matters related to road transport. RTD deals with type approval of vehicles, registration, taxes and fees, technical inspections, transport of dangerous goods and public transport. It provides services to a wide range of transport professionals and to the public. In the past, processes could not withstand the burden of the workload and the demands of the changing economic, social and environmental parameters. Thus, the main objective of this project was to adapt the service provision processes and make use of information communication technology, to meet the changing needs and service expectations.

At a more specific level, the objective is to provide the services via the internet using paperless procedures. Thus, the following specific projects were designed and implemented in the last three years. All projects are internet-based applications, automatic, interactive, paperless and distanced operated. However, the use of IT was not the main innovative feature of the project. The central element of innovation was the approach to simplify processes, leading to an increased efficiency, increased business productivity and added value. The RTD's web applications move away from the typical one-way communication towards an interactive system and place eGovernance within the government practice. Thus, the following specific projects were designed and implemented towards the final objective to become a Road Transport Department offering the following services:

- Payment and printing of the Annual Circulation Tax (ACT) tag;
- Registration of vehicles;
- Vehicle scrapping scheme application;
- Periodic technical inspection of vehicles process;
- Information and change of vehicle owner's data (address etc.);
- Individual vehicle type approval application and process;
- Auction for vehicle registration numbers;
- Reservation/booking for driving test.

In choosing the specific projects to implement first, various parameters were taken into account, such as - selection of web-based applications that can serve the wider public as much as possible (e.g. renewal of ACT); selection of applications / processes / services which can easily be standardised and simplified, to create early victories and wide acceptance; cost / benefit analysis for the target group of the application (complexity of application vs. available knowledge and accessibility of the user to internet and technology).

The project finally led to the elimination of unnecessary work and duplication, and fewer mistakes during the input of data. Whilst achieving better centralised control for the RTD processes, the time needed to complete a process is reduced. Furthermore, an increase in productivity and performance rates could be seen, thus nourishing a better image of RTDs.



CYPRUS PRICE LEVEL MONITORING PROJECT (PLMP)

Submitted by Ministry of Commerce, Industry and Tourism

Contact details of lead applicant

Organisation	Cyprus Competition and Consumer Protection Service, Ministry of Commerce, Industry and Tourism
Address	6, Araouzou Street CY-1421 Lefkosia (Nicosia)
Country	Cyprus
Size	>100
Contact Person	Christos Malikkides
Function	Director of the Cyprus Competition and Consumer Protection Service
Email	conservice@mcit.gov.cy
Web address	www.mcit.gov.cy

Other applicants

Cyprus Competition and Consumer Protection Service (Ministry of Commerce, Industry and Tourism)

Level of government organisations involved

National

Type of sector

Economic affairs, competition, SME

Key words of project

Price level monitoring, consumer interests

Case description

In the era of continuous socio-economic turbulences, consumers need to feel protected against today's challenges emerging from local and international markets and economic pressures varying from the dramatic price increases on basic consumer products to the generalised economic slowdown.

As it is imperative that consumer trust in the competent authorities of Cyprus is supported by the use of effective tools to improve the performance of the market and consequently the quality of life, the Cyprus Competition and Consumer Protection Service of the Ministry of Commerce, Industry and Tourism initiated the Price Level Monitoring Project (hereinafter PLMP) in 2007. The major objectives of the project are to increase consumer awareness of price levels via the monitoring/publishing of the retail prices of basic products offered to consumers, assisting them to make better purchasing choices and to safeguard conditions of healthy/efficient competition between retailers through price transparency.

The project aims to inform consumers about prices of basic consumer products on a weekly basis, thus increasing their awareness of price levels, while safeguarding conditions of healthy competition through price transparency. This action is in line with the European Union Strategy on Consumer Policy 2007-2013 and with the First Consumer Market Scoreboard of the European Commission, which considers price level monitoring as one of the top five level indicators used to screen the European Internal Market.

The PLMP was launched in September 2007 and now covers 530 basic consumer products, of which the majority are food products that are monitored on a weekly basis on unexpected dates and times. The project includes 27 representative retail supermarkets in the five districts of Cyprus's government controlled areas, covering ca. 80-85% of the small Cypriot retail market. Data collection is conducted directly from the shelves of large supermarkets by inspectors of the Cyprus Competition and Consumer Protection Service. In-depth analyses and assessments are carried out to provide consumers with the collected data in the form of relevant information, including comparable data in terms of indexes and in a tabular form. The results of each observatory of prices are uploaded to the official web site of the Ministry of Commerce, Industry and Tourism (www.mcit.gov.cy) and part of this data is also published in the national press.



ONE-STOP-SHOPS AT THE SERVICE OF CITIZENS

Submitted by Ministry of Finance

Contact details of lead applicant

Organisation	Public Administration and Personnel Department, Ministry of Finance
Address	Corner Mich. Karaolis & Gr. Afxentiou Streets 1443 Nicosia
Country	Cyprus
Size	50 - 100
Contact Person	Maria Alexandrou
Function	Public Administration and Personnel Officer
Email	malexandrou@papd.mof.gov.cy
Web address	www.mof.gov.cy

Other applicants

Public Administration and Personnel Department, Ministry of Finance

Level of government organisations involved

National

Type of sector

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

Key words of project

Citizen service centres, one-stop-shop

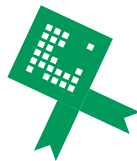
Case description

The need for more efficient, effective and qualitative provision of services to citizens is nowadays of utmost importance in all modern States. The inability of the traditional, bureaucratic public administration to effectively meet citizens' needs, has led to the necessity to search for new methods with regards to the structure and operation of the public service.

In view of this, a strategy plan has been prepared to establish Citizen Service Centres (CSCs) all over Cyprus, with the aim to provide multiple services from one point of contact/location, thereby offering citizens the convenience of having all their requirements met in one stop. The ultimate goal is to have a citizen-centric public service which does not engage its citizens in long-winded, time-consuming and frustrating procedures, but is in a position to effectively meet citizens' needs in a timely manner. Acting as an alternative channel for dealing with public agencies/organisations, CSCs offer more than 64 different services from a number of governmental organisations, such as issuing of birth certificates, identity cards, driving licenses, road tax licenses, social insurance contributions records etc. In addition, CSCs receive applications for the issuing of passports, refugee identity cards, registration in the electoral register, grants, allowances, benefits and pensions. The majority of these services are offered on the spot; since the right IT systems are already in place to support the immediate delivery of services.

The competent authority for the CSC, the Public Administration and Personnel Department (PAPD), which comes under the Ministry of Finance, manages the project relating to the establishment of CSCs and the organisation, staffing, supervision and coordination of their operation, with a view to ensuring their efficiency and effectiveness. An important stakeholder in the whole project is the Department of Information Technology Services, which is in charge of the installation and support of the IT systems/equipment.

Despite the small geographic distribution of the island, the impact on citizens has been remarkable. In the three years since the operation of the first CSC in Nicosia, the five CSCs now operating on the island have offered more than 800 000 services and have provided information over the phone to 500 000 citizens. At present, the five CSCs operating on the island act as an alternative channel for citizens to deal with the public administration. Further to the continuous expansion of the CSC network, the PAPD is now in the process of establishing a mobile CSC which will be used to provide eGovernment services to citizens residing in the rural areas, thus reducing geographic exclusion.





FROM A LABORATORY PROVIDING ANALYTICAL SERVICES TO A SCIENTIFIC CENTRE SUPPORTING POLICIES AND RESPONSIVE TO SOCIETY NEEDS

Submitted by Ministry of Health

Contact details of lead applicant

Organisation State General Laboratory,
Ministry of Health
Address kimonos 44, Nicosia 1451
Country Cyprus
Size >100
Contact Person Dr Stella Canna Michaelidou
Function Director
Email stellacm@spidernet.com.cy
Web address www.moh.gov.cy/sgl

Level of government organisations involved

National

Type of sector

Public health and environment, food safety, consumer protection and forensic chemistry

Key words of project

Public health, research, scientific network, knowledge, quality management, CAF

Case description

The State General Laboratory (SGL) is a Department of the Ministry of Health, comprising 19 labs (Organogram in Part C) with a total staff of 170 (98% scientists). It is a dynamic centre of official control, monitoring, research and consultation, supporting authorities and the development/implementation of policies and laws in the areas of food, pharmaceuticals, cosmetics, other products, environment and health, and forensic chemistry. It also provides science-based info and guidance to the public. To ensure its integrated role, the SGL has implemented conceptual, institutional and managerial changes since 2001 in order to transform from a lab into a dynamic scientific centre with a wider role in society and government.

In 2001, the project 'from a laboratory to a dynamic scientific centre supporting policies and responsive to the needs of the society' was started as a strategic vision of the SGL. Strategic objectives included: 1) Strengthening institutional capacity, increasing effectiveness and efficiency, operating as a centre of excellence, providing services and transfer of knowledge at national and regional level; 2) Ensuring an active role as a scientific body supporting policies through scientific advice, the holistic and integrated evaluation of surveillance and monitoring programmes, the early identification of emerging threats; 3) Maximising its contribution and socio-economic impact in the areas of public health and the environment, justice and consumer protection; 4) Enhancing direct communication with the public and transferring knowledge and scientific results and concrete information.

Activities throughout the project comprised:

- Approval and promotion of a new organisational structure;
- Promotion of a Total Quality Management System based on the technical ISO 17025 and Common Assessment Framework (CAF) model;
- New concept for work and relationships with its partners (10 Ministries, 16 departments and 16 other organisations). Occupational integration of young scientists through bilateral protocols with universities and research organisations;
- Proactive concept at technical and management level;
- Empowerment of personnel to change attitudes and perceptions;
- Research to support policies and address problems. In February 2009, the main phase was completed with the decision of the government to reorganise, provide 14 new scientific posts to support growth and sustainability and to proceed further towards an autonomous status.

The SGL is a prototype model of the Government Laboratory transformed into a robust multidisciplinary and multifunctional organisation accepted by its partners, supporting policies and responding to the needs of the society.



AIR TRAFFIC SERVICE PROVIDER

Submitted by Rhein-Neckar Flugplatz GmbH

Contact details of lead applicant

Organisation Rhein-Neckar Flugplatz GmbH
Address Seckenheimer Landstrasse 172
D-68163 Mannheim
Country Germany
Size 25-50
Contact Person Dirk Eggert
Function Executive Manager
Email dirk.eggert@flugplatz-mannheim.de
Web address www.flugplatz-mannheim.de

Level of government organisations involved

National

Type of sector

Transport and infrastructure

Key words of project

Air traffic control, certification

Case description

In accordance with the new Single European Sky regulations Vo EG 550/2004, VoEg 2096/2005 and Vo Eg 668/2008, Rhein-Neckar Flugplatz GmbH decided to become a certified Air Navigation Service Provider, becoming a competitor to the German monopolist DFS (Deutsche Flugsicherung).

The Single European Sky Regulations Vo Eg 550/2004 and 2096/2004 enable companies to provide a safe and independent Air Traffic Control (ATC) service to customers. The general objective of this project was therefore to bring the existing ATC system in line with new legal requirements according to the abovementioned regulations, leading to a cost increase of nearly €300,000 per year. Reducing this burden to a small aerodrome, we decided to run through the certification process to become an Air Navigation Service Provider.

PROMOTION PROGRAMME FOR ON-SITE ENERGY AUDITS

Submitted by Bundesamt für Wirtschaft und Ausfuhrkontrolle (BAFA)

Contact details of lead applicant

Organisation Bundesamt für Wirtschaft und Ausfuhrkontrolle
Address Frankfurter Strasse 29-35
Country Germany
Size >100
Contact Person Jens Motel
Function Quality Manager
Email jens.motel@bafa.bund.de
Web address www.bafa.de

Level of government organisations involved

National

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

On-site energy audits, IT procedures

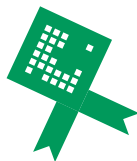
Case description

The promotion of on-site energy audits is an important programme for reducing CO2 emissions and energy consumption for residential buildings in Germany. Based on evaluations of the programme, the administrative procedures for the funding have been continuously optimised to minimise administrative efforts and to offer an easy to use service for the energy auditors and their clients. In order to raise the number of promoted energy audits for better energy efficiency of residential buildings, efficient administrative procedures had to be established. The energy auditors responsible for the on-site advice on energy consumption and suggestions for improvements demanded easy processes in order to reduce red tape, optimise the resources and improve the service.

The Bundesamt für Wirtschaft und Ausfuhrkontrolle (hereinafter BAFA) is an administrative body responsible for a programme to support on-site energy audits for residential buildings. The procedures for the programme have been modified to carry out most of the necessary transactions via the internet. Starting with a new directive on 1 May 2008, no paper document is needed to receive the subsidies. Applicants can register on the internet, submit the necessary declarations electronically and receive the approval letter by e-mail. Thus, the promotion programme for on-site energy audits is a typical subsidy procedure that requires an application, an approval letter and control to certify the appropriate use of the subsidy. The applicants are the energy auditors, not their individual clients. By having the energy auditors as partners in the programme, it is possible to organise the administrative processes via internet and e-mail. All energy auditors have access to the internet and they are using e-mail as means for communication on a constant basis. This allows BAFA to use codified communications when submitting the data. The energy auditors register for the programme when they submit their first application, which can be done online. After the successful application the energy auditor receives permission to access the online database for energy auditors. Citizens who are interested in a qualified on-site audit for the energy situation of their houses can now easily find registered energy auditors for the programme with an online search function based on zip codes or cities combined with Google Maps.

The main objective was to minimise the administrative procedures and to achieve shorter times for the granting of subsidies to the applicants. The development of the software application should be usable for applications of other tasks within BAFA. A modular developed software application should provide programmable logic arrays for filing and archiving different types of documents, searching for documents and communicating with the energy auditors.

After the changes of the directive and the new procedures, the number of applications has risen constantly from about 15 000 in 2007 to nearly 31 000 in 2008. In January and February 2009 BAFA had already received around 10 000 applications.



C!YOU - START-LEARNING@HAMBURG: ONLINE SELF-ASSESSMENT SERVICE TO ASSIST CAREER ORIENTATION

Submitted by Senate of the Free and Hanseatic City of Hamburg

Contact details of lead applicant

Organisation	Senate of the Free and Hanseatic City of Hamburg, Human Resources Department, Centre for Training and Personnel Development (Zentrum für Aus- und Fortbildung, ZAF)
Address	Zentrum für Aus- und Fortbildung, Normannenweg 26, 20537 Hamburg
Country	Germany
Size	>100
Contact Person	Oliver Voigt
Function	Management Unit C!You start-learning@hamburg
Email	oliver.voigt@zaf.hamburg.de
Web address	www.cyou-startlearning.hamburg.de www.cyou.hamburg.de www.hamburg.de

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

C!You, start-learning@hamburg, online, self-assessment, career orientation, training



Case description

As is the case with numerous private sector companies, it is vital that public authorities can locate the right applicants for the positions available. The public sector is also affected by the shortage of upcoming professionals and executives. The Centre for Training and Personnel Development (Zentrum für Aus- und Fortbildung, hereinafter ZAF), which forms part of the City Council's Human Resources Office, functions as a central service provider for all issues relating to management and IT training, as well as offering general trainings that are not specific to individual professions or departments.

To further improve the efficiency of trainee marketing, the selection processes for traineeships and customer satisfaction levels among potential applicants, the ZAF created an internet-based, interactive self-assessment service to support its recruitment of trainee employees. Since the end of 2007, this service has enabled school-leavers who are interested in working for Hamburg City Council to experience potential careers for themselves and to judge their own suitability by means of an anonymous self-assessment programme that is configured as a digital role play. This software is absolutely unique in the realm of local and regional authorities in Germany, thus charting an innovative path. As though in a computer game, the participants assume the role of a trainee and experience typical situations from the traineeship - as if it were in 'fast-forward mode'. Beyond the initial interview that applicants take, these situations include visits to a range of different workplaces, and attending tuition at the Administration School or seminars at the Academy of Applied Sciences, which teach areas such as the law, commerce and social subjects. The online service asks users questions and assigns them specific tasks that cover several different areas (e.g. personal interests, skills, school grades etc). Its entertaining approach helps to communicate a realistic impression of the varied duties that the profession entails. At the end, the service produces an automated and standardised evaluation of the user's answers and performances in the role play exercises - without reporting any details to ZAF. Based on the user input, it produces a full feedback summary and a recommendation on whether the user should apply for a traineeship or not. Following this, users are given the opportunity to download an individual profile of their strengths and weaknesses that takes account of all of their results. If they wish, users can submit this profile with their application.

The software gives potential applicants a means of discovering whether a career in public administration matches their aptitudes and interests, and therefore a way of establishing whether an actual, written application is likely to succeed. The software is designed to increase the number of well-qualified applications, while simultaneously reducing the volume of unqualified applicants, further enhancing the efficiency of the selection process for new trainees.

KiBiz.WEB

Submitted by Ministry for the Generations, Family, Women's Affairs and Integration of North-Rhine Westphalia

Contact details of lead applicant

Organisation	Ministry for the Generations, Family, Women's Affairs and Integration of North-Rhine Westphalia
Address	Horionplatz 1, 40190 Düsseldorf
Country	Germany
Size	>100
Contact Person	Gregor Franzmann
Function	Head of Department
Email	gregor.franzmann@mgffi.nrw.de
Web address	www.mgffi.nrw.de

Other applicants

Ruhrdigital Besitz-GmbH & Co. KG BMS Consulting GmbH

Level of government organisations involved

Regional

Type of sector

Public health and social welfare/affairs

Key words of project

Internet-based process, day-care, all administrative levels, various roles, transparency

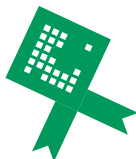
Case description

For the organisational and technical implementation of measures defined by the provisions of North-Rhine Westphalia's Child Education Act (hereinafter KiBiz), the State government of North-Rhine Westphalia introduced the internet-based state process KiBiz.web. The KiBiz is a new statute concerning the education and early advancement of children, which forms the basis for the procedure by which state subsidies for day-care centres are calculated and distributed to municipal child welfare departments. It requires close cooperation between some 12 000 actors from all administrative levels in various roles in the application, approval and reporting processes. Therefore, the State government has taken the initiative to approach and approve subsidy applications, with the help of a modern, internet-based system with a central database.

KiBiz.web is the first internet-based municipal State process for supporting the promotion of day-care in North-Rhine Westphalia. The subsidy funding provided - amounting to over one billion euros annually - can be distributed quickly, efficiently and transparently via this channel. The system also increases the reliability, data security and ease of use. Information is more easily available and there are significant cost-saving effects. KiBiz.web has no discontinuity of media and is fully electronic.

All relevant actors were involved in the development process right from the outset; thereby, their respective needs could be met as quickly and as effectively as possible whilst the system was being designed. KiBiz.web was constructed so that the managers of the participating institutions can complete the administrative tasks inexpensively and quickly via an internet connection without technical training and without special software having to be installed. This saves considerable time so that more staffing resources can be used for working with the children.

As a result of the implementation of KiBiz.web, more than 12 000 actors have been able to simplify their work by using a web-based system. The KiBiz.web system became fully operational on 1 December 2008 after only a six-month development and trial phase.





IMPLEMENTATION OF A PROTOTYPICAL ELECTRONIC FILE ON THE BASIS OF A SERVICE ORIENTED ARCHITECTURE (SOA)

Submitted by Magistrat der Hessischen Landeshauptstadt Wiesbaden

Contact details of lead applicant

Organisation Magistrat der Hessischen Landeshauptstadt Wiesbaden, Dezernat III/Stabsstelle für Informationsmanagement
Address Hasengartenstrasse 21
 65189 Wiesbaden
Country Germany
Size >100
Contact Person Thomas Ortseifen
Function IT-Referent
Email informationsmanagement@wiesbaden.de

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Process-oriented administration, e-Government

Case description

Since 2005, Wiesbaden - State Capital of Hesse - has successively decided to develop Wiesbaden e-Government as a central future project for the establishment and expansion of efficient administrative structures. This modernisation project is being implemented from the inside out. This course of action was supported by an analysis carried out in 2008 by Cologne Community Office for Administration Management examining the basic suitability of e-Government for dealing with municipal processes. Around 3,800 individual processes that are carried out in autonomous cities such as Wiesbaden were identified.

With the support of the European Business School and its Supply Management Institute, a joint process organisation study was carried out whereby three processes (one with a high anticipated level of standardisation, one with a medium anticipated level of standardisation, and one with a low anticipated level of standardisation) of the Wiesbaden Social Services Office were surveyed, modelled, and entered into a target concept. In accordance with the motto 'IT follows organisation', this concept and its interface descriptions became the subject matter of a practical development of the administration on the basis of a process design in an IT laboratory. This process is controlled in the State Capital Wiesbaden through an IT master plan, which in particular envisages the development of an electronic file on the basis of a service-oriented architecture (SOA) as an important measure. Among other purposes, the laboratory phase was required to connect the technical system environment from the individual e-Government software components with the required functions and interoperability requirements and, as a result, to test technical, human/social, and organisational suitability, effect, compatibility, and interaction in digital process mapping.

The successful implementation of a process-oriented administration that is supported by modified, IT-aided solutions has led to an improvement in the rendering of services and has reduced bureaucratic interfaces. It demonstrated the gradual possibility of establishing a highly innovative approach at the same time as protecting investments. The knowledge that has been gained from a technical, organisational, and social point of view has proved to be a valuable experience for the further development of e-Government for the State Capital Wiesbaden.



INTEGRATED ONLINE PORTAL FOR SMES

Submitted by City of Düsseldorf

Contact details of lead applicant

Organisation	City of Düsseldorf, Lord Mayor, The State Capital of North Rhine-Westphalia, Department of Organisation, Human Resources, IT and Economic Development
Address	Burgplatz 1 D-40213 Düsseldorf
Country	Germany
Size	>100
Contact Person	Ralf Lange
Function	Project Coordination
Email	ralf.lange@stadt.duesseldorf.de
Web address	www.duesseldorf.de

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

EU Services Directive, virtual SME office, competence centre e-government

Case description

Today, cities and metropolitan regions are in fierce competition with one another with respect to locations for the settlement of companies and the creation of jobs. This has direct effects on the organisation of the underlying information systems and the IT infrastructure, in particular with regard to the e-Government services of public administrations.

The application project introduces a company portal, the so-called 'Virtual SME Office' of the State capital, Düsseldorf, as an effective component for a metropolitan centre for innovative company support and for the attraction and creation of jobs. Cities and municipalities in particular need to align their online services to the target group 'companies', as together they hold most of the procedural and decision-making competencies in the State sector. Here, the Directive 2006/123/EC of the European Council (EU Services Directive) regarding services in the Internal Market, stipulates new requirements that equate to a revolution in public administration. Fundamental core requirements of the EU Services Directive are the establishment of single points of contact for companies and the electronic handling of processes for formalities and procedures for taking up and exercising a service activity, including 'from afar'.

This project focuses on the following: 1. Bundling of services for companies with the municipal internet portal 'Virtual SME Office': (a) Bundling of services from a company perspective, (b) Bundling of services by a single point of contact; 2. Modernisation of the administration for companies: (a) Implementation of the EU Services Directive through electronic procedural handling of formalities and procedures for the commencement and practising of a service activity in 2009 with the interactive online services, (b) Reduction of bureaucratic obstacles, (c) Conveying of a new service philosophy, (d) Strengthening of the European and local economic region through the improvement of local government services for companies; 3. Technological innovations for companies: (a) Integrated product and process model with modelling tool, (b) Service-oriented architecture (SOA technology), (c) Interoperability of all components and transferability to services for citizens, (d) Electronic handling of process for all formalities; 4. High-tech/low-cost approach: (a) Innovations were implemented for companies within the framework of effectively used budgets and with the existing staff; (b) The entire project had scientific support and evaluation throughout.





PROVENANCE DATABASE - AN INNOVATIVE TOOL IN THE PROVISION OF CITIZEN-FRIENDLY PUBLIC ADMINISTRATION SERVICES

Submitted by Bundesamt für Zentrale Dienste und Offene Vermögensfragen (BADV)

Contact details of lead applicant

Organisation Bundesamt für Zentrale Dienste und Offene Vermögensfragen
Bundesamt für Zentrale Dienste und Offene Vermögensfragen (BAVD)
Address DGZ-Ring 12, 13086 Berlin
Country Germany
Size >100
Contact Person Wolfgang Schroeder
Function Administration Staff
Email wolfgang.schroeder@badv.bund.de
Web address www.badv.bund.de

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Arts, research, database

Case description

For the first time in Germany, the Bundesamt für Zentrale Dienste und Offene Vermögensfragen (BADV) Provenance Database provides detailed documentation of the results of research on the provenances of artworks which are currently in the possession of the Federal Republic of Germany and were previously owned by the former German Reich. With the aid of links and search functions, the database provides interested parties with a comprehensive overview of the provenance of the artworks, with particular regard to previous owners and collectors. The background to the creation of this comprehensive database is the commitment given by the Federal Republic of Germany at the Washington Conference on Holocaust-Era Assets (1998) to research and disclose the provenance of artworks which may have formerly been Jewish property.

The creation of the database has the goal of underscoring the efforts of the Federal Republic of Germany to provide transparency and to act in accordance with its responsibilities with regard to these artworks, while at the same time providing an innovative service tool for all citizens with an interest in art and provenance research.

EASY - ENERGY ACTIONS AND SYSTEMS FOR MEDITERRANEAN LOCAL COMMUNITIES

Submitted by Fundacion Comunidad Valenciana - Region Europea

Contact details of lead applicant

Organisation	Fundacion Comunidad Valenciana - Region Europea
Address	Rue de la Loi 227, 4th Floor B-1040 Brussels
Country	Spain
Size	50-100
Contact Person	Laura Bas
Function	Environment and Climate Change Department
Email	lbas@delcomval.be
Web address	www.easyaction.eu

Other applicants

Municipality of Ancona - Lead partner (IT) Sviluppo Marche - SVIM (IT) Marche Region (IT) Forum of Adriatic and Ionian Cities and Towns - FAICT (IT), Municipality of Sykies (GR), Fundación Comunidad Valenciana Región Europea - FCVRE (ES) Municipality of Vila-Real (ES), County of Split and Dalmatia - SDC (HR)

Level of government organisations involved

Pan-European

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Climate change, renewable energies, local energy plan

Case description

In order to address future climate change, the Energy Actions and Systems for Mediterranean Local Communities (EASY) project aims to develop new models of local energy systems for small and medium-scale urban decentralised areas in the Mediterranean region.

The project focuses on launching and raising sustainable energy communities. In addition, it has the objective of increasing common sensibility, technical know-how, legal and institutional commitment and market conditions for all stakeholders. The system will be directly applied and tested in typical Mediterranean locations, such as Portonovo bay (Ancona, Italy), Sykies (Greece), Vila-real (Spain) and Split (Croatia). The idea is to create a network of sustainable energy communities to provide technical support for other communities.

The first result expected from the EASY project is the definition of a model for a sustainable energy system integrating supply and management for local decentralised and remote areas. This model is characterised by environmental, social and economic conditions typical of the Adriatic and Mediterranean regions. It is also able to be distributed and customised in various communities with similar characteristics. The second result to be expected from the project is an increase in local community participation in energy system planning and management. The local EASY definition and implementation process will lead to a progressive revitalisation of the basic conditions of the energy market at local and regional level (third expected result), starting with the amelioration of technical know-how and market viability in the EASY communities. This also means the creation of jobs in innovative sectors, the number of jobs depending on the dimensions of each local community.



IMPROVING MIGRANT ACCESS TO HEALTH CARE SERVICES

Submitted by Catalan Ministry of Health

Contact details of lead applicant

Organisation Catalan Ministry of Health
Address Travessera de les Corts 131-159,
Pavelló Ave Maria
Barcelona 08028
Country Spain
Size >100
Contact Person Tona Lizana
Function Director of the Migration
and Health Plan
Email tlizana@catsalut.net
Web address www.gencat.cat

Level of government organisations involved

Regional

Type of sector

Public health and social welfare/affairs

Key words of project

Migration, health care services, access

Case description

The rapid increase in the immigrant population in the past five years from 4.3% to 13.4% of the total population has no precedent in Catalonia. In addition, its origin is very diverse: immigrants come from places such as Morocco, Ecuador, Romania, Colombia, Bolivia and China. This situation poses a challenge for public services, particularly for health services.

There were significant concerns regarding the system capacity to meet the new needs and also its responsiveness to the differential characteristics of this population - i.e. ill-health perception, language, culture, religion and lifestyles - that could create barriers to health services, having a negative impact on health and the quality of care. As a response to the new situation, the Catalan Health Department created the Immigration Master Plan for Health (PDI) in order to improve the health of the immigrant population by addressing its needs for care. PDI's specific objectives encompass the analysis of immigrants' health needs and health care utilisation, improved access to health services and the integration of the immigrants. Regarding the latter, there are three main strategies: reception of the immigrant population, providing information on the health system through different means and institutions; intercultural mediation and translation services, facilitating cultural and linguistic communication; and finally, training health personnel so as to improve communication, cultural and technical specific skills.

Catalonia's health policy for immigrants represents a quick and innovative approach to a new situation and seems to address potential problems for newcomers' access to and utilisation of health services. Its impact will depend on its efficacious implementation, which should be adequately evaluated.



OVER A DECADE OF VOCATION OF CITIZEN SERVICE

Submitted by Alcobendas Town Hall

Contact details of lead applicant

Organisation Alcobendas Town Hall
Address Plaza Mayor s/n
 28100 Alcobendas Madrid
Country Spain
Size >100
Contact Person Begoña Villanueva de Azcona
Function Technician of Organisation
Email bvillanueva.organizacion@aytoalcobenda.org
Web address www.alcobendas.org

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Quality management, modernisation, citizen orientation

Case description

The Alcobendas Town Hall is an institution with a leadership vocation, which is innovative and committed to the value-based continual service improvement. The arrival of a new governing team in the organisation has led to the renewed impulse to the commitment to maintaining and improving the extraordinary quality of the public services offered. Both the Mayor-President as well as the Councillor of Organisation and Quality have expressed their desire to make Alcobendas citizens' lives easier, simpler and more pleasant. This objective, concerning all the municipal activities, is reflected in the success of our most recent projects, such as our System of Personal Data Protection (2008 Best European Practices Award from the Madrid Data Protection Agency) or our e-Government project, which has already implemented its first two phases. At last, the launch of the Interactive Digital Television will allow for the culmination of the efforts undertaken for over 10 years in a programme creating a new way of understanding the citizen relationship and participation.

All the services offered by the Town Hall strive for the physical, emotional, and social wellbeing of the inhabitants of Alcobendas. The public services are provided in the framework of social solidarity aiming to fight social exclusion or injustice. This determination, which all the works in this institution share as a vocation and with a true passion, means that, in our daily work, we always have in mind the need to optimise the resources, commitment in the service to the citizen, and respect for diversity. The organisational culture is based on the principles of efficiency, participation, responsibility, and coordination, giving coherence and stability to our daily behaviour. This philosophy is translated into commitments toward: citizen orientation, citizen participation, orientation toward objectives and results, transparency and participation, coordination and involvement, responsibility and awareness of costs.



iSAC TERRASSA: A SOLUTION FOR LOCAL ENTITIES IN EUROPE

Submitted by Ajuntament de Terrassa

Contact details of lead applicant

Organisation Ajuntament de Terrassa
Address Raval de Montserrat, 12
 08221, Terrassa
Country Spain
Size >100
Contact Person Francesc Xavier Martín
 i Giménez
Function Regidor de l'Àrea de govern
Email josep.monterde@terrassa.cat
Web address <http://isac.terrassa.org>

Other applicants

Centre Easy, University of Girona

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Citizens' attention service, artificial intelligence, research, information processing

Case description

iSAC (Servei d'Atenció Ciutadana - Citizens' Attention Service) is an on-line SAC (Citizens' Attention Service) that was designed following a citizen-centred, citizen-inclusive and community-centred approach. Its mission is to attend to citizens' demands online, by retrieving and managing information from existing databases. iSAC is a citizen-centric system created by listening to citizens and based on learning from existing services in Catalonia from 1988.

The Town Hall of Terrassa has adopted an innovative ICT solution (iSAC) that considerably enhances its capability to respond to citizens' attention and information requirements. The technology was developed together with the Centre Easy, a centre of innovation of the University of Girona, which performs research and develops innovative solutions using the technologies of Artificial Intelligence. The existing service enables different linguistic registers, such as colloquialisms or administrative jargon, to be processed in Catalan and Spanish, and answers open questions from citizens. It facilitates human intervention when necessary, working towards a better integration of back office and front office. The service is modular and designed to be easily tailored to the needs of any target organisation, and it has built-in learning capacities which improve through continuous use. Two semantic webs have been created, in Spanish and Catalan.

Specifically, the service in Terrassa, a city of 200,000 inhabitants 35 km from Barcelona, has been working since December 2006 to create <http://isac.terrassa.org> and currently provides answers to up to one third of the queries processed by the SAC town hall phone services.

Following the success in Terrassa, iSAC has been installed in six different local administrations in the Spanish autonomous region of Catalonia. To this point iSAC has achieved two important objectives in Catalonia: it has improved the efficiency and capacity of responses from local SACs and it has reduced the time, money, stress, administrative burden and other resources invested by both citizens and companies in trying to find information about their local administration. However, iSAC is ambitious and plans to cross the border of Catalonia. The iSAC team has now presented a project to the EC (CIP - Competitiveness and Innovation Programme) with the aim of working towards a Single European Information Society for all, by installing a common on-line citizens' attention and information service in a range of different scenarios and different SACs across the European Union.



THE CITIZEN FILE - ACCESS TO A MORE EFFECTIVE ADMINISTRATION

Submitted by Manresa City Council

Contact details of lead applicant

Organisation Manresa City Council
Address Plaça Major, 1-08241 Manresa
Country Spain
Size >100
Contact Person Alain Jordà Pempelone
Function Councillor of Economy,
 Entrepreneurship, Innovation
 and University
Email ajorda@ajmanresa.cat
Web address www.ajmanresa.cat

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

e-Services, accessibility, transparency, e-Inclusion, online procedures

Case description

The approval of the law 11/2007, on citizens' electronic access to the public services has generated great opportunities to develop the electronic administration. The law recognises citizens' rights to use electronic tools to connect with public administrations. The law outlines several tools to facilitate and extend the benefits of the use of electronic means by the public administrations. At the same time the law allows handling possible risks that could be generated by the massive use of these means between the public administration and citizens. One of the main risks is the citizen's lack of accessibility to the public services, both the access to the citizenship participation and the related administrative procedures. The main aim of the Manresa City Council is to provide the framework of a modern administration service to the citizens and facilitate all the means to be more efficient, effective and contribute to the welfare and quality of life of citizens.

The City of Manresa has based its strategy on the idea that the administration must be focused on increased transparency and ensuring a 24-hour service to the citizens, facilitating access to the information and procedures, and must simplify all processes in order to ensure the interoperability. Furthermore the services provided by electronic means must be known, easy-to-use and accessible to all citizens, taking into account their different social and economic background. Effectiveness and efficiency in public resources management is the second largest issue of this project.

Manresa has improved its organisation and the used tools following the principles:

- Simplification of the administrative procedures, and transparency so as to inform the citizens on the administrative process (who decides, what is the process and the status of requests, demands or actions).
- More transparency in management and in the decision-making processes.
- Improved citizen participation with regard to their own matters and the public ones.
- Recognise the demands and needs of citizens, and achieve a more approachable local administration.
- To facilitate the rapprochement (virtual and physical accessibility), providing an easy access to the administration buildings, and offering more suitable timetables.

All in all, the project is an attempt to approach citizens and administration with a multi-channel strategy that guarantees accessibility and security.

SIGPAC: IMPROVING THE EFFECTIVENESS OF AGRICULTURAL AND LAND MANAGEMENT THROUGH TECHNOLOGY

Submitted by Generalitat de Catalunya

Contact details of lead applicant

Organisation Generalitat de Catalunya,
Department of Agriculture, Food
and Rural Action

Address Gran via de les Corts Catalanes,
612-614, 08007 Barcelona

Country Spain

Size >100

Contact Person Valenti Marco Sanz

Function Head Of Service Aid
Agricultural Sector

Email vmarco@gencat.cat

Web address www20.gencat.cat

Level of government organisations involved

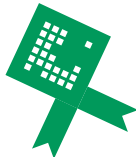
Regional

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Geographic Information System (GIS), agriculture, digital mapping



Case description

Crises do not pass off unnoticed; crises are either beaten or they beat you. European Institutions provide rigorous guidelines, known as the Integrated Administration and Control System, to manage the European Agricultural Guarantee Fund and the European Agricultural Fund for Rural Development on behalf of paying agencies of the EU Member States. The proper administration of these funds in accordance with the complex and changing Regulations is a challenge in itself.

One of the main tools for the management of these funds is the Land Parcel Identification System (LPIS), which is a Geographic Information System (GIS) and was called SIGPAC in Spain at the time of its implementation in January 2005. The challenge, beyond having the necessary GIS in place for the management and control of agricultural subsidies, was to provide society with a coherent, consistent and constantly updated database of geographical information in the area of farming, and also in a way that would allow anyone to construct and develop their own geographical information systems from SIGPAC. The basic premise was to consider the imposition of the LPIS as an opportunity for modernisation. The idea was to evolve from mere reactive action, towards a proactive attitude, with the aim of supplying efficient solutions based equally on technology and common sense. Partners with high levels of competence in diverse disciplines, from the academic as well as the public and private sectors, supported the project. The main objective has been achieved, allowing a range of external fund management agents to build their own projects based on the database, thus making SIGPAC a vital tool.

Currently, the farmers themselves are the main source of information for updating the GIS: each year, their applications for subsidies generate corresponding requests for updates of the SIGPAC. Adaptability and speed in checking and incorporating these changes are fundamental, given that payments to farmers are made after comparing the consistency of their applications with the information from SIGPAC. Due to the volume of applications and deadlines for making decisions, new and simple types of organisation and implementation processes had to be envisaged, e.g. simple processes, powerful and user-friendly IT applications, as well as quick but effective solutions. PC software and applications for pocket PCs with GPS optimised the work as they allowed flexibility, both out in the field and in the office. The development of Remote Sensing techniques, among others, has been adopted through the use of satellite imagery and airborne sensors; Laser Imaging Detection and Ranging, spectral Digital Mapping Camera and Compact Airborne Spectrographic Imager. Due to this working methodology, efficient management with greater productivity in SIGPAC maintenance tasks can be provided. Furthermore, SIGPAC has consolidated its position as a powerful planning tool in farming, environmental and land use sectors.

The SIGPAC management model has been a success and an example for the development of other projects, which apply many of its principles and solutions.



PEGASUS PROJECT - IMPROVEMENT PROGRAMME IN THE MANAGEMENT OF THE UNIVERSITY ADMINISTRATION AND SERVICES

Submitted by Universidad Politécnica de Valencia (UPV)

Contact details of lead applicant

Organisation	Universidad Politécnica de Valencia
Address	Camino de Vera, s/n 46022 Valencia
Country	Spain
Size	>100
Contact Person	Jose Ricardo Díaz Cano
Function	Evaluation, Planning and Quality Service - Head of Section
Email	pegasus@upv.es
Web address	www.pegasus.es

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Quality programme, user satisfaction measurement, charter of services, indicators system, e-Administration, certification, information, transparency, university administration

Case description

The Universidad Politécnica de Valencia (UPV) is a public, dynamic and innovative higher education institution dedicated to research and teaching. The UPV maintains strong bonds with its social environment and a strong presence abroad. Currently, the university community is made up of over 42,000 people. Of these, nearly 37,800 are students, 2,600 are members of the teaching and research staff and 1,700 are administrative and services personnel. The UPV is composed of ten schools, three faculties and two higher technical schools.

The Pegasus Project is the UPV improvement programme in the management of the university administration and services. Its quality strategy framework is 'to provide internal and external users with services that meet their needs and expectations, designing, implementing and executing - with the participation of its personnel - reliable processes that obtain such results'.

This project has been developed in different phases:

- Identification and documentation of the key processes carried out in the different administration and management units of the UPV.
- On the basis of the key processes, elaboration of charters of services for these units (catalogue of services, users targeted, quality commitments assumed by the units that provide them and indicators that allow measurement of the degree of fulfilment of these commitments, among other elements).
- Establishment of activity, result and quality indicator systems.
- Measurement of the users' level of satisfaction with the services by means of surveys, and implementation of a system of suggestions, complaints and congratulations for users to send their communications concerning the services received.
- Establishment of the relevant improvement plans based on measurements. Cross-sectional to the entire organisation, an improvement plan aimed at electronic administration has been started, which attempts to make the most of the ICT applied to the development of management at the UPV.
- Follow-up and control of the system: continuous improvement.
- Collateral establishment of a variable compensation system for the UPV administration and services personnel in line with productivity.

The parts of the organisation involved in the development and execution of the Project are all the administrative, technical and management units that, in one way or another, support the educational and research activities, or other complementary ones. This means services and areas, as well as the administration and technical units in teaching institutions, university departments, institutes and research structures.

INTAV - INTECO ACCESSIBILITY VALIDATOR

Submitted by INTECO - Spanish National Institute of Communication Technologies

Contact details of lead applicant

Organisation	INTECO - Spanish National Institute of Communication Technologies
Address	Avda. José Aguado 41st - Leon
Country	Spain
Size	50-100
Contact Person	Raúl Riesco Granadino
Function	Project Manager
Email	raul.riesco@inteco.es
Web address	www.inteco.es

Level of government organisations involved

National

Type of sector

Information society, technology, media and audiovisual

Key words of project

e-Accessibility, web crawler, web standards, e-Inclusion

Case description

The National Institute of Communication Technologies, S.A. (Instituto Nacional de Tecnologías de la Comunicación - INTECO) is a government agency belonging to the Spanish Ministry of Industry, Tourism and Trade via the Secretary of Telecommunications and Information Society. Its fundamental objective is to serve as an instrument for developing the Information Society through different innovative activities and projects associated with information and communication technologies (ICT). Its activities are based on three main pillars: applied research, public service delivery and training.

INTECO has established the 'Reference Centre on Accessibility and Web Standards' in order to enable the websites belonging to the government to be visited and used by more people, regardless of their limitations or those arising from their environment. To achieve this, INTECO checks the degree of accessibility and fulfilment of standards by Spanish Public Administration websites (about 220 websites). INTECO offers a complete e-Accessibility public services portfolio such as auditing, consulting and training. In addition to this, INTECO performs an annual Public Administration Web Accessibility Watch in order to monitor compliance with legislation and the evolution of Web standards. Today, the Spanish national standard UNE 139803:2004 recommends at least two complete audits per year per website. However, the accessibility status of websites changes as dynamically as their contents so there is a need to provide continuous and proactive validations for development and production environments. Therefore, an automated tool like the INTECO Accessibility Validator (INTAV) had to be created in order to cover such volumes of demand. INTAV is mainly the result of investing in the performance improvement of our legacy public auditing and consulting services, which allows webmasters to develop and maintain content that adheres to defined standards using a system of alerts. This is especially important for controlling the high volume of websites that contain heterogeneous content generated by numerous authors. One of the main improvements is that INTAV is offered as an Alert Service due to its integration within our INTECO web crawler. The advantage of such integration is that any webmaster responsible for a public website is periodically informed of the evolution of the accessibility and compliance of his website by receiving automated and customisable reports.

WINE-GROWING CARD

AN INNOVATIVE TOOL FOR WINE SECTOR SERVICES

Submitted by Generalitat de Catalunya

Contact details of lead applicant

Organisation Generalitat de Catalunya -
Departament d'Agricultura,
Alimentació i Acció Rural

Address Gran Via de les Corts Catalanes
612-614 - 08007 Barcelona

Country Spain

Size >100

Contact Person Mar Juan

Function Project Manager

Email mjuan@gencat.cat

Web address www10.gencat.cat

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Agricultural sector, wine production, management tool

Case description

Wine production is one of the most important elements of the Catalan agrarian sector, both from an economic viewpoint and in terms of its impact on the region itself. Today, the importance of wine cultivation, the quality and volume of wine produced, the level of development of the oenological industry, the level of training and/or knowledge acquired by wine-growers and wine-makers have all given rise to an efficient production system that has achieved wide recognition.

Within this context, in 2002, the Generalitat de Catalunya's Department for Agriculture, Alimentation and Rural Action (DAR) proposed the creation of a tool that responded to the real needs of the wine company; a tool able to satisfy the ever-changing demands of the sector and sufficiently transparent to inspire the confidence of all members, and at the same time a single database and management tool designed to keep up with the latest technological advances and in this way put them at the disposal of the entire sector. The idea is to provide an instrument that enables the wine product to be traced, in other words that allows the management to oversee the entire process from the vine stock to the bottle. It is through ensuring quality of information and work at each stage that the quality of the wine itself can be improved, not undermined, at the next. Only in this way can maximum quality be guaranteed. Without any doubt, the most important characteristic of the tool in question is the integration of an entire sector. This tool, known as the Catalan Vineyard Register, will form the basis of the single vineyard card and will enable traceability throughout the wine production process. The key to the tool's success lies in the fact that it is recognised by every single one of the agents acting within the sector.

The tool exceeded expectations and the capacity of the participating parties' existing management systems, so it was adopted across the board. The creation of a single vineyard card for the 13,000 registered holders with working vineyards is a project that the DAR is committed to, and continues to invest in, as it enables forecasts to be made and requirements to be satisfied, thus providing the means with which to achieve better quality and management. This work philosophy is easily exportable to many agrarian sectors within any State. It is based on the philosophy of working alongside same-sector collaborating entities which have the capacity to undertake administrative tasks for their own benefit, for the registered beneficiary and for the up-to-date information necessary in order to be able to compete in terms of quality in sectors with strong competition.



TAX QUALITY MANAGEMENT (TQM) TRIBUTOS

Submitted by Dirección General de Tributos

Contact details of lead applicant

Organisation Dirección General de Tributos
Address Avda. Teniente Flomesta s/nº
30001 Murcia
Country Spain
Size >100
Contact Person Maria José Soto Hernández
Function Quality Manager
Email mariaj.soto3@carm.es
Web address www.carm.es

Level of government organisations involved

Regional

Type of sector

Taxation, customs, finances

Key words of project

Quality management, tax administration

Case description

In 1997 the Murcia Regional Tax Department started a Plan for Renewal that would allow transformation into a Tax Administration placed in the vanguard of the other Administrations in the regional and national framework by 2005. The initial analysis of the difficulties faced by the administration highlighted major deficiencies in the majority of resources, both material and human. The lack of a modern and effective management model was the biggest problem, since the previous model had benefited from very little technological support. As a result there was poor overall performance in terms of the managed taxes, a lot of conflict with the taxpayers and a general lack of motivation among the civil servants.

The strategic objectives of the project were to:

- Promote the assessment resources for taxpayers and external agents. Agree policies with professional associations to improve tax management;
- Reinforce legal security in relations between taxpayers and the Regional Tax Administration;
- Extend the implementation of the new information technologies in tax management;
- Promote the professional and personal development of the civil servants;
- Assure Quality Policy;
- Modernise the Tax Management Systems;
- Adapt the legal Tax Management framework;
- Reform the internal control processes;
- Improve and optimise the tax revenues;
- Coordinate with the other administrations to prevent tax evasion.

Based on the above objectives to cope with this situation, an ambitious Plan for Renewal 1997-2005 was undertaken. A Taxpayer Assistance Project (PACO Project) was initiated, resulting in the creation of the Taxpayer Assistance Office; the design of new assistance taxpayer models; creation of a Pre-evaluation System; agreements with 17 professional associations regarding the submission of tax documents; and the creation of technological validation systems for documentation. Furthermore, an updated evaluation system has been implemented, the Tax Management Systems have been updated, the legal framework for Tax Management has been adapted and internal control processes have been reformed.

BRIDGING THE GAP BETWEEN BIOMEDICAL SCIENCE AND PUBLIC DECISION-MAKING

Submitted by Catalan Agency for Health Technology Assessment (CAHTA)

Contact details of lead applicant

Organisation	Catalan Agency for Health Technology Assessment (CAHTA)
Address	Roc Boronat 81-95 (segona planta)
Country	Spain
Size	25-50
Contact Person	Oriol Solà-Morales
Function	Director
Email	osola@aatrm.catsalut.net
Web address	www.cahta.net

Level of government organisations involved

Regional

Type of sector

Public health and social welfare/affairs; Science, research, innovation

Key words of project

Health care services, health technology assessment, informed decision-making, evidence-based decision-making, evidence-based medicine, knowledge transfer, social impact of health research, rational drug usage.

Case description

The Catalan Agency for Health Technology Assessment (CAHTA) (Agència d'Avaluació de Tecnologia i Recerca Mèdiques de Catalunya - AATRM) is a Spanish public enterprise that is a pioneer for its path-breaking service to the public government with regard to a better performance in health care and services.

This application needs to be put into context, as there were not many initiatives for an innovative public enterprise model like CAHTA in Southern Europe at the time of its creation, either with regard to its internal functional design, or for the model of governance adopted or for the type of service provided to the public administration to assist in better decision making and therefore a better performance. The way in which this application was prepared is also innovative, as it was initiated by the professional workers with the support of the management. Every cluster group went through the process of selecting the items that best represent the innovative characteristics and roles of CAHTA. This application was therefore prepared and completed by a varied group of CAHTA professionals from different sub-disciplines, roles and responsibilities. We believe there are many reasons why we deserve this prize for our long-standing effort to assist public administration in achieving a better performance, a healthier health system and a decision-making architecture in which scientific research and results are taken into consideration.

CAHTA essentially produces what is called 'health technology assessment' products, that is to say, evaluates health devices, drugs, sanitary processes, and organisation and rationalisation of the health system for improved efficiency, efficacy, equity, quality and performance. Furthermore, CAHTA assists public and clinical decision-makers through the identification and promotion of research holes of utility to enable informed decisions to be taken. CAHTA has therefore established an innovative system of prioritisation for research topics to detect the needs of decision-makers through the 'call for topics', which is followed by an equally innovative (within the Spanish context) 'call for research' based on three assessment processes: 1) the ex-ante assessment and selection process, 2) the ongoing assessment process and 3) assessment of the impact of research beyond the scientific world (that is to say, an assessment of the use of research for decision-making and its impact on health and well-being). Finally, CAHTA is also innovative in the communication strategies it adopts, as it considers this process just as important as the production of CAHTA products itself. That is to say that CAHTA's strategic plan allows for a number of well-established channels of communication to make CAHTA's products, services and messages reach their target audience and enhance its reception and usage. Furthermore, and also as a strategic plan for ensuring the best services and products, CAHTA is continuously seeking international collaboration and feed-back, as well as collaborations with other peer organisations across Europe.

NETARI.FI - ONLINE YOUTH WORK

Submitted by City of Helsinki

Contact details of lead applicant

Organisation	Youth Department, City of Helsinki
Address	PL 5000, 00099 Helsingin kaupunki
Country	Finland
Size	>100
Contact Person	Lasse Siurala
Function	Director of Youth Department
Email	lasse.siurala@hel.fi
Web address	www.netari.fi

Level of government organisations involved

National

Type of sector

Sports, youth, culture and art

Key words of project

Youth work, e-Services, e-Participation

Case description

The Finnish government has launched 'A Programme on the Welfare of Children and Young People 2007 - 2011', where one of the main goals is to promote media skills and support young people's safe and active involvement in the virtual world. The programme states that 'it is necessary to establish a national youth centre on the web where young people can get professional guidance and support on issues which concern them... and which add to youth services in the rural areas'. The website 'Netari.fi' is such an initiative.

The project was launched by the City of Helsinki Youth Department to carry out and develop national youth work performed over the internet. The project's target is to establish contact with that section of youth who spend a large part of their time in various internet environments. The Netari operations originally began in 2004 as a joint project between the municipalities of the Helsinki metropolitan area. Due to the good results, in the autumn of 2007 the Ministry of Education granted project funding to the City of Helsinki Youth Department, as well as a mandate to expand the operation to national level. Since autumn 2008, the project has included youth workers from 22 municipalities. In each municipality, one or more youth workers perform part-time online youth work, as a part of their ordinary work. Recently detached youth workers, health workers (from the City's Health Department) and the police have all joined in. The City of Helsinki Youth Department is the centralised unit responsible for coordinating and developing the operation with the support of the Ministry of Education and the Ministry of Social Affairs and Health. Netari online youth work is performed in two network environments popular with young people, Habbo and IRC-Galleria. The Netari online youth facility works in both environments, making it possible for young people to have real-time conversations, both with other youths and with trained youth work professionals. These youth work facilities are open six nights a week.

In 2008 the Netari services had 12 817 visitors, out of which 10 880 young people engaged in meaningful discussion with the youth workers, and a more in depth dialogue took place with 1386 persons. These figures are expected to substantially rise as the number of participating municipalities has nearly doubled from mid-2008 to the beginning of 2009. As well as virtual contacts, Netari organises real world get-togethers for the youths who use the facility, as well as a national Netari camp once a year. Young people are also offered a chance to be trained as voluntary assistant youth workers who take part in the performance of online youth work with the help of a professional Netari youth worker. The aim of the Netari.fi project is to develop youth work on the internet and to create a nation-wide coherent work model and working culture. Through multi-professional cooperation, the project aims to lower the threshold for those youths using the facility to seek social and health services when necessary.

THE ASSESSMENT MODEL FOR MUSEUMS

Submitted by National Board of Antiquities

Contact details of lead applicant

Organisation National Board of Antiquities
Address P.O.Box 913, 00101 Helsinki
Country Finland
Size >100
Contact Person Pirjo Hamari
Function Head of Development
Email pirjo.hamari@nba.fi
Web address <https://www.museoarviointi.fi>

Level of government organisations involved

National

Type of sector

Sports, youth, culture and art

Key words of project

Self-assessment, quality assessment, museums, CAF

Case description

The Assessment Model for Museums is a generalised self-assessment tool. It makes it possible for museums to learn from their own operations. It is generally divided into three parts. The first part tackles questions of leadership, administration and support processes as well as partnerships, customer relations and communication. The second part concentrates on the museum's core operations. The third part deals with outcomes and effects.

The Assessment Model for Museums is designed specifically for museums so that every professional museum, regardless of size or type, should be able to make use of it. The terminology used in the Assessment Model derives partly from the CAF Model. It aims at consistency and general intelligibility. The project had four working groups consisting of 56 museum professionals from museums of different types and sizes in all parts of Finland. The starting point for the assessment was to regard museums as part of the surrounding society and not as a separate entity. The working groups agreed on the contents of the model and arrived at the terms and definitions in the chapters on core operations and impacts. Furthermore, a method of external assessment was developed as a continuation of self-assessment. The purpose of external assessment is to provide feedback for the museum that is being assessed with regard to areas in which it has succeeded particularly well and where there are grounds for developing activities. It is performed by three peer evaluators who study the museum's self-assessment and other documents steering the museum's work, such as strategies, plans of activities, process descriptions etc. External assessment is of a developing nature and does not involve a points system for museums.

Following a long period of background preparation, the Finnish Ministry of Education and the National Board of Antiquities launched a project under the heading 'Towards an Assessment of Museum Work and a Programme for Implementing Museum Policies' in August 2005. The project closed in 2006 and the assessment model was taken into use in 2007. The self-assessment model is now freely accessible to all professional museums on the Web. Museums can acquire user passwords and go on to freely utilise the model as desired in their own development work. Regular self-assessment is recommended to permit museums to follow the development of their work and the success of development measures. The museum can also print out reports from the assessment application presenting the results of the museum's self-assessment in comparison with their earlier assessments.

LIBRARY 10 & MEETING POINT

Submitted by Helsinki City Library

Contact details of lead applicant

Organisation	Helsinki City Library
Address	Rautatietäisänkatu 8, Helsinki 52, PL 4100, 00099 City of Helsinki
Country	Finland
Size	>100
Contact Person	Kari Lämsä
Function	Department Head of Library 10 & Meeting Point
Email	kari.lamsa@hel.fi
Web address	www.lib.hel.fi

Level of government organisations involved

Local

Type of sector

Education (higher and lower), training and learning;
Information society, technology, media and
audiovisual; Sports, youth, culture and art

Key words of project

Information society, library services, new media

Case description

The mission statement of the Helsinki City Library is to provide a fundamental civic service that is available to everyone. As part of the worldwide network of libraries, it offers customers access to sources of culture and information. On an interactive basis, it develops the library services that Helsinki residents need in order to become active members of society and enjoy life more fully. The library's vision for 2010 is to become the boundless library - a source of enlightenment and inspiration throughout one's life. The history of Library 10 dates back to 1994 when the Helsinki City Library decided to create an experimental library at the Cable Factory premises. The resulting Cable Library was the first public library in the world to offer Internet connection to its users. Subsequently, the Cable Library's activities, following many changes and different phases, have evolved into what is Library 10 today.

Library 10 is a modern library in the centre of Helsinki. In addition to having a broad collection of musical recordings, the library is equipped with versatile computer workstations. Library 10's 800 m² of public space welcomes approximately 50,000 customers per month and is Helsinki's most popular library. The library is open on a daily basis for a total of 78 hours each week. The statistics of Library 10's users are very different from those of other branches; 60% of users are men and 60% are under the age of 30. Around half of the customers that come to Library 10 borrow items from the library. What is interesting, however, is what the other half does. While some come to read newspapers and surf the net, a growing number of customers are coming to make their own music or to see and hear the works created by other customers in the form of exhibitions and performances.

Meeting Point operates in tandem with Library 10 and is part of the Helsinki City Library system. However, its customer base is not limited to just library users. All age groups are welcomed from anywhere in the world. Although it is part of the Helsinki City Library and primarily serves those customers, it often provides services to people who do not even have a library card. Meeting Point has multimedia computer workstations along with a video editing workstation that library customers can book in advance. These workstations have professional photo editing tools and scanners with which customers can edit their own videos and images and publish them on social media sites such as YouTube, Flickr, Facebook, etc.

Meeting Point and Library 10 both have 'drop by' computers that are available for quick visits. Meeting Point also holds a variety of scheduled classes and has twelve laptops available that are arranged in sets of six pairs for easy tutelage. The unit functions as a centre of know-how for electronic services, digital materials and mobile services.

REGIONAL PLATFORM OF E-SERVICES FOR ALL - e-BOURGOGNE

Submitted by Grouping of Public Interest (GIP) e-Bourgogne

Contact details of lead applicant

Organisation	Grouping of Public Interest (GIP) e-Bourgogne
Address	3, bis rue de Suzon 21000 Dijon
Country	France
Size	>100
Contact Person	Maciej Murmylo
Function	Project Manager
Email	mmurmylo@gip.e-bourgogne.fr
Web address	www.e-bourgogne.fr www.eten-procure.com www.jentreprensenbourgogne.fr

Level of government organisations involved

Regional

Type of sector

Economic affairs, competition, SME, public administration, modernisation, institutional affairs, reform

Key words of project

Sharing, SMEs, efficiency, modernisation, e-Services



Case description

Since 2005, having a virtual marketplace has become compulsory for markets above the threshold in France, but each public body usually decided to pay a commercial license and use its own solution.

An exception to this is in Burgundy, where all public bodies (around 3500) use a single regional platform that offers to small and medium-sized enterprises a unique web access to all public markets, with some dedicated functions (automatic alert for relevant markets, geo-tagging, etc.). e-Bourgogne is a local entity set up to firstly offer to all public entities from the Burgundy region a common shared electronic platform for publishing their purchasing needs. The objective was to encourage all public bodies to use the same solution in order to give their market better notoriety and enhance exchanges between public buyers to boost exchanges of best practices. In addition, the objective was to construct a single access point to all notices allowing an intuitive bidding. In the long term the aim was to validate the methodology and the capacity of legal entities to work together with the perspective of a broader regional platform of e-Services for all, based on solidarity and sharing.

As a result of this red tape-cutting action, the use of taxpayers' money is significantly better as fewer public markets are unfruitful and the prices are lower. In this sense, environmental issues and economies of scale for these highly paper-consuming and now fully digitised procedures should not be disregarded. This e-Procurement service also has an important impact on local economic policies as public purchasing represents around 16% of GDP. Nowadays, e-Bourgogne is also a one-stop-shop for all public aids dedicated to the SMEs in the region 'j'entreprensen Bourgogne' and is successfully deploying new user-friendly services such as: electronic workflow for signature of documents, e-Transmission of legal documents to the control of legality, website for small municipalities, geo-tagged services in proximity with practical information, etc.

Currently, e-Bourgogne has become a reference in France and in Europe thanks to the wide usage of its service addressing the Lisbon 2010 agenda and its model of shared governance. This commitment to the modernisation of public administration has been recently recognised by the French Ministry of Finance through a prize for 'Public Manager of the year' awarded to Louis-François Fleri, Head of project. Furthermore, e-bourgogne was entrusted by the European Commission to check adaptability and transferability of its model in other European regions via the eTEN Procure project, co-financed by the European Commission. In the coming months, e-Bourgogne will be launching a public-private partnership to go further into enabling modern exchanges between public administrations and citizens in the future.

DESIGN, DEVELOPMENT, IMPLEMENTATION AND MANAGEMENT OF THE BUDGET, FINANCIAL AND ACCOUNTING INFORMATION SYSTEM OF THE FRENCH STATE

Submitted by French Government's Financial Information Technology Agency (AIFE)

Contact details of lead applicant

Organisation French Government's Financial Information Technology Agency (AIFE)
Address 10 rue du Centre
93 464 Noisy le Grand Cedex
Country France
Size >100
Contact Person Frederic Copit
Function Communications Manager
Email frederic.copit@finances.gouv.fr
Web address www.budget.gouv.fr

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

State financial governance, accounting chain, public financial management, ISO 9001:2000 Certification

Case description

Reporting to the Minister for the Budget, Public Accounts and Civil Service, the French Government's Financial Information Technology Agency (AIFE) defines and implements the strategy for the financial information system of the French State. This strategy is part of the modernisation of public management and rationalisation of state information systems. As such, AIFE was responsible in 2006 for designing and implementing the information system 'Chorus', one of the largest European IT projects currently being implemented. Through the implementation and maintenance of the application 'Accord', AIFE has acquired proficiency in technical integration, knowledge in budgeting and accounting professions and the ability to coordinate work between government departments. It therefore allows AIFE to define the working methods and measures that contribute to performance improvement, both in terms of the operational implementation of an information system project and in terms of customer satisfaction. AIFE has also committed to a Quality process since 2006 which led to ISO 9001:2000 certification for the entire scope of its activity.

AIFE has the responsibility of building the target information system aimed at integrating all the actors of state financial governance (budget and accounts) in a single application. This means building a reliable, powerful and unified information system which will: - optimise the performance of public management; - improve management dialogue between the different actors in the budgetary and accounting chain; - provide an analysis and monitoring tool to allow Parliament to manage the state budget properly and ensure certification of state accounts by the Court of Auditors; - provide more transparency in public financial management towards citizens.

This approach constantly identifies customer needs and ensures they are met. The definition of application specifications is conducted in close cooperation with ministries through workshops, to confront business needs with regulatory and technical constraints. AIFE provides a range of services to ensure a smooth transition, from the initial tools and organisation of ministries to the new application and re-engineered business processes. In this context, AIFE listens carefully to the ministries in order to take their needs into account, as far as training and assistance are concerned. When the application is made available to departments, the latter will be able to rely on a support centre to get answers to their questions. In this context, service agreements are contracted with ministries and a check of the agreement is carried out every month. A monitoring and improvement device has been defined to ensure the achievement of the objectives, with regard to processes, software, services, suppliers and customer satisfaction. At each key stage of the project, feedback sessions are carried out, which can be conducted externally in a 'sharing experience' framework with other public or private organisations that have conducted similar projects. Furthermore, service agreements with customers and suppliers have been established to clarify mutual obligations and measure the achievement of objectives through shared indicators.



ADMINISTRATIVE CONSULTATION PROJECT

Submitted by Caen City Council

Contact details of lead applicant

Organisation Caen City Council
Address Hotel de Ville - Esplanade JM
 Louvel - 14000 Caen
Country France
Size >100
Contact Person Lesley Coutts
Function Head of International Relations
Email lcoutts@ville-caen.fr

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Consultation, organisational culture, knowledge management

Case description

The elected members of Caen City Council decided that the ideas expressed in their electoral manifesto should be addressed in the form of an administrative project to transform the organisation, applying a participative working method to include each and every member of city staff. This initiative, which provides the very basis for the start of the present term of office, is of great importance, both for the city councillors and for the city staff who have been given an opportunity to voice their opinions and reflect on their professions. This is the first project of its kind to be implemented for a city with a population of over 100 000 inhabitants.

The project was developed with the aim of encouraging more participatory, cross-departmental working methods. Over 175 meetings were organised within the city council. Each department of the city council created and followed a methodology of consultation adapted to its own individual specificities. The discussions held within the consultation process allowed everyone to not only rethink his/her own tasks but also to gain a better knowledge of those accomplished by colleagues in other city departments and, on some occasions, provided opportunities to share problems. The organisation of the consultation process for certain city departments with several hundred members of staff required a lengthy period of preparation and appeals were made to volunteers in other city departments in which the consultation process was more advanced.

The project was launched in September 2008 and the final version should be completed by March 2009.

COMPLEX PERFORMANCE DEVELOPMENT AT THE MAYOR'S OFFICE OF BUDAPEST 13TH DISTRICT

Submitted by Budapest 13th District Mayor's Office

Contact details of lead applicant

Organisation Budapest 13th District Mayor's Office
Address 1139 Budapest, Béke tér 1
Country Hungary
Size >100
Contact Person Dr Tamás Szabados
Function Legal Adviser
Email szabados@bp13.hu
Web address www.bp13.hu

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Performance development, strategy, quality, leadership and organisational methods, e-Government, change management, CAF

Case description

After determining the demands of citizens, the Mayor's Office has started a complex development process that has been built upon several pillars: the idea of reducing the use of paper and to set up the necessary informatics background in order to meet the requirements of environmental sustainability; making processes electronic and creating and improving transparency and publicity; improving performance and making it measurable. In the course of achieving these aims, much attention was paid to increasing effectiveness and efficiency through developments, to make it all measurable and to obtain feedback from our clients in relation to the correctness and effectiveness of our aims. After learning the requirements of the European Administrative Space and studying the requirements connected with the continuous development of the quality process and the effects of existing systems on one other, a number of actions and innovations have been carried out including the development of internal and external communication, improving educational and training systems and customer satisfaction. By applying the Common Assessment Framework (CAF) model, the organisation has undergone a change of approach with regard to both management and employees.

An e-Administration informatics frame has been created, which allows clients to, for instance, submit their house and land tax acknowledgements via the internet. In the case of these tax categories, we have implemented the possibilities of e-Payment. In order to reduce the use of paper, we made the whole proposal-making process electronic, which has also resulted in considerable costs savings: we have saved approximately 7000 printed pages and related printing and delivery expenses. By using this system, our clients can download the proposals for sessions of the body of representatives from our homepage and can access current information on municipal decisions. The system also contributes to the principle of transparent functioning.

Continuous improvement of quality and an increase in performance have become the main objectives of the overall quality policy. A competence-based system for measuring the performance of our colleagues has therefore been introduced. As a result of our efforts relating to the issue of quality, the 13th District Mayor's Office in Budapest was the first out of 3200 municipalities in Hungary to receive the Hungarian Public Administration Quality Award in 2004, the year of its foundation. In the same year, the project was also presented at a quality conference in Rotterdam.



PAYE CUSTOMER SERVICE REFORM

Submitted by Revenue Commissioners

Contact details of lead applicant

Organisation Revenue Commissioners
Address Dublin Castle, Dublin 2
Country Ireland
Size >100
Contact Person Norman Gillanders
Function Head of Planning Division
Email norman.gillanders@revenue.ie
Web address www.revenue.ie

Level of government organisations involved

National

Type of sector

Taxation, customs, finances

Key words of project

Tax administration, customer service standards, tax contact centres

Case description

A series of interlinked projects, big and small, which were designed to tackle shortfalls in customer service delivery in Revenue were undertaken. All the projects were driven by the need to improve service to PAYE taxpayers. Incremental steps were taken to address the problem and achieve the standard of service required. The end result is that backlogs have been eliminated, the quality of the customer service has been raised to 'excellent' and the customer service standards, though challenging, are being achieved across all of the contact channels. Although pursued over an extended period of time, the projects had the common goal of a commitment to customer service excellence.

In the summer of 1999, managers in Revenue were shocked to see PAYE post backlogs in tax districts making newspaper headlines. Reports spoke of long delays in meeting people's claims for tax relief and refunds. Complaints flooded in. As well as short-term measures such as overtime and temporarily moving extra staff to PAYE work, the need for a new business model was identified. That model meant accepting claims for most tax relief at face value. A small proportion of claims would be checked in detail. This opened the door to taking claims on the telephone (as well as through the post) and meant that we would not ask for documents to support most claims. It took a while to fully implement this change - staff were, understandably, nervous. Improved support packs were developed for staff working on the phones. The new approach evolved quickly as new equipment was plugged into the system to deliver better customer service. 'Lo-Call 1890' phone lines were introduced. Better call routing meant we could transfer calls in real time from busy tax districts to ones with free lines. In 2003, Revenue took the PAYE service into its new regional structure creating four regional 'virtual contact centres'. We began electronic scanning of PAYE post; Internet telephony then allowed us to deliver the most recent letter from an '1890' caller to the computer screen of the Revenue worker taking a phone call. Simultaneously, our staff member could see the caller's personal details stored in the PAYE computer record. A new computer system dramatically improved the underlying software handling these records.

Between 2005 and 2006, underpinned by changes in the law, full online self-service was introduced under the brand 'PAYE Self-Service'. This lets taxpayers use the Internet, mobile phone texting, touch-tone and voice-recognition telephones to claim tax credits and refunds for themselves. We are now working to give people their entitlements using advertising campaigns, better information leaflets and a significant experiment in giving tax credits automatically when we have enough information available. In the end, our staff, taxpayers and the public purse have been well served by a change programme that delivers better service to a hugely expanded customer base using roughly the same number of staff as in 1998.



eDISCHARGES

Submitted by Property Registration Authority (PRA)

Contact details of lead applicant

Organisation	Property Registration Authority (PRA)
Address	Chancery Street, Dublin 7
Country	Ireland
Size	>100
Contact Person	Michael Treacy
Function	Corporate Services Manager
Email	michael.treacy@prai.ie
Web address	www.edischarges.ie

Level of government organisations involved

National

Type of sector

Justice, police, human rights and security

Key words of project

e-Conveyancing, e-Registration, e-Discharges, mortgages, stakeholder engagement, transparency

Case description

Over the past decade the Property Registration Authority (PRA) has initiated and rolled out a series of electronic services for our customers. Now, in partnership with the Law Society and the Irish Mortgage Council, it has developed a new online system which enables lending institutions to apply for the cancellation of a charge (mortgage) registered against the title by electronic means, without the need to submit any supporting paperwork. The development of this capability is central to progress towards a national system of electronic registration of title (e-Registration) and the system marks the delivery of the first element of electronic conveyancing (e-Conveyancing) in Ireland.

A Project Board mandated to direct the eDischarges project was established in late 2006. Acknowledging the importance of stakeholder engagement in the development of a successful system, representatives of the Law Society, the Irish Mortgage Council, the Revenue Commissioners and the Companies Registration Office were invited to join the board to work with senior managers from the PRA. In the early stages of the project a series of workshops were conducted with the relevant stakeholders so that all participants would clearly understand the role of the various parties in the current processes and to discuss the various options for a suitable eDischarge model. From these discussions an agreed model for the new process emerged. This proposed model was subsequently developed, was launched on March 30th and has successfully addressed the requirements of all parties involved in the process. During the consultation phase many changes to the initial proposal were agreed. As a result the new system offers a more secure, efficient and transparent method than the existing paper-based process and eliminates many of the inefficiencies and delays currently experienced when mortgages have been redeemed.

In order to provide an additional incentive for our customers and to maximise the usage of the new system, the PRA, for the first time with its electronic services, introduced differential charging. Under the new arrangements there is no fee charged for this service whilst maintaining the existing fee for the paper-based application. In addition to encouraging the highest possible user take-up this was introduced to ensure that, as we move to the next phases of electronic registration, our existing customer base would be fully committed to and familiar with online applications.

The Property Registration Authority is a creation of statute and all of its activities must have a legal basis. Given the legal nature of the transactions involved and in order to underpin the new system on a statutory basis, new Land Registration Rules were introduced to provide a legal basis for this process. Any lending institution that wishes to avail itself of this service can simply log on to www.edischarges.ie to download and submit the relevant application to open a user account with the PRA.



MONITORES

Submitted by Comune di Nuoro

Contact details of lead applicant

Organisation **Comune di Nuoro**
 Address Via Dante 44
 Country Italy
 Size >100
Contact Person **Eugenia Laria**
 Function Head of the Training Office
 Email eugenia.laria@comune.nuoro.it
 Web address www.comune.nuoro.it

Other applicants

Municipalities of: Bitti, Dorgali, Mamoiada, Oliena, Oniferi, Orani, Orgosolo, Orotelli, Orune, Osidda, Sarule

Level of government organisations involved

Local

Type of sector

Education (higher and lower), training and learning

Key words of project

Training network, training needs assessment, strategic planning

Case description

The city administration believes training to be an instrument for supporting processes of organisational change and has created several initiatives aimed at creating a network of training services at local level. More recently, the city of Nuoro has promoted the Strategic Plan Intercomunale, involving eleven municipalities of the surrounding territory (Bitti, Dorgali, Mamoiada, Oliena, Oniferi, Orani, Orgosolo, Orotelli, Orune, Osidda and Sarule), with the ambition of developing a socio-economic area. The Strategic Plan aims to provide local government with training possibilities in a wide range of subjects.

With the 'Monitores' project, the administration intends to assess, monitor and analyse local and regional training needs within the public sector in order to strengthen the professional skills that are essential to the development of a new work culture, geared towards sharing experiences, delivering quality services and creating a new relationship with the territory.



DEMATERIALIZATION OF DOCUMENTS

Submitted by Università degli Studi della Tuscia

Contact details of lead applicant

Organisation Università degli Studi della
Tuscia - Ufficio del personale
TA - Viterbo
Address Via S. M. in Gradi
Country Italy
Size >100
Contact Person Ercolani Giuseppe
Function Funzionario Tecnico di
Elaborazione Dati
Email ercolani@unitus.it
Web address [http://193.205.145.105/
unitus/index.php](http://193.205.145.105/unitus/index.php)

Level of government organisations involved

Local

Type of sector

Education (higher and lower), training and learning

Key words of project

Dematerialisation, university

Case description

Every month each employee is required to justify the days of absence from the service by collecting and filling out all the relevant documents and sending the information through its administrative secretariat office to the human resources office. For 350 employees, organised and operating in different departments and institutions, this process required a series of activities to follow the protocol, with an administrative secretary dealing with the delivery, processing and sending of information to human resources office via internal mail. Paper documents had to be stored in the premises. This project - costing the same as a pair of modems (60 euros) and using old technologies - made it possible to digitise all the paper flow, thus eliminating the time required for the physical transfer of documentation as well as the cost of unnecessary photocopying, thus allowing storage on digital media, according to the legal and privacy law.

Si.Mo.R.A. - SISTEMA INFORMATIVO PER IL MONITORAGGIO DEI RISCHI AMBIENTALI

Submitted by Azienda Sanitaria Provinciale di Catanzaro

Contact details of lead applicant

Organisation	Azienda Sanitaria Provinciale di Catanzaro
Address	Via Vinicio Cortese, 25 88100 - Catanzaro
Country	Italy
Size	>100
Contact Person	Dr Giuseppe Romano
Function	Direttore del Servizio Informativo Aziendale
Email	siaas7@libero.it
Web address	http://simora.demo.edinform.it

Level of government organisations involved

Local

Type of sector

Public health and social welfare/affairs

Key words of project

Workers' security, food hygiene conditions, risk assessment, risk prevention, IT platform

Case description

The SiMoRA project began in 1992 and was completed in 2006. It consisted of the implementation and start up of an ICT platform to manage information and services for environmental risks prevention. The project had two different phases: the first phase started in 1992, when the law 592/92 established the prevention department in each local healthcare authority. In this phase the ICT platform was mainly dedicated to the collection of data regarding air pollution levels; industrial water outputs; industrial waste management; and working environment security levels. The first release ran until 2002, when a new law transferred part of the department competencies to a new agency, the ARPA (Agenzia Regionale Prevenzione Ambientale) and the competencies of the department were focused on the monitoring and prevention of risks in working environment and in food security. The second phase started in 2002: a new version of the ICT platform was developed, with new functions for the management of food hygiene controls and the loss of the environment monitoring functions. An ICT platform was developed and was completely reengineered in the second phase of the project; the actual running version was developed in J2EE standard and integrated with a GIS interface, allowing geographic representation of collected data and an easy-to-use mapping interface to select areas, industrial districts, and single plants and compare the impacts in the neighbouring area.

The platform is used by public officers working for the prevention department of the local Healthcare Organisation - Azienda Sanitaria Locale (ASL) - to schedule and plan inspections and controls to be made in the production plants in order to verify the compliance with working security laws and in the food production plants, as well as in food distribution networks to verify the respect of hygiene conditions and standards. When the controls are done, public officers can store information, follow up data from each plant and produce statistical and epidemiological elaborations.

The use of the SiMoRA platform allows the public officers a real and effective working security and increased efficiency in both the planning of routine controls and inspections. Statistical elaborations allow the local authority to map the risk levels of working conditions due to the industrial plants' activity and the production of recommendations and guidelines for the reduction of workers defeats; single plant data collection and an alert system managed by the ICT platform allows the public officers a fast and effective action in monitoring critical situations and in committing specific obligations to the single plant, when the risk level exceed the levels admitted by Italian laws.



APPLICATION OF THE LEAN ORGANISATION PRINCIPLE IN TREVISO CHAMBER OF COMMERCE

Submitted by Treviso Chamber of Commerce

Contact details of lead applicant

Organisation	Treviso Chamber of Commerce
Address	Dr Antonio Biasi
Country	Italy
Size	>100
Contact Person	Dr Antonio Biasi
Function	Quality Manager
Email	antonio.biasi@tv.camcom.it
Web address	www.tv.camcom.it

Level of government organisations involved

Local

Type of sector

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

Key words of project

Lean organisation, quality management, standardisation, EFQM

Case description

The Camera di Commercio, Industria, Artigianato e Agricoltura (Chamber of Commerce, Industry, Crafts and Agriculture - CCIAA) of Treviso is an independent public agency, whose mission is to carry out, within the respective province, functions of general interest to favour the development of the business system in the local economy. The CCIAA is based in Treviso, but has four other branch offices. It has 129 employees with open-ended contracts and 23 more employees with fixed-term contracts. The CCIAA also operates through a few related facilities, such as Treviso Tecnologia, PromoTreviso, Tecnologia & Design, Treviso Glocal, A.L.P.A.E.S., the Consorzio di Promozione Turistica Marca Treviso, Associazione Curia Mercatorum and CERT.

The Treviso Chamber of Commerce was founded in 1811, essentially to carry out the role of registry office for local businesses. Afterwards, the agency evolved over time and when Law no. 580 for the reorganisation of the chambers of commerce, industry, crafts and agriculture was issued on 23 December 1993, it was entrusted with the task of planning social and economic development locally. In consideration of the present economic and social scenario and to continue the traditional mission that has always characterised the entrepreneurs of Treviso - foreign trade -, the institutional tasks of the agency today are particularly focused on an accurate selection of services to be offered to all the interested parties, in order to appropriately meet the requirements of the economic system of the province, which is one of the most industrialised Italian districts.

The Treviso Chamber of Commerce was one of the first agencies to adopt a Quality Certification System for all services, and the first ever to obtain the 'Recognised for Excellence' award according to the European Foundation for Quality Management (EFQM) Model. Over the last few years, the Chamber has been involved in, and is still committed to, ensuring significant experiences within the framework of the Italian Public Administration by participating as 'best practice' in several national conferences and workshops, including the PA Forum (Rome) and EuroPA (Rimini). The course undertaken has created both the cultural and layout prerequisites to introduce new working methods with more effectiveness with the purpose of establishing Lean Organisations. These techniques are still very rare cases of innovation in the Italian Public Administration today.

THE MOBILE COUNTER FOR DISABLED AND ELDERLY PEOPLE

Submitted by Istituto Nazionale di Previdenza Sociale (INPS) Direzione Generale Organizzazione Roma

Contact details of lead applicant

Organisation	Istituto Nazionale di Previdenza Sociale (INPS) Direzione Generale Organizzazione Roma
Address	Via Ciro IL Grande N. 21 Roma
Country	Italy
Size	>100
Contact Person	Dott.Ssa Mena Paola Ciarmela
Function	Organisational Well-being Team Leader
Email	mena.ciarmela@inps.it sportellomobile@inps.it

Level of government organisations involved

Local

Type of sector

Public health and social welfare/affairs

Key words of project

Social security and assistance, mobile counter, disabled/elderly people, telematic counter

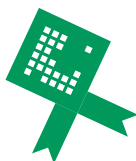
Case description

The City of Rome is a peculiar city, as it is difficult to harmonise ancient structures with modern service provision to both disabled and non-disabled people. Narrow roads and a large number of cars hold up the traffic, sidewalks are architectural barriers for people in wheelchairs, and it is almost impossible to move without any help in the street.

The mobile counter for disabled and elderly people is a project offering services at home which are currently provided by National Social Security Institute (INPS) agencies spread over the country. It consists essentially of a telephone and telematic counter, as well as home visits, which aim to deal with the requests of disabled and elderly people to solve different problems. The INPS is the most important social insurance institution and the largest pension benefits provider in Italy. It manages the compulsory general insurance for firms, artisans, traders, agricultural workers, professionals and family workers. In addition to pension benefits, INPS pays out revenue support benefits, wage compensation funds, unemployment benefit for firms in crisis, statutory sick pay, maternity allowance for workers and tuberculosis allowance. Before the creation of the mobile counter for disabled and elderly people, INPS services were paid out to disabled and non-disabled people without distinction. The mobile counter represents the first initiative that meets the requirements of disadvantaged persons. Delivering services at home facilitates contacts and therefore eliminates architectural barriers and problems regarding communication and information for disabled and elderly people.

The mission of the mobile counter project is: to provide INPS services at home to make life easier for those who have difficulty in visiting agencies; to show the positive attitude of INPS towards disadvantaged people; to offer the best, most lean and fastest services for all disabled and elderly customers; to involve Italian public administrations in the initiative; to awaken public opinion to the problems facing disabled and elderly people; and to involve disabled INPS staff in the project activities in order to benefit from their experience and sensitivity, as well as offering them an opportunity to improve their professional career.

The project started on 21 April 2008 and was tested for six months. A sample of 3900 pensioners was involved in the experimental phase. They were all attendance allowance beneficiaries living in the centre of Rome, who were blind or partially sighted, and aged over eighty years old. The parameters identified during the trial (number of phone calls and requests received, level of complexity of the files examined, average processing time, personnel involved in various activities etc.) tested the project and made it into an INPS service. Moreover, other INPS agencies in Italy who were interested in the project started the same activities for disabled and elderly people in their regions. The INPS mobile counter project has been selected among the top projects chosen by the Ministry of Public Administration and Innovation.



MUNICIPAL PROCESSES RE-ENGINEERING TO IMPROVE PERFORMANCE

Submitted by Municipality of Milan

Contact details of lead applicant

Organisation Municipality of Milan
Address Piazza della Scala, 2 Cap
20122, Milano
Country Italy
Size >100
Contact Person Alessandro Palumbo
Function Director of the Quality Sector
of the Municipality of Milan
Email alessandro.palumbo@
comune.milano.it
Web address www.comune.milano.it

Other applicants

Assolombarda, Formez

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional
affairs, reform

Key words of project

Administrative simplification, labour market, social
inclusion, immigration

Case description

'Municipal Processes-Re-engineering to Improve Performance' is an experimental project launched by the Municipality of Milan in September 2007 as part of an innovation programme promoted by the Ministry for Public Administration and Innovation. This is an administrative simplification initiative that involves the procedures for legal registration of foreign citizens and the suitability of their housing, encouraging the use of self-certification. In a European metropolis like Milan, immigration is a priority area for the attention of the municipal authorities because of its important economic and social implications. Effective absorption of immigrants and the rational management of the related administrative paperwork can on the one hand represent an economic opportunity for the local area; on the other hand it can help mitigate the negative consequences of poor integration of immigrants.

The methodology used has always encouraged discussions with the stakeholders as the measure and inspiration of change. In particular, constant interaction between the central level, the local level and the institutional level led to a particularly productive atmosphere in which concrete, effective measures could be adopted for the user. The aim of the Municipality of Milan was to define a process methodology that would be valid over a broad range of issues involving the management of the paperwork for immigrants. Administrative simplification was split into four main areas:

- Simplification of information, meaning the quality, quantity and availability of information necessary for the correct functioning of the offices and better relations with users;
- Creation of better interfaces, between users and the public administration whether in face-to-face contact or in the back office;
- Internal organisational change, relating to the efficiency and effectiveness of the processes and the alignment of the municipality's structural setup in the field;
- Enhancement of inter-institutional dialogue, meaning the formal and informal relationships between the Municipality and the other institutional stakeholders.

A key element of the experimentation was to improve the quality of the applications. By intervening on the demand for the service (i.e. making sure that the users presenting themselves are well informed with regard to the process, with pre-compiled forms), it is possible to make significant improvements in the service, because less time is needed to complete each case and the citizen's overall satisfaction with the public service is increased in terms of the time taken and the level of information available. Furthermore, constant interaction with the demand side makes it possible to evaluate carefully the results of changes by measuring divergences from the initial objectives and, in the final analysis, allows the services to be redesigned as a function for the end-users.



MIDIR - MULTIDIMENSIONAL INTEGRATED RISK GOVERNANCE

Submitted by Lazio Innovation Technology (LAit)

Contact details of lead applicant

Organisation Lazio Innovation Technology (LAit)
Address Via Rosa Raimondi Garibaldi 7 00145
Country Italy
Size >100
Contact Person Marco Noccioli
Function Director - Directorate for Consumer Protection and Administrative Simplification
Email mnoccioli@regione.lazio.it
Web address www.midir.eu

Other applicants

Regione Lazio

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Risk governance, stakeholders' involvement, multidimensional, dialogue, monitoring, evaluation

Case description

The MIDIR project ('Multidimensional Integrated Risk Governance') is co-funded as a Coordinated Action within the Sixth Framework Programme (Area 'Science & Society', Priority 'Integrative approaches to risk governance'). Partners of the project are: the National Research Council - Institute of Research on Population and Social Policies (IT), the University of Dortmund - Faculty of Spatial Planning, iku GmbH (DE); Gaiasoft International (UK), the Federal Ministry of Labour, Social Affairs, Health, Family and Women of Rhineland Palatinate (DE), the Regional Government of Lazio - with the support of LAit Lazio Innovation Technology (IT).

The main objective of the MIDIR project was to develop a re-usable and scalable resilience and risk governance concept based on existing research and to test it in the real decision-making settings of existing risk management systems and cultures through the example of an emerging risk with a high degree of ambiguity and uncertainty (risks related to health due to e-Commerce and risks related to criminals under hospital treatment order). In this context, the material goal 'resilience' and the more procedural approach 'risk governance' were combined through an interdisciplinary approach that defined a reasonable path (risk governance) towards the material goal of creating resilient communities. In this framework, the regional project implemented in Lazio aimed at testing the MIDIR approach on risks for health due to e-Commerce, a new and emerging risk with minimal information and low awareness but potentially a high risk. The concept has been tested in risk screening/problem framing and assessment. The regional project was implemented by the Regional Government of Lazio, Italy, with the support of LAit, LAzio Innovazione Tecnologica, and the Institute of Research on Population and Social Policy - IRRPS (an Institute of the National Research Council). The process was managed, monitored and evaluated by an accompanying electronic tool (Gaiasoft's Integral Scorecard software).

The concept and results of the regional project were disseminated to decision-makers at different levels and scientific experts due to focused networking, communication and dissemination activities.

MANAGEMENT THROUGH MEASUREMENT AND KNOWLEDGE

Submitted by Settore Attività Produttive Provincia di Salerno

Contact details of lead applicant

Organisation **Settore Attività Produttive
Provincia di Salerno**
Address Corso Garibaldi 124/2
84100 Salerno
Country Italy
Size >100
Contact Person **Domenico Ranesi**
Function Director
Email domenico.ranesi@
provincia.salerno.it
Web address www.provincia.salerno.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Measurement, knowledge, optimisation accountability payback

Case description

The province of Salerno is one of the largest in Italy, covering an area of ca. 5000 km² and encompassing 158 communes. The official population of this province is 1,102,629. In order to adequately carry out its institutional activities, the provincial administration is divided into different Sectors - on the basis of the competence *ratione materiae* - that encompass different Responsibility Centres. The Sector for Productive Activities of the Province of Salerno is organised into seven Responsibility Centres (Fishing and Hunting, Agriculture, Forest Management, Productive Activities, Quality of Life, Fuel and Territory Management, and Civil Protection) reporting to one manager who coordinates 167 employees (among them 70 forest workers) distributed throughout three different buildings within the Commune of Salerno. Every year this sector interacts with more than 50,000 users such as private users, enterprises, other public administrations and associations. The Sector for Productive Activities provides a wide range of services including the granting of fiscal relieves, licences, authorisations and financial aid to enterprises; therefore interacting with various kinds of users.

Furthermore, the Sector for Productive Activities managed the Community Funds allotted to the Body in the 2000-2006 programming period. The cornerstone of the Plan, carried out during the period 2005-2009, is the idea that public administration should 'pay back' citizens and enterprises more than they invest in public bodies. In order to achieve this goal, an innovation process was introduced linked with the implementation of a Continuous Improvement Plan. Consequently, new operational procedures based on the following keywords have been progressively introduced: standardisation; data-flow analysis; performance measurement; and performance verification. Particular attention was drawn to customer satisfaction ratings of the supplied services. The use of new technologies has notably sped up the development of a more open approach of the administration towards society. It has further enhanced the aim to make processes more transparent, and persons in charge more easily traceable.

The reasons underlying this Plan can be summarised by the need to be accountable for actions in full knowledge and awareness. In order to improve performances in public administration it is necessary to start measuring and rating the degree of citizens' satisfaction, paying regular attention to users, i.e. entrepreneurs, civilians and other public administrations. These motivations were constantly pursued, applying the idea that the improvement process is continuous by definition, and increasingly involves new stakeholders in a new way of reasoning intended to turn a self-referential system, that is typical of local administrations in Southern Italy, into an open system interacting with outer players, and capable of generating added value to our society.

LEARNING WITH PLEASURE IN THE CASTLE OF KNOWLEDGE

Submitted by Comune di Carpi

Contact details of lead applicant

Organisation	Comune di Carpi
Address	C.so A.Pio, 91
Country	Italy
Size	>100
Contact Person	Patrizia Galantini
Function	Official
Email	patrizia.galantin@comune.carpi.mo.it
Web address	www.castellodeiragazzi.carpidiem.it

Level of government organisations involved

Local

Type of sector

Sports, youth, culture and art

Key words of project

Knowledge, creativity, children, education

Case description

The Kids' Castle is a collection of places dedicated to reading, playing, discovering and learning. It results from the interaction between the 'The Magic Hawk' Library (Il Falco Magico), the Recreation Centre and the Theatre of Light. Kids' Castle areas are situated in the heart of Carpi town centre, in the North-Western wing, Square and Courtyards of the Pio Palace within the most important historical building in the town. These spaces offer a whole range of activities to young users and their families, thus making the most of the Palace itself and integrating within the overall development of the cultural proposals supported by the town Administration.

This project is an example of excellence in the Italian and European context and is often visited and subject to enquiry by numerous specialists in the field, both public and private. Having cultivated the experience of many illustrious examples, the Kids' Castle distinguishes itself for its ability to stimulate each child's personal pathway towards knowledge and for the capacity to renew itself in time whilst maintaining both identity and continuity.

'The Magic Hawk' Library was relocated to its present position in 2002. It is an important reference point for promotional reading activities, which are aimed at children and youngsters: it has cosy spaces to sit in, offers a rich selection of reading material and promotes numerous initiatives, which range from animated reading sessions to exhibitions of works by children's book illustrators, from meetings with authors to workshops on children's stories. The 'Recreation Centre', which was transferred to the Castle in 2006, undertakes an important pedagogic and social role through the use of play and caters for both babies and children with various facilities and with its wide selection of toys. A key element to this room is the Tree House: a multi-level structure, with a staircase, rooms, balconies and a little nook to hide in. The 'Theatre of Light', was inaugurated in 2006. It is an entirely innovative space dedicated to this splendid element, which children can explore by following various itineraries, from light tricks and shadows to scientific experiments. The project has been developed in collaboration with the scientific museum Cité des Sciences et de l'Industrie-Cité des Enfants in Paris. In addition to these interactive elements, various objects and instruments are available such as kaleidoscopes, multi-coloured gels, luminous screens and optical effects to create experiments with light and colours.

Thanks to this project, the Palace has been given back to the town and to all those who wish to visit it. The Castle gives the children and youngsters of our territory the possibility to be active 'citizens', to have a place where they can be free to come and go, free of charge, and where they can share emotions and experiences whilst socialising.



AIDA 2009

Submitted by Livorno Municipality

Contact details of lead applicant

Organisation Municipality of Livorno
Address Piazza del Municipio, 1
57123 Livorno
Country Italy
Size >100
Contact Person Graziella Launaro
Function General Affairs Manager
Email g.launaro@comune.livorno.it
Web address http://aida.comune.livorno.it

Other Applicants

134 administrative bodies in Tuscany (communities, provinces and regions)

Level of government organisations involved

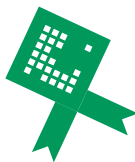
Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Local government, interoperability, online bureaucratic services, administrative knowledge



Case description

In 2003, a consortium of more than twenty municipalities adopted the Applications for Interoperable Digital Administration project (hereinafter AIDA), functioning as a shared model and a common applicative framework. The use of open technologies and sharing of simple organisational and procedural models allowed a large community of municipalities to implement a standardised platform for delivering e-government services, where the main process is dynamically set up at the network hub, and the flow of sub-processes can be distributed and suitably monitored. The same content is offered to both human and applicative actors, and new emerging services can be easily integrated into such a procedural framework.

The offered flexibility encouraged the re-use of the AIDA platform and its cooperation model across a number of administrative networks in Tuscany. In 2009, the significantly larger number of bodies is challenging AIDA to hierarchically manage and maintain both the knowledge base and the back-office processes, as well as to deploy new integrated online services within regional and national systems, such as the Tuscan Regional coordination of commerce licenses, or the IT systems of the regional associations of Craftsmen and of Traders and of the National Fire Brigade. AIDA 2009 is the outcome of the work and the expertise of a constantly growing group of administrative networks that have been sharing problems and solutions in delivering online services. The AIDA community shares the maintenance and upgrade of common models for organising and managing the lifecycle of an online service delivered by each Municipality through its relevant 'one-stop-shop for economic activities', and for sharing archives, held and owned by different bodies, where relevant data are kept about running processes. Adopting the AIDA platform requires only to focus on customising its knowledge base according to specific models, user forms and regulative texts; then, configuring interoperability with existing back-office systems completes the process. Moreover, the current software platform flexibly manages hierarchical knowledge bases, in order to simplify inheritance and maintenance of procedural models across trees of public bodies (usually following territorial hierarchies). The availability of such organisational and operational tools further encourages standardisation and sharing of solutions between administrative subjects, at any level: beyond public bodies, also economic associations (Industry, Craftsmen and Traders) are strongly and effectively involved in such a process.

At the end of 2008, 134 bodies in Tuscany are carrying on their own adoption of the AIDA model and platform. By the end of 2009, about 150 municipalities and public bodies involved in the delivery of bureaucratic services to entrepreneurs will be able to manage online the whole lifecycle of their services, with a common methodology and in a common regional framework.



MODUS SYSTEM - ELECTRONIC FORMS

Submitted by Istituto Poligrafico e Zecca dello Stato S.p.A.

Contact details of lead applicant

Organisation	Istituto Poligrafico e Zecca dello Stato S.p.A.
Address	Piazza Verdi 10, 00198 Rome
Country	Italy
Size	>100
Contact Person	Luca Fornara
Function	IT Manager
Email	l.fornara@ipzs.it
Web address	www.progettomodus.it

Level of government organisations involved

National

Type of sector

Economic affairs, competition, SME - Information society, technology, media and audiovisual

Key words of project

e-Commerce, platform, electronic form

Case description

The Italian Public Administration is involved in a process of innovation in order to excel in added-value public services. The MODUS - Electronic Forms project is a clear example of tradition and innovation blending together. The project was created to meet the need for an electronic archive of forms that have already been validated, standardised and accompanied with technical specifications. This process required the simplification and integration of all underlying phases. Consequently, MODUS was created to electronically integrate all the processes involved between the Ministry of Economy and Finance (MEF - manager and payer of the forms) and the Italian State Printing Company and Mint (IPZS - producer of the forms). The result is a Business to Government (B2G) scenario with an innovative concept of supplying forms to the Public Administration.

The most practical tool to use was web technology, chosen as an ideal means of spreading the electronic form. A web portal with access control was implemented, allowing accredited users to use all the features implemented. Users can manage orders, perform targeted searches for specific products (thanks to the structure of the MODUS product code) and navigate the structure of the Form (based on the structure of the administrative bodies). Users can also display the technical characteristics of each form, recall the online PDF file on video, and print directly to a local computer. This project has a strong impact as it introduces the concept of e-Commerce to provide prints to the Public Administration. Users can create an order directly from the web and track-and-trace it online.

Innovation is also evident in the various authorisation stages of the process. The Web portal, in addition to the aforementioned functionalities, allows management of each authorisation phase, thus ensuring integration of commercial documents and their synchronisation in all areas affected by the sales process. The order created on the Web Portal is sent automatically to a neutral environment called Message Hub, which keeps the Information Systems of IPZS and the Ministry of Economy and Finance separate and performs control activities during all transactions.

Subsequently, the Message Hub provides the Ministry of Economy and Finance with the information it needs to complete approval procedures. The web portal is now able to automatically generate a quote of the user's request; the same document is sent to the Ministry, allowing the Ministry to examine and approve the requests and automatically authorise the production process. IPZS receives the approved document and makes the requested products. All the steps can be tracked on the system. The MODUS Project has completely replaced the previous process for the supply of paper printed forms for the Public Administration.

The decision to provide a service based on an e-Commerce platform has allowed the introduction of a customer satisfaction service. The growing and changing needs of the MODUS portal users have been widely implemented and the system has been expanded. The central and local administrations are now able to buy electronic and paper products available on the MODUS portal through the 'Direct Billing' process, which allows users to specify the type of billing when orders are created. This innovation gives the public administrations a transparent service, a price decided by a specific commission, control performed by the MEF and fast delivery.

SICURAMENTE... PIÙ SICURI

Submitted by Provincia di Arezzo - Servizio Protezione Civile

Contact details of lead applicant

Organisation	Provincia di Arezzo Servizio Protezione Civile
Address	via Frà Guittone 10, 52100 Arezzo
Country	Italy
Size	1-25
Contact Person	Buffoni Riccardo
Function	Apogee
Email	protezionecivile@provincia.arezzo.it
Web address	www.protezionecivile. provincia.arezzo.it

Level of government organisations involved

Local

Type of sector

Education (higher and lower), training and learning

Key words of project

Civil defence, security, emergency

Case description

During the past four years, the Civil Defence of the province of Arezzo has been involved in the realisation of Civil Defence plans related to the primary schools of the territory. The project is conducted over nine months of the school year and is divided into three stages of work:

- Teacher training: conducted by operators belonging to the provincial system of the Civil Defence;
- Elaboration of the training program prepared by the schools and the activities carried out in class regarding the numerous subjects related to the Civil Defence: transfer of the acquired training from teachers to pupils; production of a publication created by the students themselves;
- Execution of a Civil Defence exercise simulating some of the events related to the subjects previously dealt with in class.

In 2008, as part of the 'Sicuramente... più sicuri' (Surely... more secure) project, the Primary School 'S. Pertini' of Subbiano (Arezzo) won the first National Prize 'Buone pratiche, sicurezza e salute' promoted by Cittadinanzattiva of Rome. The prize giving ceremony took place in Rome at the Chamber of Deputies. The exercise at the end of the 'Sicuramente più sicuri' project affected the entire town of Subbiano. In the north of the built-up areas of the town, three events were simulated: a forest fire, an earthquake and a landslide. At the same time, a road accident was simulated in the centre of the town and a route was set out in order to test the orientation and sense of direction of the children when using maps. Simultaneously, in the historic centre, younger pupils played a big 'Gioco dell'Oca' (a game similar to Snakes and Ladders) based on their knowledge of the Civil Defence structures and the emergency numbers, whilst at the stadium another group dramatised subjects based on the prevention of accidents in the home. All 302 children of the school took part in this big project, split into six teams and characterised by their different colours. Every team had a map of the town and a radio in order to communicate with the active service unit and ask for intervention from the operating structures: the police force and the Carabinieri, the fire brigade, the forest rangers, the Region of Tuscany, the Province of Arezzo, the Municipal District of Subbiano, the Civil Defence, Intermunicipal centre of Casentino, the ASL operation centre 118, the National Institute of Geographics and Vulcanology and voluntary organisations. At the end of the exercise, all the children were rewarded with the publication which featured their drawings. Afterwards all the families of Subbiano received a copy of the publication: a useful and practical instrument providing information on emergencies in the territory.



SANTARCANGELO AND ITS FUTURE - LET'S DRAW THE CITY OF TOMORROW

Submitted by Comune di Santarcangelo di Romagna

Contact details of lead applicant

Organisation	Comune di Santarcangelo di Romagna
Address	Piazza Ganganelli, 1 47822 Santarcangelo di Romagna (RN)
Country	Italy
Size	50-100
Contact Person	Giovanni Razzani
Function	Supervisor of Public Communication
Email	urp@comune.santarcangelo.rn.it
Web address	http://psc.comune.santarcangelo.rn.it www.comune.santarcangelo.rn.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Citizen consultation, citizen involvement, transparency, town & urban planning

Case description

About two years ago, the public administration of Santarcangelo di Romagna started to deal with the definition of the 'Piano Strutturale Comunale' ('PSC'), an innovative town planning tool introduced by the law n. 20 issued by Regione Emilia Romagna in 2000 to map out the future of the city for the next 15 to 20 years.

The PSC replaces the previous urban planning tools (the 'Piani Regolatori Generali') by focusing the attention of the public administrators on essential elements for all communities such as sustainable social policies, respect for the environment and an equal distribution of economic resources among the population. Principally, the public administration of Santarcangelo di Romagna had to undertake two different processes: on the one hand, dealing with the PSC in a strictly technical way through dialogue with the 'traditional' stakeholders (technicians, engineers and architects); and on the other hand, opening a process of interaction and communication with citizens, non-profit organisations and all the public actors in social and economic life.

The public administration of Santarcangelo di Romagna chose to activate citizen consultation systems. The main objective of the project was to map out the city of tomorrow together with the citizens of today. In other words, the main purpose was to involve people in the PSC definition by recognising they had an active role in making policy decisions. Specific objectives were to provide wide access to all the information related to PSC; to simplify the language linked to town planning, traditionally full of acronyms, technicalities and an involved style; to enhance openness, transparency and publicity; to promote a wide interest in technical subjects; and eventually to support citizen involvement through new technologies.

In this way, the administrators chose to implement the content of section 8 of law n. 20/2000, which underlines the central role of participation of economic and social associations in the definition of the strategic aims of the PSC and the importance of activating specific forms of transparency and publicity towards citizens.

The process of involvement started in November 2007 with the first meeting with citizens in order to introduce the key concepts related to the new town planning tool. It continued in 2008 and is still active, given that the public administration communicates any information related to town planning and to the government plan in general.

THE ITALIAN PUBLIC ADMINISTRATION E-MARKETPLACE (MEPA)

Submitted by Consip SpA

Contact details of lead applicant

Organisation Consip SpA
Address Via Isonzo 19E
Country Italy
Size >100
Contact Person Angela Russo
Function Head of International Affairs
Email angela.russo@tesoro.it
Web address www.acquistinretepa.it
www.consip.it

Level of government organisations involved

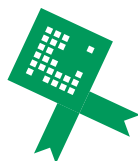
National

Type of sector

Public administration, modernisation, institutional affairs, reform; Public procurement

Key words of project

Transparency, innovation, traceability, competitiveness, SME development, public procurement



Case description

In the past, the Italian public procurement system was characterised by having no digital system to manage purchases below the EU threshold, with a consequent significant lack of transparency, market openness and competition. Each public administration (PA) followed its internal rules when performing purchases below the EU threshold.

In 2003 the Italian Public Administration e-Marketplace (MePA) was introduced, which is a procurement platform managed by Consip SpA on behalf of the Italian Ministry of Economy and Finance (MEF). MePA is one of the several tools through which Consip implements the Programme for the Rationalisation of Public Spending on Goods and Services launched in 2000 by the MEF, with the aim of optimising public spending. The MePA is a virtual market in which any PA can buy goods and services offered by suppliers, for purchases below the European threshold (ca. € 200 000). It is open to qualified suppliers according to non-restrictive selection criteria. The entire process is digital, using a digital signature in order to ensure legal compliance and overall transparency of the process. It works just like a real market, as the same products can be found and are sold by several suppliers at different prices, terms and conditions. Suppliers may decide on the geographical area in which the delivery of their product/ services will take place and can optimise their selling strategy, at any time, by specifying different quality dimensions or by promoting in real-time new price conditions or new products. Thus, the dynamic dimension of the e-marketplace strongly enhances competition.

The rules that suppliers must observe in order to enrol and sell in the MePA are set in specific public notices published by Consip according to different product categories. MePA connects thousands of public bodies and suppliers distributed all over the Italian territory, both at a central and local level. Registered purchasing administrations can use the two purchasing tools: 1. 'Direct Order'; administrations buy directly from e-catalogues. They choose the product, look at the delivery conditions, accept the price, fill in the order indicating the amounts they need, sign it digitally and send it to the supplier. At this stage the order represents a legally valid contract between the supplier and the buying administration. 2. 'Request for Quotation'; allows the PA to negotiate the price and service conditions by inviting a pool of qualified suppliers to make a customised quotation that responds to the needs expressed. Responding suppliers provide both a price quotation and the details of technical/ quality improvements. Hence, more than one offer from various suppliers, stimulating strong competition and more favourable conditions than the ones offered in the e-catalogue, can be obtained. The role of Consip is to define qualification requirements and terms of conditions, as well as to monitor that transactions are performed according to the MePA rules; it does not, however, play any role during the transaction phase.

With the introduction of MePA the Italian public procurement system is characterised by a growing number of PAs and suppliers using a fully digital purchasing procedure. By the end of 2008, more than 4000 public buyers and 3000 suppliers were active users of the MePA, performing more than 50 000 transactions with a global value of € 172 million.



IL TROVATORE

Submitted by Italian Customs Agency

Contact details of lead applicant

Organisation	Italian Customs Agency
Address	Carucci 71, Rome
Country	Italy
Size	>100
Contact Person	Teresa Alvaro
Function	Director
Email	teresa.alvaro@agenziadogane.it
Web address	www.agenziadogane.it

Level of government organisations involved

National

Type of sector

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

Key words of project

Cargo, customs, supply chain, rationalisation

Case description

The Italian Customs Agency initiated the 'Il Trovatore' project in 2008 to relaunch the national port and airport system. The aim was to define a procedural, logistics, organisational and technological model, which could be implemented in all analogous situations, also in the EU, with the simple enhancement of the parameters identified as the model's levers. The orographical and structural difficulties of almost all the national ports place natural constraints on the extension of the areas available for container handling: in order to attract new flows of commercial traffic, ports must therefore optimise and extend their available surface areas by making use of areas outside the port perimeter - with the so-called retro ports, which in many cases are situated many kilometres away. The problem is therefore to link the two areas in such a way as to simplify bureaucratic operations, while at the same time guaranteeing adequate levels of performance in the services provided to external users and the integrated control of goods flows in ports and airports; also for security reasons and to address consumer protection and the fight against counterfeiting and commercial fraud in general.

Back in 2006, the Customs Agency, in collaboration with the Centro Nazionale per l'Informatica nella Pubblica Amministrazione (CNIPA) and universities (Politecnico di Milano and Università Sapienza di Roma), conducted a feasibility study, which revealed that the use of RFID technology can yield important benefits: in particular in controlling the intactness of containers, identifying and electronically tracing container handling within port areas and during port to retro port journeys and in facilitating information exchanges with terminal managers. Following the study findings, a series of elaborations were implemented on the subject with the Common Research Centre and the European Commission research laboratory. These allowed further elements on the subject to be acquired, following the experience gained by the institute in the pilot project which the European Commission promoted for the tracing and intactness of containers directed from or to the Russian enclave of Kaliningrad in Lithuania. Due to the complexity of the project, it was agreed that an initial experimental phase be initiated, and the ports of Leghorn and Prato Interport were identified as optimal places to conduct this phase.

In short, the project has the aim of rationalising the handling of container goods in port-retro port journeys. Its main output is the definition of a procedural, logistics, organisational and technological model, which can be implemented to relaunch the national port and airport system.

LOCAL ACTION PLAN FOR SIMPLIFICATION OF THE ADMINISTRATION OF COMPANIES

Submitted by Direzione Generale Comune di Reggio Emilia

Contact details of lead applicant

Organisation Direzione Generale Comune di Reggio Emilia
Address Piazza Prampolini, 1
42100 Reggio Emilia
Country Italy
Size >100
Contact Person Massimo Festanti
Function City Manager's Staff
Email massimo.festanti@municipio.re.it

Level of government organisations involved

Local

Type of sector

Economic affairs, competition, SME

Key words of project

Bureaucracy reduction, business and companies

Case description

The local action plan for simplifying the administration of companies has been designed in order to reduce the weight of bureaucracy on the local production system and is understood to be a part of the resources needed to carry out administrative duties relating to business life. In line with EU and national strategy, the project also intends to contribute at a local level to reducing procedural times but, more importantly, the administrative charges to which the productive system is subject, to enable the economic actors of the territory to 'free up' resources for fundamental activity or for experimentation in innovative activities. In terms of methodology, the project was inspired by the EU Standard Cost Model, adapted to the local reality, to its needs and to available resources, as well as by the Business Process Reengineering (BPR) applied to the publication administration. In order to put its plan for local simplification into action, the City Council created a Memorandum of Understanding with the T.A.I (The Organisation of Entrepreneurial Associations), which involves a joint Working Table made up of Council representatives and representatives from the T.A.I., who have been given the task of implementing activities through periodic meetings and work groups. The project includes the following phases:

- Identifying critical areas and intervention priorities;
- A diagnosis of criticality: measuring time and costs a) A map of service processes b) Identification and classification of information obligations c) Measurement of current performance d) A diagnosis of criticality and the related causes to eliminate;
- Definition of an intervention plan for simplification (Simplification Programme);
- Experimentation and monitoring of simplification actions;
- Evaluation, i.e. quantification of economic savings for businesses resulting from the Simplification Programme.

The action plan involved the creation of a combined technical group involving the City Council (managers and representatives) and professional associations (representatives nominated by the associations in the TAI). This technical group was coordinated by the City Services Manager, with the organisational and technical support of personnel and management, who were also given the task of managing communication and external relations for the project, and of ANCI consultants.

From an operational point of view, in order to realise single actions that were part of the simplification programme, the project chose to work through small, flexible, temporary structures (improvement groups), whose task was to produce a detailed analysis of working processes, executive planning and the implementation of simplification actions, under the supervision of the relevant Service Manager.



ELECTRONIC SERVICES

Submitted by Vilnius City Municipality

Contact details of lead applicant

Organisation Vilnius City Municipality
Address Konstitucijos ave. 3
 LT-09601 Vilnius
Country Lithuania
Size >100
Contact Person Tomas Stamulis
Function Chief Officer of Information
 Technologies Division
Email tomas.stamulis@vilnius.lt
Web address www.vilnius.lt

Level of government organisations involved

Local

Type of sector

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

Key words of project

e-Services

Case description

Vilnius City Municipality has started providing electronic services in order to avoid additional paperwork and save time for citizens. Most of the services can be accessed from home, via the internet. At the moment, Vilnius City Municipality provides over 200 electronic services.

The main objective for providing e-Services is to save time for the citizens of Vilnius and to make the service system easier. By doing this, the amount of work is reduced for the municipality staff and people do not have to wait in queues.

On the website for Vilnius City Municipality you will find a services section where citizens can choose from the available options. Citizens of Vilnius can order services for a range of issues, from various licences or admissions to registration for social accommodation. For all online services provided by the municipality, the citizens of Vilnius are not required to go to the municipality offices to obtain the necessary papers.



EFFECTIVE RENDERING OF DISABILITY ESTABLISHMENT

Submitted by Ministry of Social Security and Labour

Contact details of lead applicant

Organisation Service of Establishing Disability and Capacity for Work, Ministry of Social Security and Labour
Address Švitrigailos st. 10, Vilnius
Country Lithuania
Size >100
Contact Person Laura Andrijauskaite
Irma Mituziene
Function Internal Auditor
Head of Methodology Division
Email landrijauskaite@ndnt.lt
imituziene@ndnt.lt

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Disability, social integration, information technology, e-Government

Case description

On 11 May 2004, Lithuania adopted the Law on Social Integration of the Disabled of the Republic of Lithuania aiming to ensure equal rights and opportunities within society, to establish principles for the social integration of the disabled, to define the system and preconditions for social integration and to determine institutions implementing social integration of the disabled and ways of assessing disability.

In Lithuania, this law has radically changed the concept and assessment of disability; new institutions, including the Disability and Working Capacity Assessment Office under the Ministry of Social Security and Labour (the 'Office') have emerged. It has changed the functions, procedure and volume of the specialist work that was previously valid and the compilation of documents issued, i.e. the number of certificates has increased from two previously issued to up to four or five certificates per person today. In addition, the number of documents to be submitted by or issued to a person has increased as well as the number of criteria and conditions determining a disability. There has therefore been a substantial increase in the administrative workload.

The Office comprises 25 territorial departments located throughout Lithuania that directly assess disability, as well as other divisions. In total, the Office has 200 employees that perform disability assessments (doctors and social care assessors). A new information system was designed with the intention of unifying and integrating the work of all employees and departments, alleviating and qualitatively improving the control and monitoring their performance, promoting assessment objectivity and internal information flow. It was therefore necessary to create a unified IT-based information system ('IS') that would alleviate the administrative work of the institution, reduce bureaucracy in this field and allow for the fast and effective storage, filing and analysis of data on disability, prevailing diseases and cases in the country, etc. Moreover, the IS had the aim of making it possible to use IS data stored by other institutions and to alleviate the administrative workload for clients, i.e. to allow the institution to retrieve the data required for diagnosing a disability while also allowing certificates to be computer-issued.



BECOMING A SINGLE JURIDICAL ENTITY

Submitted by Public Police Protection Office

Contact details of lead applicant

Organisation Public Police Protection Office
Address Didžioji St. 7
Country Lithuania
Size >100
Contact Person Andrius Vilkaitis
Function Responsible for personnel
Email andrius.vilkaitis@apsaugospolicija.lt
Web address www.apsaugospolicija.lt

Level of government organisations involved

National

Type of sector

Justice, police, human rights and security

Key words of project

Police, protection, centralisation

Case description

The Lithuanian police service was created in 1918 at the same time as the Republic of Lithuania was created. In 1921, the municipal police service was established, as one of the police types to be present in all of the largest cities, and in 1934, a private police force was created, with its main function to protect municipal objects that pay for the service; this was the beginning of the Public Police Protection Office. The Pprivate police force provided a service until 1940 and after the restoration of independence, the private police units were restored and became the Protection Police. The Protection Police contained separate units for a long time until 2008 when they were reorganised into the Public Police Protection Office. A year ago, the Public Police Protection Office (PPPO) was divided into ten separate protection offices all over Lithuania. At the beginning of 2008, these separate units were united into one single entity. The tasks previously fulfilled by all the offices - i.e. budgetary issues, personnel (human resources) and work organisation - are now being executed by one central unit.

This unification helped reorganise the technical facilities of the separate sections of the Protection Office and helped compensate the deficit of technical equipment in the less developed regions. The regional divisions only perform core functions, with ancillary functions, such as finances, personnel and work organisation being undertaken by the central administration.



THE SYSTEM OF EVALUATION OF CUSTOMER SATISFACTION IN STATISTICS LITHUANIA TO ENHANCE STATISTICAL SERVICES

Submitted by Statistics Lithuania

Contact details of lead applicant

Organisation Statistics Lithuania
Address 29 Gedimino ave
LT-01500 Vilnius, Lithuania
Size >100
Contact Person Audrone Miskiniene
Function Head of Public Relations
Email audrone.miskiniene@stat.gov.lt
Web address www.stat.gov.lt

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

System of customer satisfaction surveys, user feedback, customer satisfaction index, improvement of services

Case description

The need to meet user demands and follow trends in user behaviour forced the Department of Statistics in the Republic of Lithuania (SL) to resort to customer satisfaction surveys, analyse their results and improve products and services accordingly

Customer satisfaction surveys are treated as an effective means for responding better to customer needs and improving the quality of products and services as well as for using the system of customer satisfaction surveys (the 'System') to build trust in official statistics and raise statistical literacy. The Strategy of SL emphasises the process-oriented management structure and user relations. Among its key objectives are the development of the System for evaluation and follow-up of individual user needs and to make adjustments allowing more individual services to be offered. It aims to monitor the changes in customer satisfaction, to better understand, serve and meet individual user needs as well as to develop and offer targeted products and services. In this context, two characteristics have been identified, worked out and put into operation: customer satisfaction level and customer satisfaction index.

In 2006, SL documented and approved procedures for the System based on certain total quality management (TQM) provisions and issues of national interest. The surveys were planned and started on a regular basis following a uniform structure, approach and described procedure. They maintain a regular block of uniform questions (covering four principles of the CoP): clarity, sufficiency, reliability and relevance of national interest (awareness and quality-related) as well as ad hoc questions relevant to a specific surveyed target group or opinion on topical challenges and emerging events. Furthermore, regular target user groups have been identified (students, children, politicians etc). To follow and measure the impact of survey results, the methodology for evaluating customer satisfaction with relevant formulas was approved in January 2008. Currently, calculation of the General Public Satisfaction Index (GCSI) relates only to the annual general public opinion poll, which started in 2005, and evaluation of the GCSI is based on its results. The target group surveyed each year covers approx. 1005 persons aged 18-65, living in 95 territorial points in all regions of Lithuania, following the usual statistical spread of socio-demographic characteristics of the Lithuanian population. To implement the Strategic provisions, SL not only has to use tools to investigate customer opinions and formulas for their evaluation, but also has to undertake certain obligations to improve working methods with users of statistics. Monitoring and performance criteria have therefore been set, based both on the CoP principles and national needs: Effect, Result, Product and additional sub-criteria for NSI needs. When analysing the survey results, the Working Groups make proposals for improvements and most active survey respondents are asked for their opinion. Aggregated survey results are presented at the Top Management Meeting of SL, circulated to survey participants and presented on the SL website.



DEVELOPING QUALITY CULTURE VIA SELF-EVALUATION AND PUBLIC ACCOUNTABILITY

Submitted by Kaunas College

Contact details of lead applicant

Organisation Kaunas College
Address Pramonės Av. 20, Kaunas
Country Lithuania
Size >100
Contact Person Inga Stravinskiene
Function Quality Management
Email inga.stravinskiene@fc.kauko.lt

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Quality management, ISO

Case description

Kaunas College is a rapidly developing and expanding state educational institution qualified to implement higher non-education studies in the Kaunas region and is one of the biggest institutions of its kind in Lithuania. It has over 8600 students who study in 43 study programmes in technologies, humanities, bio-medicine, arts and social sciences. Studies are oriented towards practical activity. The main purpose of Kaunas College is to provide conditions for the creation, acquisition and communication of modern knowledge, abilities and skills for members of the community based on higher education achievements that would satisfy the needs of individuals, employers and society and would guarantee successful adaptability in the competitive world of business under the conditions of rapid technological change.

The existing internal quality assurance system at Kaunas College has been functioning in accordance with the quality management model that was implemented and which has undergone constant development and which integrated the principles of Total Quality Management (TQM) and the system of quality management ISO 9001 (International Organisation for Standardisation). The ISO 9001:2001 quality management system functions in the central administrative processes of Kaunas College. The model is cyclic and its implementation is realised through self-evaluation and public accountability. This cycle is annual. The purpose of the internal quality assurance system is constant development of the college's activity.

Competitiveness, accountability, responsibility and the need to constantly develop the quality of an activity are the key driving forces that stimulate Kaunas College to create and implement its internal quality assurance system, search for effective decisions that improve college activity and develop its quality culture. On the one hand, quality culture is a significant factor affecting the college's vision, mission, strategy, quality policy and aims as well as the mechanism of the quality management system. On the other hand, the quality culture itself is formed by the external environment of the college and its changes, the achieved quality of the activity and interaction between the college's vision, mission, strategy and mechanism of the quality management system. Therefore in this model quality culture is considered to be a factor integrating and 'bending' the phenomenon of college quality management. In other words, quality culture is the main determinant for the successful implementation, realisation and constant development of this quality management system.



GUICHET.LU

Submitted by Service eLuxembourg - Ministry of Public Service and Administrative Reform

Contact details of lead applicant

Organisation	Service eLuxembourg - Ministry of Public Service and Administrative Reform
Address	67, rue Verte
Country	Luxembourg
Size	>100
Contact Person	Ricky Wohl
Function	Management Consultant
Email	ricky.wohl@sel.etat.lu
Web address	www.guichet.lu

Level of government organisations involved

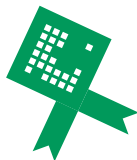
National

Type of sector

Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Justice, police, human rights and security; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Sports, youth, culture and art, science; Research, innovation; Taxation, customs, finances, transport and infrastructure

Key words of project

e-Administration, point of single contact (one-stop-shop), internet portal, access to public services



Case description

Driven by changing expectations from its customers, the public sector has had to redefine its role, strengthen its customer focus and build integrated service delivery models.

In line with the general development of electronic transactions, and to better respond to the needs of the users, the Government of Luxembourg launched, on 17 November 2008, www.guichet.lu (hereinafter Guichet), a new internet portal to enrich its internet service offerings. Guichet does not aim to replace the traditional (physical) offices, but intends to diversify access to public services in a spirit of modernisation and administrative reform; the challenge being to improve the value and quality of public services and to make the administrative tasks easier for citizens. The purpose is to progressively cover the different administrative tasks in a single portal that gathers all the procedures, forms and information of the public administrations in one URL.

Guichet includes an administrative guide to a huge number of life or business events, assembled by themes such as employment, family, education, housing, citizenship or taxes. Each subject comprises information records that describe the context and exhaustively explain the related administrative tasks. Furthermore, it is also an interactive platform that allows citizens to complete their administrative tasks online, in a simple and transparent way. The portal also intends to accompany the user throughout all procedures by using 'electronic assistants' which work as online civil servants. The electronic assistants are available to users who own a LuxTrust authentication certificate (Smartcard, Signing Stick, Token or SMS). The LuxTrust certificates guarantee highly secure and indisputable exchanges of information, as well as the respect of the privacy act thanks to an identification system and the electronic signature. The launch of the portal is the result of the development of paperless exchanges between the government and the citizens, accomplished by the Ministry of Civil Service and Administrative Reform and in collaboration with other different ministries. Through the commitment of all actors concerned, the governmental administrations have made important steps towards the carrying out of faster, more simple and more cost-effective relations with the users.

Together with the Guichet, the major banks in Luxembourg have adopted the LuxTrust authentication system to reinforce the security of their respective internet banking services. The clients of these banks will be contacted gradually by means of their Web Banking software and will be invited to acquire a digital certificate in order to be able to manage their accounts online. Through tight cooperation between public partners and several financial institutions, a single LuxTrust certificate provides access to countless public and private applications or online services and makes the digital signature possible.

Guichet conforms to international accessibility standards and offers transparent access to a catalogue of administrative procedures and forms, structured in a very particular manner. In addition, it allows the user to trace processes and get feedback on pending procedures through a virtual personal space.

INDIVIDUAL AUCTION OF APPLICATIONS FOR SUPPORT (DUTCH WMO)

Submitted by Gemeente Spijkensisse

Contact details of lead applicant

Organisation	Gemeente Spijkensisse
Address	Raadhuislaan 105
Country	Netherlands
Size	>100
Contact Person	I.W.J.M. Sips-Weck
Function	Head of the Department for Social Support
Email	i.sips@spijkensisse.nl

Level of government organisations involved

Local

Type of sector

Public health and social welfare/affairs

Key words of project

Health care, e-Auction, tender

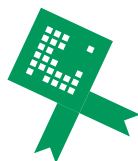
Case description

The Care sector, including household assistance, is, as a part of public health and social welfare, a huge public concern. As most people have relatives that need care support, it is also a topic on the agenda of European public organisations.

Since the Law on Social Support was passed on 1 January 2007 household assistance is no longer seen as care, but as a type of social support. Local councils were previously hardly involved in this product, but now they bear full responsibility. City councils were forced to decide on how they wanted to shape the European tender for household support. Spijkensisse wanted to carry out a responsible, customer-friendly and future-proof policy; at this point they met with an IT company specialising in the reverse e-auction of care. e-Auction itself is not new as it has been used in other fields for years. However, in a passive and bureaucratic sector like Care and Social Services, the use of a reverse e-Auction turned out to be almost shocking for many participants.

In a usual tender, a certain quantity is granted for household support. In Spijkensisse the object of the tender is formed by the admittance to the internet auction through a frame-agreement. The applications for support are put on the internet auction and contracted suppliers can offer discounts on a price per hour, which has been maximised in the tender beforehand by the City Council. In this way, suppliers themselves can try to obtain their desired market share in the city. The reverse auction can be seen as an awarding of contracts at customer level. The framework agreement will be awarded to all suppliers that agree with the maximum price per hour for household support and that meet the quality demands in the specifications. How the system works: The personal details of the customer are not visible in the auction. The supplier only sees the number of requested hours for support and the first three digits of the postal code. Based on this information, they decide on their price. In order to prevent a situation where customers are not catered for, all suppliers are obliged to bid on any application. When the application is unappealing to a supplier, they can offer a minimal discount.

The concept of the internet auction is that support is given at a price that is in accordance with the market. The system offers the opportunity to include robot variables (additional criteria) that may lead to a supplier other than the one that is cheapest. Experience shows that adding any extra criterion results in a (slight) rise in cost.



YES, WE CAN BE BIG BY REMAINING SMALL!

Submitted by Gemeente Tytsjerksteradiel

Contact details of lead applicant

Organisation	Gemeente Tytsjerksteradiel
Address	Raadhuisweg 7, 9251 GH Burgum
Country	Netherlands
Size	>100
Contact Person	Ed Stoelinga
Function	Project Leader
Email	estoelinga@t-diel.nl
Webmail	www.t-diel.nl

Level of government organisations involved

Local

Type of sector

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

Key words of project

Management training

Case description

Tytsjerksteradiel is one of the many rural municipalities in Europe. With 32,000 inhabitants, it is not too small, yet not too large. The municipality encompasses 16 villages and a number of neighbourhoods. Fifteen years ago, the municipal administration determined that the gap between the population and the municipality had become unacceptably large. This realisation engendered a process reintegrate the municipal administration in the community. As a smaller municipality, we cannot achieve this in large steps. The challenges for the municipality were and are:

- To reduce the gap between the community and local government by enhancing the effectiveness of policy towards the society.
- To enhance the efficiency of the organisation.

Many efforts have been devoted to tackling those challenges. The most important parts of the activities were related to the training of management to support the goals as a team and to promulgate the goals to the staff. A good and enthusiastic management team is required in order to achieve anything. For that purpose, management has followed a lengthy training process with additional support. Furthermore, the administration had to be enthused regarding the goals. In general, processes had to be made more transparent. Information on the activities and methods used was provided in advance, and a report on the impacts of those activities was provided in a demonstrable manner afterwards. The municipality provides extensive information on projects to citizens via the local newspaper as internet coverage among care customers is not very high. Comprehensible reports on what citizens can expect from their public services are published almost every week. Repetition is important in this regard, as it takes a long time before citizens become aware of new concepts.



SERVICE GUARANTEES (SERVICENORMEN NL)

Submitted by Gemeente De Ronde Venen

Contact details of lead applicant

Organisation	Gemeente De Ronde Venen
Address	Croonstadtdlaan 111 3641 AL Mijdrecht
Country	Netherlands
Size	>100
Contact Person	Emma de Lange
Function	Municipal secretary Member of the board of directors
Email	e.delange@derondevenen.nl
Web address	www.derondevenen.nl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Service guarantees, quality charter, process improvement, accountability, cutting red tape, citizen involvement, employee empowerment, customer satisfaction

Case description

In order to be prepared for the demands of modern society and to be able to adapt to a rapidly changing environment, De Ronde Venen changed its organisational structure in 2004. The organisation became more horizontal and the empowerment of employees became the central management concept. After that, the town council launched a policy plan in 2006 for their administrative term entitled 'Standing strong with our citizens'. At the heart of the policy plan was the notion that citizens need to come first in all processes. In search of the best method to fulfil the council's policy plan and to meet the higher demands and expectations of citizens, a special team of managers (Public Services Management Unit) initiated a project to create a Quality Charter. The project was called 'Service Guarantees', which are tangible promises regarding the level of services of the municipality towards its citizens/customers. The Public Services Management Unit, which is responsible for the quality of service, asked the employees to describe all the processes linked to the citizens. This special team of managers then asked the relevant employees several questions about their work process. The purpose was to encourage them to have a more citizen-oriented focus and to reduce or cut red tape. The last and most important issue was to formulate a service guarantee. This service guarantee had to be strong, understandable and measurable. These service guarantees were then submitted to a panel of citizens for their approval. After this, the town council formally established the service guarantees. Some examples of the 85 service guarantees are: - the provision of an answer to a letter within two weeks; - the provision of a building permit within two weeks; - waiting time at the front office is limited to a maximum of 15 minutes.

A key success factor is to carry out and communicate the service guarantees. Consequently, different means of communication were used, such as publishing the service guarantees on the communal information page in a free local paper or on the website. In addition, less formal means of communication, like a campaign with billboards, were used.

The service guarantees are being measured every month. These measurements show that at least 95 percent of the service guarantees are being met. This project has also resulted in a decrease in bureaucracy. For example, the permit for cutting down privately owned trees has been abolished and the permit for a drive-in has been changed to a notification.

CONFLICTS BETWEEN CITIZENS AND GOVERNMENT: TOWARDS A PRO-ACTIVE, SOLUTION-DRIVEN APPROACH

Submitted by Ministry of the Interior and Kingdom Relations

Contact details of lead applicant

Organisation The Ministry of the Interior and Kingdom Relations
Address Schedeldoekshaven 200
2511 EZ Den Haag
Country Netherlands
Size >100
Contact Person Lynn van der Velden
Function Senior Policy Advisor
Email lynn.velden@minbzk.nl
Web address www.minbzk.nl

Other applicants

Faculty of Psychology and Educational Sciences & Faculty of Law, University of Leuven, Belgium, Faculty of Law, University of Tilburg, the Netherlands, Department of Work and Organisational Psychology, University of Amsterdam, the Netherlands, Sira Consulting B.V., Nieuwegein, the Netherlands, Koetsenruijter Conflictmanagement & Bemiddeling, Leiden, the Netherlands

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Reduction of administrative burdens for citizens, improving the quality of public services, pro-active approach, alternative conflict resolution, mediation-like techniques, citizens at the centre of government services

Case description

Both the private sector (citizens and businesses) and the government spend countless hours and millions of euros every year on complaints, objections and appeal procedures against government decisions. Of the total amount of administrative burdens (red tape) for citizens in the Netherlands, 11% is caused by these types of procedures. Usually, citizens who do not agree with a government decision, discover mistakes, or do not understand a decision, only have the possibility to address this through a formalistic, legalistic and written complaint, objection or appeal procedure.

This showcase project, however, provides a fundamental change in complaint handling and conflict resolution in public administration. This project initiates, stimulates and supports a pro-active, personal, open and solution-driven approach for all government organisations. This new approach consists of two possible interventions:

1. Upon receiving an objection against a government decision; a public servant ensures quick and direct personal contact with the citizen concerned (telephone call or informal meeting) - the public servant uses communication skills such as listening, summarising and questioning from an open, unbiased approach and through the use of certain conflict intervention models that can lead to de-escalation and conflict resolution. The public servant uses communication techniques that are derived from mediation (hereinafter mediation-like techniques). However, no other neutral person is involved and no actual mediation takes place.
2. During the preliminary phase of the decision making (before a government decision is made) that has (negative) consequences for a certain person, the citizen concerned is contacted to test, among other things, that the information on which the decision will be based is correct and complete, and in order to explain why a certain decision is about to be made and to explore possible alternative solutions. This is done in order to invest in the quality of decisions made and so as to avoid future objection procedures wherever possible.

The pro-active solution-driven approach shows a reduction in the number procedures, reducing the administrative burdens for individuals and businesses by 23%, thus saving the authorities time and money (27% cost reduction), increasing customer satisfaction for individuals and businesses, and improving job satisfaction for government employees both by 20%. In 50% of the cases where mediation-like techniques were used by civil servants, a solution was found and the objection procedure was cancelled. The use of mediation-like techniques also showed a positive effect on the processing time of objection cases.

Considering the research results, implementing mediation-like techniques on a much larger scale (national and local level within the different government domains) showed great promise. Therefore a follow-up pioneer project was set up in order to ensure, monitor and support the implementation of mediation-like techniques on a much larger scale (national and local level) within a larger number of different government domains.



BENCHMARK POLICY

Submitted by Ministry of the Interior and Kingdom Relations

Contact details of lead applicant

Organisation	The Central Government Reform Programme (het programma Vernieuwing RijksDienst); Ministry of the Interior and Kingdom Relations (BZK)
Address	Schedeldoekshaven 200 2511 EZ The Hague
Country	Netherlands
Size	>100
Contact Person	Dr Corline Koolhaas
Function	Manager Benchmarking Bench Learning Central Government
Email	corline.koolhaas@bbr.wmrijk.nl
Web address	www.minbzk.nl

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Benchmark, policy making processes, good practices, learning experiences, effectiveness, efficiency, learning network, pressure on government

Case description

The directorate-generals ('DG') that form the central government are under constant pressure to become more efficient and effective. This pressure can be caused by politicians, the international surroundings, other DGs and stakeholders such as individual citizens and companies. Consequently, the Benchmark Policy has been established to enable an accurate comparison of all DGs. Its aim is to change the mindset, culture and procedures of central government. Whilst the DGs (37!) now act more or less as independent business units, the purpose of the benchmark is to stimulate them to operate as a unit: find common ground, striving for the same goals and concerted actions. Eventually this will benefit the tax-payer, who will get more value for his taxes, and it will also result in a better quality of the policies as different policy areas show unity in working together, integrating their policies and procedures (effectiveness).

A major change to the current mindset, culture and procedures of the central government is therefore needed. The benchmark policy is based upon three pillars in order to achieve its goals: - gaining awareness throughout the central government and support at the top level management, - finding a common ground for the DGs; - amalgamating the DGs into a learning community in order to optimise the efficiency and effectiveness of the central government as a unit. The benchmark provides a profound insight into the extent of the pressure, the source of the pressure and its impact on the organisation. Additionally, it makes it possible to make accurate and meaningful comparisons of the DGs and is therefore an important management tool. The comparisons reveal good practices and make it possible to 'do more with fewer employees'. Furthermore, a deeper understanding of the effects of the use of specific policy-making instruments and the justification or rejection of popular assumptions can be achieved. The availability of this kind of information is a precondition for managers leading their organisation towards more effectiveness and efficiency. The benchmark also detects similar problems in different fields of policy. The answers developed are complementary and their availability is a helpful tool for managers.

The benchmark is performed by focusing on best practices and possibilities for improvement for all participants instead of shaming and blaming. It is sponsored by two secretary-generals who favour the formation of learning organisations. The design of the benchmark is developed in close collaboration with a pilot group, which has led to a high level of trust, with real transparency with regard to practical and learning experiences.

The committee of secretary-generals has decided to repeat the benchmark in 2010-2011. This information will provide the possibility to achieve more efficiency by learning from the past. Moreover, the benchmark will be professionalised and bench learning methods are to be introduced, thereby feeding the process of renewing the national government and turning it into a learning organisation.

BENCHMARK MANAGEMENT OF CENTRAL GOVERNMENT

Submitted by Ministry of the Interior and Kingdom Relations

Contact details of lead applicant

Organisation	The Central Government Reform Programme, Ministry of the Interior and Kingdom Relations (BZK)
Address	Schedeldoekshaven 200 2511 EZ The Hague
Country	Netherlands
Size	>100
Contact Person	Dr Corline Koolhaas
Function	Benchmarking Manager Bench Learning Central Government
Email	corline.koolhaas@bbr.wmrijk.nl
Web address	www.minbzk.nl

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Benchmarking, effectiveness, efficiency, learning network, organisational culture, transparency

Case description

Management of the Public Administration Benchmark focuses on three subjects. The first two subjects concern the quantity and optimal (most efficient and effective) organisation and management of Central Government. The third subject consists of several methods to reduce the burden of internal rules and instructions. The aim of the benchmark is to change the mindset, culture and procedures of central government.

Whilst each of the Ministries and their departments act more or less as independent business units at present, the benchmark's purpose is to stimulate them towards operating as a unity. The benchmark is based on three pillars:

- Gaining awareness throughout the central government and support at top level management;
- Finding common ground for the Ministries;
- Connecting the Ministries into one learning community in order to optimise the performance of central government as a unit (efficiency).

The benchmark has been successfully performed due to three success factors. The first success factor is the focus of the benchmark on best practices and possibilities for improvement for all participants instead of naming and shaming. The second is the sponsorship of two secretary-generals who favour the formation of learning organisations. The third success factor is the design of the benchmark in close collaboration with all participants (all departments in the Netherlands).

A small benchmark team acted as moderators, performed the analysis and produced reports. The close collaboration of all participants led to a high level of trust, and real transparency regarding practical and learning experiences. Several results were achieved during the process and at the closure of the benchmark. They vary from a more profound understanding of the burden of internal rules to proven practices and practical experience to reduce this burden. The benchmark has proven to be a stimulus for specific change. Projects to reduce the burden have been started and the formation of shared service centres for all departments has gained support.

Due to enhanced transparency, top managers are now well aware of the practical situations in their organisations. Changes and interventions are increasingly based on figures presented in the benchmark reports. The figures also give cause for discussion about standards concerning the number of employees necessary and the level of service needed.



ONLY SATISFIED CITIZENS IN ZOETERMEER

Submitted by City of Zoetermeer

Contact details of lead applicant

Organisation City of Zoetermeer
Address P.O. Box 15 2700 AA Zoetermeer
Country Netherlands
Size >100
Contact Person Wim van Loosbroek
Function Quality Manager
Email w.a.van.loosbroek@zoetermeer.nl
Web address www.zoetermeer.nl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Customer satisfaction, quality management

Case description

The 18 departments in the Town Hall of Zoetermeer deliver 240 different products daily to 121 000 inhabitants, 5600 entrepreneurs and about 1 million visitors a year in the city. In the spring of 2006 the City Council of Zoetermeer decided to strive towards an ambitious goal to increase citizens' satisfaction with the customer-related services by 2010.

The important activities to start the project were to develop an organisation-wide information system for managing the complaints and to develop the framework for the charters. The second step was to develop a charter with the service delivering personnel of each of the 18 departments. Each department had to make choices to select the important products and the service standards. The quality manager supported the choices with detailed information about the complaints of citizens. In some cases results of earlier satisfaction surveys were available. In the third step the PDCA-cycle (Plan-Do-Check-Act) for the service was introduced. In this step the involvement of citizens has an important role, especially for gathering detailed information about needs and satisfaction.

Simultaneously, the quality manager had to develop an organisation-wide monitoring tool for the overall customer satisfaction. Components of the monitoring include the company-wide survey of customer needs and satisfaction (every four years), the local omnibus surveys (every year), the national benchmarks (every two years) and the daily management of the complaints. The moment of survey depends on the progress of the improvement of the processes. It also depends on the identity of the product, especially on the difference between products with a continuous delivery and with a seasonal delivery. The most used method were the focus groups, the mystery guest, the public inspections and the real case interviews. The permanent evaluation of the progress is one of the most important activities in the project. The results of the evaluation gave clear evidence of the process, which had to be improved. The fourth step was to go on through the PDCA-cycle and start the cycle again until the evaluation of the customer satisfaction score is 7,0. The results are published annually by the city council.

SERVICE CENTRE FOR FOREIGN WORKERS

Submitted by Directorate of Taxes

Contact details of lead applicant

Organisation Directorate of Taxes
Address P.O. Box 9200, Grønland
0134 Oslo
Country Norway
Size >100
Contact Person Morten S. Hagedal
Function Project Manager
Email mortenstokbak.hagedal@skatteetaten.no
Web address www.sua.no

Level of government organisations involved

National

Type of sector

Employment, labour-related affairs and gender equality; Justice, police, human rights and security; Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances

Key words of project

Services for foreign workers, labour market, migration

Case description

The Service Centre for Foreign Workers is a joint initiative of the Labour Inspection Authority, the Police, the Tax Administration and the Directorate of Immigration, establishing one common Service Centre for this user group. Since the enlargement in 2004 the number of foreign workers in Norway has increased dramatically. A large number of Norwegian employers started hiring foreign workers. Their ability to cope with this part of Norwegian bureaucracy was not optimum. The public sector was entangled in its own red tape and had difficulties serving this large number of new foreigners in the country. The solution was to set up one Service Centre for Foreign Workers; at this Centre they should be able to get the necessary permissions and a tax deduction card within five working days. At the same time, the Labour Inspection Authority should be present, as a low threshold initiative for those who had questions on rights and obligations as workers in Norway, whether they had problems themselves or not. The target group for the Service Centre are EU/EEA Citizens, whose main purpose of staying in Norway is employment, and their family members; and nationals from outside EU/EEA, with qualifications as a skilled worker or specialist, and their family members.

The Service Centre opened in Oslo on 15 October 2007. In 2008 approx. 65,000 users visited the Service Centre, 15,500 applications for residence permits were filed, 11,000 tax deduction cards were produced and 7,000 persons handed over notifications of immigration to the National Population Register. The government had decided to open a similar Service Centre in the oil capital of Norway - Stavanger. A small-scale Service Centre will also open in Kirkenes, close to the Russian border.



YR.NO - WEATHER FORECASTS AND CLIMATE INFORMATION FOR EVERYONE

Submitted by Norwegian Meteorological Institute

Contact details of lead applicant

Organisation Norwegian Meteorological Institute
Address Niels Henrik Abels vei 40
 0313 Oslo
Country Norway
Size >100
Contact Person Kristin Goa
Function Information Adviser
Email kristin.goa@met.no
Web address www.yr.no

Other applicants

The Norwegian Broadcasting Corporation

Level of government organisations involved

National

Type of sector

Science, research, innovation

Key words of project

Weather forecast, e-Service

Case description

Yr.no has become Norway's number one weather website. Yr.no is developed and owned by the Norwegian Meteorological Institute (met.no) and the state-owned Norwegian Broadcasting Corporation (NRK).

Yr.no not only offers weather forecasts and climate information. Users find detailed weather forecasts for Norway and the rest of the world, free of charge. Yr.no is a non-commercial website (without advertisements). You can also find free weather data made available in an Application Programming Interface (API) for everybody to use and put on their websites or into other communication channels. What makes yr.no unique is the amount and extent of information provided: weather forecasts for all named places in Norway (700 000) + 6.3 million places in the rest of the world; weather observations and climate data for all Norwegian weather stations; precipitation radar; probability forecasts; forecasts available for ocean and coast (including waves, pressure, currents, water level); and meteorological warnings such as gale warnings, difficult driving conditions, difficult weather and extreme weather. The information is provided as an hour-by-hour forecast using visualisations and animations

Weather data and presentation are free for everybody to use for all purposes, including commercial services

INTEGRATED PERFORMANCE AND QUALITY MANAGEMENT SYSTEM

Submitted by Council of Europe

Contact details of lead applicant

Organisation Council of Europe - Directorate General of Administration and Logistics
Address F-67075 Strasbourg Cedex
Country Pan-European
Size >100
Contact Person Mesut Özyavuz
Function Head of the Administrative Modernisation Division
Email mesut.ozyavuz@coe.int

Level of government organisations involved

Pan-European

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Performance, quality, client satisfaction, survey

Case description

Founded on 5 May 1949, the Council of Europe seeks to develop throughout Europe common legal and democratic principles based on the European Convention on Human Rights and other reference texts on the protection of individuals. The changes that have taken place over the last twenty years at European and international level have transformed the context in which the Council of Europe operates, obliging it to introduce substantial reforms in order to adapt to its new environment. The Directorate General of Administration and Logistics (DGAL) plays a vital role in this reform process to provide, in an efficient and effective manner, the whole Organisation with the necessary administrative, technical and logistical support. To this end, DGAL has laid down a number of strategic objectives based on organisational performance management, client orientation and user satisfaction, administrative simplification, improvement of internal communication and knowledge management. DGAL has introduced a complete performance and service quality management system, involving: a performance monitoring system (Balanced Scorecard - BSC); annual satisfaction surveys; a catalogue of services and SLAs (Service Level Agreements) associated with each service, accessible by a single online interface (Multiservice Assistant); the design and publication of an administrative handbook comprising regulatory texts and the administrative documents and tools governing the Council of Europe's work.

The performance and quality management system introduced within DGAL has made it possible to adapt the services provided to the needs of the organisation and to improve the quality of these services - without an increase in human resources in DGAL. Many of the indicators monitored in the BSC have shown constant improvement since the launch of the BSC and the satisfaction surveys. Since 2005, the level of client participation in the satisfaction survey has increased by more than 30%. This confirms the staff's growing support for and confidence in the DGAL's performance and quality management system. The level of satisfaction has increased for most DGAL services (for example the results of the 2008 survey showed that the satisfaction level for 13 services has increased by more than 5% as opposed to three services where the satisfaction level dropped by 5% in relation to 2007). Lastly, the satisfaction surveys have proved to be a source of staff motivation. The Multiservice Assistant has become the 'one-stop' reflex for staff, simplifying their day-to-day work when requesting basic services. It is becoming increasingly more wide-spread for different types of service. It is also one of the fundamental means of measuring the performance of the administration, for example by registering in the BSC the SLA compliance rate for certain strategic services. In the satisfaction surveys, roughly 2/3 of staff said that they were satisfied or very satisfied with the Multiservice Assistant (72% in 2006, 68% in 2007).



QUALITY IMPROVEMENT OF SERVICES THROUGH ISO STANDARD IMPLEMENTATION AND DEVELOPMENT

Submitted by Starostwo Powiatowe w Pabianicach

Contact details of lead applicant

Organisation Starostwo Powiatowe w Pabianicach
Address 95-200 Pabianice
 Ul. Piłsudskiego 2
Country Poland
Size >100
Contact Person Jakub Kaczorowski
Function General Office Manager
Email jkaczorowski@powiat.pabianice.pl
Web address www.powiat.pabianice.pl

Case description

The project aimed to increase the quality of services in order to ensure customer satisfaction and prevent cases of corruption. In October 2008, we started with the implementation of the ISO standard as a main step towards improving the quality of services. In addition, there are activities related to 'Action Clear Local Government' developed in order to inform citizens about the daily operation of local governments.

Level of government organisations involved

Local

Type of sector

Regional policy and development, decentralisation

Key words of project

Quality management, quality standards, transparency, ISO



THE RYBNIK SPATIAL INFORMATION SYSTEM (RSIP)

Submitted by Municipality of Rybnik

Contact details of lead applicant

Organisation Municipality of Rybnik
Address 44-200 Rybnik ul. Bolesława Chrobrego 2
Country Poland
Size >100

Contact Person Angelika Naczyńska-Lyp
Function Proxy of management
Email rybnik@um.rybnik.pl
Web address www.rsip.rybnik.eu

Level of government organisations involved

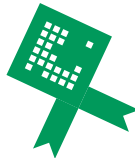
Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Geographical information system (GIS)



Case description

The Rybnik Spatial Information System (RSIP) project was developed to provide modern infrastructure for the development of the information society and the reduction of digital exclusion. With their broad scope, municipal services rendered through the RSIP have proved to be a highly innovative scheme.

The project allows society to come into contact with advanced technologies and use them; therefore, it will be easier to implement new projects in the future and to further develop information society. The primary aim is to create an innovative, integrated and inter-operational system to support management in public administration at the local level, such as back-office (using GIS/SIT technology). At the same time it aims to involve in the process selected municipal units and public services which are under the town's authority. RSIP intends to integrate data from other systems (map or database systems) and to present them to the user in a simple and consistent manner. For the client, the system applies three basic browser-based tool types, such as a map and description data browser, searching and analysing tools for information found in the map and database resources, as well as tools for generating the relevant reports. The functioning of the system involves the connection between descriptive data and graphic data, with their consistent presentation on the internet town map.

Since its implementation in 2005, all employees of the Municipal Office have access to the system. Within years, the system has also been implemented in selected municipal units such as the Municipal Guards and Housing Authority. Additionally, a simplified free-of-charge version of the system can be found on the webpage. Operating under applicable legal regulations, the system has considerably improved the work of the Municipal Office as it facilitated access to information about a client and the milieu, allowed for consistent data presentation and automation with respect to detecting discrepancies between systems. Furthermore, the project won first prize in the competition 'Friendly Local Government' organised by the Ministry of Internal Affairs and Administration, which aimed to identify local governments that have implemented innovative but already verified solutions to improve the quality of services rendered to residents.

With the advantages generated by implementing the system and the need for these solutions, the Municipal Office decided to continue developing the project. At that time, it became possible to use EU funds for the development and extension of the functionality of the RSIP. In 2008, the town, the police department, the fire department and the hospital signed an agreement for joint work on the RSIP project development. The aim is to support the work of public services responsible for law and order. With the extended RSIP, it will be possible to monitor the safety of the town and to analyse the incidence of threatening events, as well as to simulate procedures of how to counteract them. The system will also allow the emergency centre to coordinate actions and facilitate the decision-making process concerning the operations. A modernised free system version will also be available to residents.



SERVICE DELIVERY QUALITY MANAGEMENT BASED ON THE WORKFLOW MONITORING SYSTEM

Submitted by Municipality of Piotrków Trybunalski

Contact details of lead applicant

Organisation	Municipality of Piotrków Trybunalski
Address	97-300 Piotrków Tryb., ul. Pasaż Rudnickiego 10
Country	Poland
Size	>100
Contact Person	Renata Karbowniczek
Function	Resident Service Centre
Email	r.karbowniczek@piotrkow.pl
Web address	www.bom.piotrkow.pl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Quality management, workflow monitoring, ISO

Case description

The 'Service Delivery Quality Management Based on the Workflow Monitoring System' introduced in the Municipality of Piotrków Trybunalski is a self-assessment and improvement tool for those municipal activities which affect the quality of services provided. It serves to improve the customer-oriented management process. It is also an element of internal control which enables an analysis of the efficiency of municipal services in the sphere of administrative services provided, which consequently improves the customer service system. It is based on clerical staff professionalism, clarity and openness of activities, accessibility of information, and organisational and managerial efficiency.

Before the described system was introduced, the office's work processes had been defined and request forms to be filled in, with attached information cards, had been created. These documents provide information on a service request process and specify time limits, fees and required attachments. They are available both on paper and in electronic form via the Centre's website. They are supplementary to the procedures defined under ISO 9000:2001. The municipality has launched a website dedicated to its customers, which gives access to all necessary information, displays the situation of queues at individual service points, offers the option of booking a service in the Municipality Office on a specific day and at a specific time, and provides contact details. Free access to the Municipality website is available via 'infomats' located in several spots around the town and a terminal in the Municipality headquarters. The electronic queue management system with a call-forward system calculates average customer waiting time and average service time. Information leaflets are available to customers free of charge. Easy access to the required information measurably reduces the time needed to process a service. Clerical workers, who are relieved from the duty of informing customers, are more productive, issue more administrative decisions and handle more service requests. The type and frequency of surveys and questionnaires regarding service quality have been determined. In addition, text messages, electronic mail and a free phone line are used to contact customers. As a result of a survey on public expectations towards the Municipality Office, the information points have been modernised based on the way in which citizens prefer to obtain information on administrative procedures.

The essence of the workflow monitoring system is the need to identify indicators to evaluate the quality of services provided and to analyse them regularly, which enables appropriate remedial and improvement measures to be taken. Monitoring adopted indicators helps the authorities achieve qualitative objectives set for the Municipality Office. The workflow monitoring system helped reduce average service time and average customer waiting time, even though the number of customers had increased.



IMPLEMENTATION OF IMPROVEMENTS FACILITATING CUSTOMER SERVICE IN THE PASSPORT DEPARTMENT

Submitted by Kujawsko-Pomorski Urząd Wojewódzki w Bydgoszczy

Contact details of lead applicant

Organisation Kujawsko-Pomorski Urząd Wojewódzki w Bydgoszczy
Address ul. Jagiellońska 3
85-950 Bydgoszcz
Country Poland
Size >100
Contact Person Michał Majcherek
Function Director of the Organisation-Administration Department
Email mmajcherek@uwoj.bydgoszcz.pl
Web address www.uwoj.bydgoszcz.pl

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Customer service, passport service

Case description

The tasks of the Kujawsko-Pomorskie Voivodeship Office in Bydgoszcz and its branches in Toruń and Włocławek cover a wide range of policy and administrative areas, such as supervision, control, social policy, European funds, infrastructure, the State Treasury, real estate, civic affairs, foreigners, crisis management, agriculture, environmental protection and finance. The Management of the Office places a strong emphasis on meeting the needs of its clients, including both individuals and corporate clients. The superiority of customer service in the functioning practice of the Office assumes the need both for a careful recognition of the type and character of services provided to outside entities and for optimal solutions to assure full and trouble-free execution of tasks in this area. Citizen service takes place in several departments, in various thematic ranges, although the largest group comprises people applying for passports. Customer service related to acceptance and issuance of passport applications takes place in the Passport Department.

The goal of all the improvements was to cut the time spent by clients in dealing with their affairs and to enhance ergonomics and comfort of service. Passport application and receiving procedures cannot be simplified in any way at regional level, since they are strictly regulated by legal regulations. In the light of the above and in response to the needs of clients addressed to employees of the Department as well as suggestions reported by employees themselves, a number of small but important improvements were implemented in customer service offices in 2007 and 2008. The customer service improvement process has been treated as a long-term project focused on a better adjustment to the customers' needs, without generating significant costs. The principle of adequate spending and results has been applied, respecting public funds.

The main goal of the improvements was to provide clients with a complex and professional service in order to satisfy their needs, as well as to meet their expectations by initiating various types of upgrades and implementing them consistently. In the scope of customer service, the Management of the Office assumed execution of the following operational goals in the Passport Department in 2007-2008: reduction in waiting times for service during an increased inflow of clients; increase in ergonomics of the same service; increase of access to an administrative service; improving the knowledge of passport procedures among employees of the Passport Department; the development of interpersonal skills among employees of the Passport Department; and a customer satisfaction survey on professional service.



INCREASING THE CONCERNED PARTIES' SATISFACTION FROM TAX SERVICES BY ESTABLISHING STRATEGIC PARTNERSHIPS

Submitted by Tax Office in Płońsk

Contact details of lead applicant

Organisation Tax Office in Płońsk
Address Spoldzielcza 2 Street
 09-100 Płońsk
Country Poland
Size 50-100
Contact Person Lukasz Gwozdz
Function IT Manager
Email lukasz.gwozdz@mz.mofnet.gov.pl
Web address www.bom.piotrkow.pl

Level of government organisations involved

Local

Type of sector

Taxation, customs, finances

Key words of project

Tax administration, self-assessment, CAF, EFQM, ISO

Case description

Since 2004 Poland has been a Member State of the European Union. Poland is still changing, thus seeking its ultimate face in the economic, social and cultural spheres. To illustrate this state of affairs, during the annual tax return submission time (the first four months of the year), taxpayers submit over 45 000 annual tax returns at Płońsk Tax Office, of which over 80% are submitted in person. Reasons are mainly due to tradition and the fact that the system of electronic return submission is not yet well propagated. Less than a tenth of a per cent of taxpayers at our office use this method. Another important reason is that it is not a very clear tax system, which causes many errors.

In 2003 the quality management system in compliance with the norm ISO 9001 was implemented and we commenced self-evaluations, initially in the form of EFQM (European Foundation of Quality Management) and later CAF (Common Assessment Framework). It was the self-evaluations performed in 2004-2005 that revealed to the office management the lack of full identification of key partners and the not quite full use of opportunities concerning partnership. That is why it was decided to determine the strategic partners and jointly agree on the systematic, mutually beneficial and monitored cooperation, which would ensure the increase in the value of services for the concerned parties.

Since 2005 a policy of establishing strategic partnerships on a consistent basis has been pursued. Stakeholder organisations include the public sector, private sector and non-profit organisations, in particular local government offices, organisations uniting or attracting taxpayers, accounting bureaus and sector organisations. Taking into consideration the main categories of customers - (business, public sector, natural persons active in professional terms with farmers standing out, as well as retirement pensioners and disability pensioners) - a plan of cooperation was determined which provided room for handling citizens including registering taxpayers, receiving tax returns and issuing certificates as well as providing information, education and training. By training taxpayers, educating children, organising points to handle customers outside the office, simplifying the rules for applying for social benefits or by cooperating with accounting bureaus, measurable results in performing our statutory objectives were achieved. One of the effects of the efforts is a smaller number of errors in annual tax returns and monthly returns as well as a smaller number of people being called to appear at the office.



SERVICE DESCRIPTION CARDS IN GDYNIA CITY HALL

Submitted by Gdynia City Hall

Contact details of lead applicant

Organisation Gdynia City Hall
Address Al. Marszałka Piłsudskiego 52/54,
Gdynia 81-382
Country Poland
Size >100
Contact Person Monika Pawlinska
Function Specialist - Foreign Relations
Department, Mayor's Office
Email m.pawlinska@gdynia.pl
Web address www.gdynia.pl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Service description card, accessibility

Case description

In order to make services by Gdynia City Hall more accessible to inhabitants, 'service description cards' were implemented in 2005. The service description card includes a description of matters that are most frequently dealt with in the City Hall. The service description cards comprise:

- A concise description of the service provided by a particular City Hall organisational unit, in accordance with its scope of activity
- A list of documents necessary to handle the matter
- The place and method for completing the service

The purpose of introducing the service description cards was to assist the customers by giving a detailed description of the required documents and actions that need to be taken in order to handle the matter. This assistance was aimed at outlining both the legal aspects (legal basis, revocation procedure) and practical aspects (required documents, fees, time limits) to the customer. The assistance was also aimed at facilitating contact with the City (where is it possible to obtain information or make a payment, floor or room number etc). Posting the cards on the websites enabled the inhabitants to learn how to handle their matter without the necessity of coming to the City Hall in person.



ISSUING CERTIFICATES. QUALITY OF SERVICE IMPROVEMENT

Submitted by Tax Office in Zamość

Contact details of lead applicant

Organisation Tax Office in Zamość
Address ul. Kilinskiego 82 22-400 Zamość
Country Poland
Size >100
Contact Person Krystyna Rybak
Function Head of the Computer and Certificates Department
Email krystyna.rybak@lb.mofnet.gov.pl

Level of government organisations involved

Regional

Type of sector

Taxation, customs, finances

Key words of project

Certificates, taxation, customer-friendliness

Case description

The purpose of the project was to make the Tax Office in Zamość more customer-friendly for people who need to acquire certificates. The Tax Office in Zamość belongs to the public sector and provides internal revenue services. It is responsible for tax collection and tax law enforcement. Apart from the taxation area (direct and indirect taxes), one of the most important parts of the activity is the certificate service. The tax office issues the certificates which confirm income, employment or self-employment, forms of business activity and other matters. Customers need to enclose them along with other documents when dealing with the majority of other official institutions. The number and variety of certificates issued every tax year require management and staff to pay special attention to them.

The main objective of the project was to achieve 'receiving a certificate during one short visit to the office'. Apart from various existing communications channels with the customer (mail, e-mail, personal visits), the easiest way of getting a certificate is through a direct, personal visit to the office. Surveys in the years 2006-2008 showed that only 2-3% of customers applied for a certificate by sending the completed form by post and almost none by e-mail.

The tax office management and staff focused on the real needs of the customers visiting the office to obtain a specific certificate. Approximately 77% of all certificates are issued for customers who need them as confirmation of their income in two groups of organisations - District Social Aid Institutions and schools and universities. It was essential in planning the changes to bear in mind that 95% of these two kinds of certificates are issued in a short period, namely in the four months of June, July, August and September. The huge number of customers visiting the office in a very short period of time induced the management and the staff to optimise their service conditions. The next step was to sign an official, formal agreement with the 13 District Social Aid Institutions in June 2008. As a result, customers could submit the application forms in their district, without having to visit the tax office. District Social Aid Institutions could send the forms to the tax office; certificates were issued at the back office and returned to them. These two institutions therefore took the necessary action to save the citizens the time and money needed to go to the office.

CLIENT FLOW MANAGEMENT

Submitted by Tax Office in Rawicz

Contact details of lead applicant

Organisation Tax Office In Rawicz
Address 63-900 Rawicz, Staszica 4 St.
Country Poland
Size 50-100
Contact Person Michał Kałka
Function Specialist
Email us3027@wp.mofnet.gov.pl
Web address www.usrawicz.pl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances

Key words of project

Client service, tax administration



Case description

The Tax Office in Rawicz functions within a specific socio-economic environment. The Rawicz Poviát mainly represents an agricultural area. The relatively small area of Poviát (ca. 554 km²) is also an essential factor influencing the way the organisation functions. The above-mentioned factors together with the system of accepting tax declarations electronically, which is still under development in the Polish tax administration, makes client flow management an important element in managing organisation like the Tax Office in Rawicz. The survey, carried out for the first time in 2003, made it possible to identify the profile of a typical client of the Office. One of the most important conclusions, drawn after analysis of the collected data, was information on the preferred forms of the client-office contact. 80% of clients indicated that a personal visit to the organisation was the form most often chosen.

The 'Client flow management' project' was therefore implemented at the Tax Office in Rawicz with the aim of improving its service in order to make tasks more efficient, enhance customer satisfaction and generate reserves within the time necessary to deal with a task and within budget. The service process particularly focuses on accepting tax declarations, giving information and issuing certificates confirming specific legal and actual status. The objectives are:

- To prevent queues at the Office;
- To professionalise the service through the use of compatible computer systems;
- To disseminate information on the possibility of dealing with business without the need to visit the Office, and to conduct training to provide clients with sufficient knowledge and tools to enable them to fill in tax declarations correctly, thereby reducing the number of visits.

A direct service called 'Client Service Hall' (CSH) has been set up at one location. The main idea was to provide a full service at one location so that clients would not have to search for the appropriate workstation for a specific activity. The work at CSH is carried out by employees with a thorough knowledge of tax rules and who have the appropriate qualities for dealing with clients directly. Employee training is a continuous process, as the management is aware that successful accomplishment of the project depends on the attitudes and skills of the workers. The CSH also contains 'The Corner for the Youngest Future Taxpayers' where children can spend time. Furthermore, a website has been set up containing useful information to help clients complete their declarations properly, fill in proofs of payment, complete applications etc. In addition, information is provided via the phone and e-mail. 'Open information meetings' are also organised, in which the office employees discuss tax subjects.



DELIVERY OF 112 RESCUE SERVICE BY PROVINCIAL HEADQUARTERS OF STATE FIRE SERVICE IN POZNAN

Submitted by Provincial headquarters of State Fire Service in Poznan

Contact details of lead applicant

Organisation Provincial headquarters of State Fire Service in Poznan
Address 3 Masztalarska St. 61-767 Poznan
Country Poland
Size >100
Contact Person Robert Klonowski
Function Head of Organisation and Supervision Department
Email rklonowski@poczta.psp.wlkp.pl
Web address www.psp.wlkp.pl

Level of government organisations involved

Regional

Type of sector

Public health and social welfare/affairs

Key words of project

Emergency calls, language project

Case description

112 is the single emergency telephone number for the European Union. It was established by the Council Decision of 29 July 1991 (91/398/EEC) and reinforced through further legislation. The relevant legal provisions at European Union level are now incorporated in Article 26 of Directive 2002/22/EC known as the Universal Service Directive, which provides for universal service and users' rights relating to electronic communications networks and services. European citizens in distress situations are able to call 112 and get through to the emergency services in all member states. Consequently, anyone travelling within the Union has to remember only one number and this guarantees a quicker and more efficient intervention. Since accession to the EU in 2004, Poland has made a lot of effort to implement an efficient 112 service but it was up to regional governments to decide on the details.

Despite the lack of a national 112 organisational network, the headquarters has launched a complex 112 service in Wielkopolska (second biggest province of Poland). It is one of two provinces (there are 16 altogether) where 112, the pan-European emergency number, is used by the Fire Brigade and the only one to have introduced the service in English.

This goal was achieved through the '112, Can I help you?' language project, which aimed at helping rescue services in Wielkopolska deal with emergency calls in English. The project was co-financed by the EU through the European Regional Development Fund (ERDF) and is the first project of its type in Poland. It was run simultaneously in nine training centres and convened 230 dispatchers from fire brigade and ambulance services. The course consisted of two parts: a general English course which ended with a key English examination and specialised English for dispatchers (SED) courses which were delivered through an e-learning tool. The SED part was a pilot project developed by rescuers and teachers from our headquarters.

The '112, Can I help you?' project has already won an award from the Provincial Job Office 'Best in Wielkopolska' competition for being the best training project co-financed by the EU in 2007. The rescue system was first tested in December 2008 when the UN Conference on Climate Changes took place in Poznan with almost 10,000 participants from all over the world.



ELBLAG SYSTEM OF SPATIAL INFORMATION (ESSI)

Submitted by The Municipal Office of Elblag

Contact details of lead applicant

Organisation The Municipal Office of Elblag
Address Laczności 1, 82-300 Elblag
Country Poland
Size >100
Contact Person Adam Jocz
Function Head of the Organisational Department
Email jocz@umelblag.pl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Town management system, spatial information system, maps, cartography

Case description

The Elblag System of Spatial Information (ESSI) is an example of a modern computer-based management system. The project is in line with the information strategy of the city and aims to launch a comprehensive system of town management which would integrate all graphic and text resources stored and updated in the Municipal Office.

ESSI is an innovative solution on a national scale. It uses geodetic and cartographic resources to build a city management system and assist the processes of decision making. The ESSI database integrates various descriptive and graphic resources stored and updated in different departments of the Municipal Office. Linking the database to the grids, addresses or other spatial identification data of the geodetic and cartographic resources in conjunction with data from the Municipal Office allowed for mapping and analysis of data, the spatial position of which was not previously identified and pinned down. The broadband network in the city will provide an internet connection for offices, communal services and companies and allow a fast flow of data between these institutions.

In 2005, the city established a reference centre linked to a multifunctional system of precision satellite positioning called ASG-EUPOS. The ASG-EUPOS system can be utilised in many branches where high quality data is of particular importance. The station will be used by the Elblag Integrated Support System for Municipal Safety. It will also support flood risk monitoring by means of the continuous monitoring and automatic and immediate export of processed data to the Integrated Support System for Municipal Safety. The system will also be integrated with ESSI. Further steps within the development of ESSI will involve linking the system to other institutions, such as educational institutions, companies and municipal services rendered to the inhabitants, both in the Municipal Office and in the whole city.



RISK MANAGEMENT IN LEGNICA DISTRICT OFFICE

Submitted by District Office in Legnica

Contact details of lead applicant

Organisation District Office in Legnica
Address Plac Słowiański 1, 59-220 Legnica
Country Poland
Size 50-100
Contact Person Alicja Gubańska
Function Internal Auditor
Email a.gubanska@powiat-legnicki.eu

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Risk management, governance, international legal standards, public finances

Case description

One element of the accession process of Poland to the European Union was the necessity to adjust internal law to European Union standards. The European Commission imposed an obligation upon Poland to introduce legal provisions which would effectively prevent embezzlement of public funds. As a result of actions undertaken for integration into the European Union, the Polish legal system and public finances protection system were enriched with new elements: financial control, internal audit and central coordination mechanisms. In the Public Finances Act, the Polish legislature connected these elements, forming an integrated system of guarantees to ensure that the public finances sector functions properly.

Ensuring the efficient development and effective functioning of the State Internal Financial Control system is one of the aims of the Ministry of Finance, as the government administration body responsible for the coordination of financial control and internal audit. To carry out these legal provisions the Minister of Finance drew up and announced, in the form of a communiqué, Polish standards for financial control in accordance with the generally recognised international control standards currently in force. One of the main control system standards, in both public and private sectors, is the management of risks connected with the functioning of any given organisation

In January 2007, the Minister of Finance invited managers from public sector institutions to take part in risk management seminars, organised as part of the project Transition Facility 2004/016-829.01.08 'Risk management and strengthening internal audit services in public sector institutions'. Moreover, it was planned within the project to implement a pilot programme of risk management in eight selected public sector units and to prepare a textbook on risk management in public sector institutions. Legnica District is one of eight institutions selected by the Ministry of Finance and one of 379 districts in Poland which took part in the pilot programme.

The aspect of risk management - effective management that enables the organisation to achieve the intended objectives and maximise the results - constitutes the essence of self-government for local societies. Risk management as an element of an overall process of managing the organisation aims to increase the probability of achieving the objectives. Risk management therefore constitutes the basis for the formation of proper governance, meaning the combination of processes and structures introduced by managers to gain information flow, management, and administration and monitoring of the activities so as to achieve the organisation's objective.



RAISING THE EFFICIENCY AND EFFECTIVENESS OF CUSTOMER SERVICE IN A TAX OFFICE

Submitted by Tax Office in Płock

Contact details of lead applicant

Organisation Tax Office in Płock
Address UL. 1 Maja 1, 09-402 Płock
Country Poland
Size >100
Contact Person Dr Henryka Piekarska
Function Head Director of the Tax Office
Email us1419@mz.mofnet.gov.pl

Level of government organisations involved
Regional

Type of sector

Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances

Key words of project

Quality management, tax administration, ISO

Case description

The Tax Office in Płock is one of the 401 tax offices in Poland. It implemented a management system which then became ISO 9001:2000 certified. The implemented management system was used to improve the situation.

The management regularly appraised customer needs, analysed them and improved the work of the entire organisation step by step. The priority was to provide high quality services to as many taxpayers as possible. Due to limited resources, the improvement actions had to be as inexpensive as possible and quickly visible to most of our customers. We therefore decided that the changes should mainly consist of improving work organisation in the field of services most often rendered and dedicated to the majority of customers. The management came to the conclusion that a radical change of the organisation's model was necessary to achieve the adopted aim. The new model was intended to be based on the process structure of the organisation. The expected results were higher customer satisfaction and resources freed up for other processes. The focus was laid mainly on shortening the processing time for customer issues and reducing the number of taxpayers' visits through final resolution of the cases during the first visit. The main challenge within the project was to provide a separate Taxpayer Service Hall. In the Tax Office in Płock, the Taxpayer Service Hall was designed and built as part of a complex building adaptation project. On the basis of their results, the range and effectiveness of services provided in the Taxpayer Service Hall was gradually increased through implementing IT tools and the additional allocation of employees. Seeing the effects of the implemented changes and using the acquired experience, the Tax Office in Płock was able to control its other processes more effectively and improve them.

The Tax Office in Płock conducted customer satisfaction surveys in 2005, 2006, 2007 and 2008 and conducted a poll to measure the time necessary to submit a tax declaration and a tax return in the Taxpayer Service Hall. An analysis of the surveys shows that the adopted process approach to management at the Tax Office in Płock is fully reflected in the results.



HOSPITAL LOGISTICS SYSTEM (HLS) - IMPROVEMENT OF PROCESSES AND LAYOUTS

Submitted by Centro Hospitalar do Porto, E. P. E.

Contact details of lead applicant

Organisation Centro Hospitalar do Porto
E. P. E.
Address Hospital Geral de Santo Antonio,
Largo Prof. Abel Salazar
4099-001 Porto
Country Portugal
Size >100
Contact Person Sebastião Andrade
Function Logistics Technician
Email sebastiaoandrade.aprov@
hgsa.min-saude.pt

Level of government organisations involved

Local

Type of sector

Public health and social welfare/affairs

Key words of project

Hospital logistics system



Case description

The HLS Project (Hospital Logistics System), based on the KAIZEN concepts of continuous improvement, is known to progressively include more aspects of the internal distribution logistics of Centro Hospitalar do Porto, E. P. E. It is on the basis of these concepts of continuous improvement that the Golden Area projects were carried out.

Due to the fact that the Clinic Material Warehouse is the supplier for all three hospitals within Centro Hospitalar do Porto, E. P. E. (Hospital Santo Antonio, Hospital Maria Pia and Julio Dinis Maternity) and that its reliability is a must, it is easy to understand why this warehouse became a priority. At the moment, of all the warehouses, it is the only one that works almost entirely with a two-box kanban replenishment system. This replenishment system is based on supplying materials in two boxes per product with equal quantities per box. The immediate consequence of reducing stocks in the many hospital services is that the replenishment rate will increase, given a constant consumption rate. Once this was taken into consideration, it became necessary for products to be positioned within the warehouse according to consumption rates so that picking times could be reduced. This was when the 'Golden Area' concept was created and this area is where we can find the 'A' references. These references are the products with the highest consumption rates. More specifically, the Golden Area contains 10% of all references that represent approximately 80% of all volume of consumption.

Initially, the Clinic Material Warehouse was established in a series of small rooms where the products were laid out exclusively according to product families. At this point, no consumption rates were taken into consideration. For this first transitional phase, it was necessary to bring down a few walls in order to create an open space. After this, the whole layout was restructured according to consumption rates (A, B and C references). This was followed by the installation of the warehouse kanban system where each product has a card that determines when the next purchase order should be made and in what quantities. The Golden Area currently has a 'dynamic shelf system' where shelves are inclined towards the picker so that access difficulties are suppressed. This system also guarantees a more efficient FIFO (First In First Out) method. Similarly to what happened in the hospital services, the stock per product was also reduced in the golden area of the warehouse, forcing a higher replenishment rate. Replenishment is a full-time job, but since the pickers no longer have to replenish the shelves, all that was needed was a function restructuring rather than further hiring. The final stage of this Present Phase was to ensure visual management for faster and more error-free identification of the products. In order to achieve this, each box was identified with the product code, product name, bar code and shelf position. This way, both picking and replenishment can be done more easily.



PORTUGUESE WATER QUALITY SYSTEM

Submitted by Instituto Regulador de Águas e Resíduos (IRAR)

Contact details of lead applicant

Organisation Instituto Regulador de Águas e Resíduos (IRAR)
Address Centro Empresarial Torres de Lisboa, Rua Tomás da Fonseca, Torre G - 8º, 1600-209 Lisbon
Country Portugal
Size 50-100
Contact Person David Alves
Function Strategic Projects
Department Technician
Email david.alves@irar.pt
Web address www.irar.pt
http://portal.irar.pt

Other applicants

Outsystems

Level of government organisations involved

National

Type of sector

Environment, climate change, agriculture (including food safety)

Key words of project

Water quality, dematerialisation, regulation

Case description

Since 2003, the Institute for the Regulation of Water and Solid Waste (IRAR) has been the competent Portuguese authority for drinking water quality. In this framework, it monitors the compliance of all drinking water sources with legally established parameters. In order to manage the large quantity of information related to the implementation of the model of drinking water quality regulation - consisting of hundreds of thousands of data entries - it has been necessary to create tools to optimise the procedures between the various actors involved in the implementation of the model.

There are over 400 utility operators delivering drinking water supply services, each of them with a different dimension and infrastructural abilities. The IRAR team dealing with them, however, consists of only 14 technicians. In the past, most processes depended entirely on the exchange of paper-based information. The analysis of the information, which allowed for the effective control of drinking water quality, was therefore extremely slow and relied upon IRAR to physically validate all relevant documents in accordance with the law. With the aim of expediting the aforementioned procedures, IRAR developed an instrument to streamline the process and rationalise resources, whilst simultaneously guaranteeing an improvement in the capacity and speed of response. IRAR conceived and developed a component termed 'Water Quality' module within the IRAR online web portal. Since October 2007, this tool has been made available to all drinking water supply operators. It enables the drinking water supply operators to submit the annual drinking water quality control programmes to IRAR through the 'Water Quality' module in a standardised format, with a variety of computer checks which guarantee compliance with legal conditions. For the second consecutive year, the drinking water supply operators have submitted their drinking water quality control programmes through this tool. Furthermore, it easily allows changes and alterations to be made to the approved programmes. It communicates non-compliances in parameter values (relative to established standards for water quality), the causes, the corrective measures and the results of verification analyses. It allows IRAR to monitor, and if necessary to intervene in, the whole process as it happens, almost in real time. Finally, it facilitates the submission of an annual report to IRAR of results obtained from the implementation of the approved programmes, in order to produce a report on Portuguese water quality. The 'Water Quality' module in the IRAR Portal also allows the management of all the exceptions previewed in the law.

The notable improvement in drinking water quality, which has been evident in recent years in Portugal, is partly the result of the availability of this instrument, shared by IRAR with all the drinking water supply operators.



FASTER COMMUNICATION

Submitted by Institution of Prefect - Bihor County

Contact details of lead applicant

Organisation	Institution of Prefect Bihor County
Address	5th, Traian st., Oradea 410033, Bihor
Country	Romania
Size	25-50
Contact Person	Emil Berdie
Function	Public Manager
Email	emil.berdie@gmail.com
Web address	www.prefecturaconstanta.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Information, communication

Case description

The Prefect - Bihor County administration disseminates information from the central government or local information of interest to local authorities. The reason for this project was that information, letters and requests made by ministries, agencies or other central bodies of local authorities must go through the Prefect Administration. Traditionally, this kind of communication was sent by ordinary mail or fax. These means of communication involved a lot of resources: human (staff involved), materials, financial (cost of transmission) and time (signing documents, copying, placing in envelopes, etc.). There were cases in which information to be transmitted expired because the processing periods of traditional means of communication were too long. The main project goal was to reduce the cost and time involved in the transmission of information by the Institution of Prefect - Bihor county to the local authorities and to create a viable communications network using electronic solutions. The specific objective was to assure transmission to all local public authorities once.

A new 'E-mail & SMS System' ensures efficiency, effectiveness and confirmation of information transmission. It also allows scanned documents to be sent by e-mail to all 101 local authorities (city halls) at once. To ensure the transmission of information for all local public authorities, there is a link to a database of approximately 150 e-mails; the database is maintained continuously. The e-mail system identifies recipients who have not received information for a variety of reasons. In addition, SMSes (short message service) are sent to mobile phones of designated persons by public local authorities (in most cases the secretaries of administrative units, reminding them that an e-mail was sent.



MULTI-FUNCTIONAL CENTRE

Submitted by Primaria Calimanesti

Contact details of lead applicant

Organisation Calimanesti Mayoralty
Address Calimanesti, Valcea County
Country Romania
Size 50-100
Contact Person Maria-Magdalena Magheru
Function European Integration Counsellor
Email adamagheru@yahoo.com
Web address www.primariacalimanesti.ro

Other applicants

Valcea Psychologists Association

Level of government organisations involved

Local

Type of sector

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

Key words of project

Social services, young people, children, disabled persons, social exclusion

Case description

The 'Multi functional Centre' project stemmed from the need to prevent poverty and social exclusion and it represents one of the objectives that the town hall tried to reach in its efforts to align itself to European objectives. This project was an attempt to develop social services offered to the citizens. From this need the idea of a social programme emerged, taking place in a multi-functional centre. This centre and the persons who work in it managed to help a lot of people, like Roma people, who needed not just material support but also help in integrating into our society, and children with disabilities. Persons who needed psychological support could and still can ask for help at the centre .

Calimanesti is a town with 8600 citizens. The need for the 'Multi-functional Centre' project arose following a survey carried out in 2002. The data revealed that the town was affected by a lot of problems such as poverty, homeless children, unemployment and illiteracy. Groups of people who were particularly disadvantaged were children and young persons with disabilities, minority groups - like Roma - and people without a source of income. The reason for all these problems was the low level of our town economy, the undeveloped level of local businesses, and the non-existent profits from industry or agricultural activities that could support economic development.

After analysing the existing problems, the town hall administration, in cooperation with the Valcea Psychologists Association, decided to start a programme to combat them. The funds for activities relating to social assistance were not used efficiently and that was why there was a need to radically change the management of the support for socially excluded groups, starting with children and young people.

The project harmonises with the general objectives of the programmes for the development of social systems in Romania, responding to groups in need, fortifying the capacity of local administration and implementing the initiatives in the field of social services. Our project was an attempt to develop the social services offered to citizens, outlining the need for a social programme in a multi-functional centre.



MODERNISING THE LOCAL ADMINISTRATION

Submitted by Primaria Calimanesti

Contact details of lead applicant

Organisation Primaria Calimanesti (City Hall)
Address Calimanesti, Valcea County
Country Romania
Size 50-100
Contact Person Maria-Magdalena Magheru
Function European Integration Counsellor
Email adamagheru@yahoo.com
Web address www.primariacalimanesti.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Modernisation, civil servant training

Case description

Public administration must have the ability to assure quality services to citizens and this can be achieved through a gradual transformation and modernisation of the actual system, responding to the current requests. These services have to be improved to assure proper integration with the European Union. This project was necessary as the public administration needs to be transparent and efficient.

The project's objective was to develop the capacity of local administration and to assure transparency in decision-making processes. The first priorities were to create a partnership with the county administration in order to provide adequate training for the civil servants of the city hall and to establish the post of a local promoter that would be trained in acquiring funding sources for projects. The second objective of the project was to acquire the necessary IT equipment.

The procedure of assessing the necessities for procuring equipment and training needs began by evaluating the existing material and continued with consulting specialists for establishing the equipments needed in the future. The result of this analysis established the list with equipments and software products to be procured. That list contained software necessary for all activities of the city hall - administration of incomes and expenses, tax administration and the administration of social activities. Through this project we managed to implement an ICT system to help provide better services to our citizens. The beneficiaries of this project were the over 50 employees as well as the local citizens (about 8600 citizens) and the tourists that visit our town each year.



THE CITIZENS' GUIDE - PUBLIC SERVICES ON YOUR SIDE

Submitted by Prefecture of Constanta County

Contact details of lead applicant

Organisation Prefecture of Constanta County
Address 51 Tomis Boulevard, Constanta
Country Romania
Size 25-50
Contact Person Magdalena Morosan
Function European Affairs Counsellor
Email integrare@prefecturaconstant.ro
Web address www.prefecturaconstant.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Citizens' guide, information provision

Case description

Public services are exposed to exogenous challenges - demographic, economic, legislative and technical changes - fiscal and financial policies and to internal alterations (human, managerial and motivational).

In providing quality public services that respect the general principles of public services - continuity, equality and adaptability - public authorities need to respond directly to its users, encouraging citizens to participate in their development. These are only some of the premises for achieving structural reform of the public sector; embraced also by the Prefecture of Constanta County in its strategy of modernisation and development.

In order to improve performance when providing public services and to meet the information needs of citizens, the Prefecture of Constanta County 'The Citizens' Guide - Public Services on Your Side' was compiled in collaboration with 19 public service units from the county. The guide aims to summarise information related to the unit activities by providing documents for various applications. The guide was distributed in electronic format to all of the units of the county and to all city halls, to be made available for citizens. It will also be printed as a brochure, which will be made available to citizens at the information point and at the public relations office of the Prefecture of Constanta County.



INFORMATION CAMPAIGN OF THE CIVIL SERVANTS ON ROMANIA'S ACCESSION TO THE EU, 2006

Submitted by Institutia Prefectului - Judetul Caras-Severin

Contact details of lead applicant

Organisation Institutia Prefectului - Judetul Caras-Severin
Address Judetul Caras-Severin
 320084 Resita, P-ta 1
 Decembrie 1918, nr.1
Country Romania
Size 50-100
Contact Person Florenta-Maria Albu
Function Head of European Affairs
 Department
Email prefectura.integrare@yahoo.com

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Acquis communautaire, accession programme

Case description

The general objective of the information project was to prepare the local government in Caras-Severin County for accession to the European Union by conducting an information campaign on European topics. The specific objectives were a) to increase the preparation level for the 77 representatives of the local public administration from the Caras-Severin County, and b) to raise the awareness of the representatives to enable them to respect and apply the commitments assumed by Romania in the accession process.

In order to achieve the specified objectives, a series of actions were developed in an action plan. These included:

- The establishment of a working group coordinated by the Prefect Institution, composed of public services involved in the implementation process of harmonised legislation with the *acquis communautaire* and members of the European information multipliers network;
- An analysis of the normative acts on negotiation chapters that are applicable to the level of localities, the implementation of which is the duty of the local authorities and also the town halls;
- A guide that contains information related to the implementation of the *acquis communautaire* - 'Guide of Duties Incumbent Local Authorities from the Commitments made by Romania on the Negotiating Chapters - 2006'
- Organisation and conduct of eight regional meetings to disseminate the information contained in the Guide and debate with the mayors, councillors and those responsible for implementing the legal provisions in the town hall.

The project improved the performances in the public sector and facilitated communication between the Prefect Institution and the representatives of the local public administration in implementing the legislation.



MODERNISATION AND PRODUCTIVITY OF LOCAL PUBLIC SERVICES IN POPESTI, VALCEA DISTRICT

Submitted by Local Council Popesti

Contact details of lead applicant

Organisation Local Council Popesti
Address Popesti village, Valcea district
Country Romania
Size 25-50
Contact Person Gheorghe-Alin Popescu
Function Mayor
Email asapopesti@yahoo.com

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Financial decentralisation

Case description

The project 'Modernisation and Productivity of Local Public Services in Popesti' was implemented from 2004 to 2006.

The project solved the existing problems of Popesti City Hall that were created due to the lack of IT equipment and adequately trained personnel. The idea for this project resulted from an analysis of the quality management at the City Hall. The problems caused by the lack of equipment and untrained staff also resulted in other major administrative difficulties, such as a very low tax collection rate.

This project made it possible to install IT equipment and provide training to the staff. The PHARE project represented an opportunity to support public services in Popesti and to help them face the changes caused by the implementation of aquis communautaire with regard to the reform process in this field and the lack of financial resources from the district to sustain those changes. Once trained, employees understood the need to perform their duties according to EU standards.



REFORMING THE PASSPORT SERVICE IN BIHOR COUNTY

Submitted by Institution of Prefect - Bihor County

Contact details of lead applicant

Organisation	Institution of the Prefect Bihor County
Address	Judetul Caras - Severin 5, Traian Square, Oradea Bihor County
Country	Romania
Size	50-100
Contact Person	Daniela Calinescu
Function	Counsellor of European Affairs
Email	danicalinescu@gmail.com

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Passport, reform, public service

Case description

As from 1 January 2005, the Passport Service of Bihor county was transferred from the County Police Inspectorate to the Institution of the Prefect of Bihor county. A number of problems had been encountered, such as long waiting times for the issuance of passports, preferential behaviour displayed by the employees when issuing passports in cases of 'emergency', very short opening hours for the general public causing long queues, accessibility problems for citizens outside of Oradea, where the Passport Service is located and an unfriendly reception for citizens.

All these problems created great dissatisfaction among citizens and a bad image for the public administration. The main objective of the Institution of the Prefect was to make the issuance of passports in Bihor county more efficient and customer friendly. Specific objectives were to:

- Reduce the waiting time at the counter when citizens delivered the required documents for the passport to be issued;
- Improve the reception of citizens at the counter;
- Eliminate the possibility of preferential treatment by employees for certain citizens;
- Improve accessibility to the public service for people from the countryside;
- Increase transparency with regard to working procedures;
- Improve the image of public administration in general.

The process of reforming the system took around a year, although signs became visible after the first few months. Firstly, it was necessary to draw up Internal Regulations to set the quality standards to be achieved when delivering the public service: issuance of passports. The Regulations set the rules regarding waiting times when receiving the necessary documents, waiting times for issuance of the passport, the attitude of the staff, working hours (from 7:00 to 17:00, until the work flux was stabilised), etc.

The Passport Service office was completely modernised and adapted to the new working procedures. Even the number of documents needed for issuance of passports in cases of emergency was reduced, and instead, a tax was introduced for urgent cases. In cases of emergency, passports were issued starting from three hours after the required documents had been supplied and the emergency tax (100 RON) had been paid. In non-urgent cases, passports were issued in seven days.

The new working procedures permitted citizens living in the countryside to have access to a quick issuance of the passport within a maximum of ten days. The image of the institution improved drastically. After two years, the system implemented in Bihor County was extended to all the Prefectures in the country, along with the commitment of the Institution of the Prefect. In 2008, the Institution of the Prefect won first prize at the International Conference 'Innovation and Quality in Public Administration', due to the reform of the Public Passport Service for Bihor County.

COMMUNITY COUNSELLORS

Submitted by Second District City Hall

Contact details of lead applicant

Organisation Second District City Hall, Bucharest
Address Str. Chiristigiiilor nr. 11 - 13 second district, Bucharest
Country Romania
Size >100
Contact Person Mariana Georgescu
Function Managing Director, Public Relations Division
Email mgeorgescu@ps2.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Social involvement, social responsibility, consultative body, citizen involvement



Case description

The group of community councillors of the second district is a consultative body without legal personality, attached to the second district Town Hall of Bucharest Municipality, Romania, under the direct coordination of the mayor of the second district, Mr. Neculai Onțanu.

The 512 community councillors of the group have various professions - economists, engineers, jurists, chemists, biologists, technicians, medical assistants, accountants, IT operators and retail agents - so their vast professional experience and their contribution is of significant benefit to the community of the second district. The group has a predefined working structure, the community councillors being divided into working groups per field of interest so as to increase the efficiency of their activity. Furthermore, for a better management of the territory, the second district has been divided into 14 areas, each area with a coordinator, allowing the monitoring of the main issues that concern the citizens in the district and the processing of projects to resolve those issues. In each area, community councillors have clear responsibilities, stipulated in the statute, each covering two or more streets from the respective area, according to the density of the population. The public councillor can also be an administrator of a residential complex in the area concerned. The working teams have permanent connections with the citizens in the territory, taking over specific issues of the area from them and being concerned in solving them.

The group of community councillors of the second district meets the upper management of the second district Town Hall in ordinary sessions every three months and in extraordinary sessions at the request of the second district Town Hall. At such sessions, important actions to be performed by the second district local administration in the short, medium or long term are presented to the councillors, as are the investments and stages of the ongoing residential modernisation, rehabilitation and infrastructure work or the work that will be completed at the level of the second district. This data is subsequently disseminated by the members of the group of community councillors among the group of citizens with which they engage in a daily dialogue.

Furthermore, the body has a consulting role, being one of the means for the local administration to identify the needs, desires and expectations of the community at territorial level. The proposals and recommendations issued by the group of local councillors of the second district are implemented by order of the Mayor or the Local Council, the terms or implementation thereof not being compulsory.



EVALUATION OF THE COUNTY STRATEGY CONCERNING THE SPEEDING-UP OF THE DEVELOPMENT OF COMMUNITY PUBLIC UTILITY SERVICES

Submitted by Consiliul Judetean Caras-Severin

Contact details of lead applicant

Organisation Consiliul Judetean Caras-Severin (Caras-Severin County Council)
Address Caras-Severin, Resita, P- ta 1 dec. 1918, nr.1
Country Romania
Size >100
Contact Person Cristian Bitea
Function Executive Director
Email dmocup@cjcs.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Evaluation, strategy

Case description

The overall objective of the project is to increase the relevance, efficiency, effectiveness and sustainability of impact interventions financed from public funds such as the European Union and central and local budgets. The project included an evaluation of the county strategy for accelerating the development of community public utility services in Caras-Severin County.

The assessment provided a competent and independent opinion as well as recommendations regarding the feasibility, efficiency and effectiveness of the measures contained in the strategy. The specific objectives of the project were to review the priorities for financing measures/projects aimed at new water and sewerage works included in the strategy in terms of the feasibility, efficiency and sustainability of investment, and to identify the main elements for improving the quality of technical documentation (feasibility studies, technical projects, cost-benefit analysis, etc.) developed for new water supply and sewerage works. These were to be used as effective tools in the decisions about public financing of interventions while generally aiming to improve the management of public interventions through the introduction and integration methods assessment practice of local public administrations.

In order to carry out the evaluation, a methodology was developed and applied to the county and which may subsequently be used to assess both the intermediate interventions included in the project and other interventions needed in county government. The geographical area covered by the assessment was represented by 43 territorial-administrative units (two towns and 41 communes) with a total population of 114,038 inhabitants, constituting about 34.5% of the county's population.

In order to integrate the methods for assessing current practice in the public administration of local Caras-Severin councils, courses and workshops were organised regarding the assessment techniques and stages for the staff at Caras-Severin County Council, the mayors of the villages involved and members of the national team of evaluators. The purpose of this knowledge transfer was to raise the awareness of local decision-makers (County Council and local councils) regarding the use of evaluation techniques and the characteristics of these project management techniques.

SERVICE CENTRE FOR CHILD AND FAMILY

Submitted by Bacau County Council

Contact details of lead applicant

Organisation Bacau County Council
Address Calea Maresesti, no.2, Bacau
Country Romania
Size 50-100
Contact Person Oana Deaconu
Function Counsellor
Email oana.deaconu@csjbacau.ro

Level of government organisations involved

Local

Type of sector

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

Key words of project

Child protection, primary social services, education, counselling



Case description

The 'Service Centre for Child and Family' is involved in the areas of intervention that aim to improve the quality of life for children and their families by providing access to social services, supported education, information, counselling services at the centre and by capitalising the existing resources at community level. Interventions by the 'Service Centre for Child and Family' are structured in the following areas: interventions relating to the environment and family climate, direct interventions in activities that target the development of child personality, personal and social skills and the support of children in school activities and community interventions relating to the environment. Operating the service guarantees an increase in the chances of social integration, reducing the risk of marginalisation and social situations that may endanger the physical and mental integrity of the child. Target groups are children aged between 4 and 14 from families who are faced with problems caused by insufficient income, single parent situations, low educational levels, alcoholism, tense conjugal relations etc.

The project intends to solve the macro-social problem of lack of social services at primary level and the target groups respond to the following needs: education and information, counselling and social support, material and financial development of the individual potential of each customer group and family. The ultimate beneficiaries of the project are children aged between 4 and 14 from families in Colonesti and Odobesti who are in a difficult situation. The community is a long-term beneficiary of this project, which targets:

- The creation of 'The Service Centre for Child and Family';
- Providing primary social services for a total of 35 children and 22 families.
- Strengthening the capacity of local authorities to provide quality social services according to community needs.
- Development of local initiative groups composed of community leaders.

As a result, 35 children have suitable conditions and support for homework preparation and benefit from counselling activities, leisure and socialisation, non-formal education, improving their school performance and opportunities for social integration and lowering the risk of abandonment and social marginalisation at school

The main activities of the project were pre-opening service activities (establishing the project team, arranging and equipping spaces, design methodologies and working procedures, selection of beneficiaries, etc.), conducting activities in the service centre (psycho-social assessment of beneficiaries, contracts between families, children and service centre, implementation of intervention plans, counselling and support for the parents, preparing materials, training community leaders) and the implementation of the media project. The project results were presented to communities in a closing seminar that highlighted the way in which the community resources were identified and used - the actual results.



CRIMINAL RECORD SERVICE IMPROVEMENT

Submitted by Institution of Prefect - Bihor County

Contact details of lead applicant

Organisation Institution of the Prefect
Bihor County
 Address 5, Traian Square, 410033
 Oradea, Bihor County
 Country Romania
 Size 50-100
Contact Person Daniela Calinescu
 Function Counsellor of European affairs
 Email danicalinescu@gmail.com

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Criminal records service reform

Case description

A criminal record certificate is a document that certifies whether the holder does or does not have a criminal record. This certificate is usually requested when applying to any job or school, or in order to obtain other documents (driving licence, passport, etc). Criminal record certificates used to be issued manually and take a long time. Enormous queues formed each morning, as applications were collected only early in the morning.

The main objective of the project was to improve the public service of issuing criminal record certificates to citizens. Specific objectives were:

- To simplify working procedures regarding the issue of the certificate;
- To create a reliable electronic database and other fast, electronic instruments;
- To create a friendly environment for the applicant;
- To deliver the criminal record certificate quickly;
- To increase public satisfaction with the service.

Implementation of the new improved system comprised the development of new working procedures, lobbying the national institutions for a change in procedures and the acquisition of the financial funds required. A friendly environment at the counter was created and the new application for issuance of the criminal record certificate had to be tested. After the system was implemented, criminal record certificates started to be issued on the spot in cases of emergency (requiring a 10 RON tax to be paid) and in 3-10 days in non-urgent cases.

In 2007, the system was extended to the whole country, on the basis of the model used in Bihor. In 2008, the Institution of the Prefect - Bihor county was awarded first prize at the International Conference 'Innovation and Quality in Public Administration' for its achievements regarding the issuance of criminal record certificates.

REGIONALISATION OF WATER AND WASTE WATER SYSTEMS IN ROMANIA

Submitted by Ministry of Environment

Contact details of lead applicant

Organisation Ministry of Environment - Managing Authority for Sectoral Operational Programme Environment
Address 59-61, Justitiei street sector 4, Bucharest
Country Romania
Size >100
Contact Person Raluca Fratila
Function Counsellor
Email raluca.fratila@mmediu.ro

Level of government organisations involved

Local

Type of sector

Environment, climate change, agriculture (including food safety) and fishery; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation

Key words of project

Regionalisation, waste water, sewage, investment programmes, EU accession

Case description

After a period of more than four decades of centralised management, Romania decided to return to the principle of local autonomy through decentralisation, transferring major and concrete responsibilities to the local public administration. Since 2001 the Romanian authorities have designed programmes in order to support local authorities to access international financing to facilitate renovating and modernising the local water infrastructure and to promote self sustainable regional utilities by introducing principles of cost recovery and efficiency into their operations.

While no more than 32 major municipalities (of more than 100 000 inhabitants each) have benefited from capital investment programmes for renovation of their water and wastewater infrastructure since 1990, only a small minority of the 276 towns in Romania (at the end of 2003) have benefited from these programmes. Around 230 small and medium-sized towns have not been able to attract financing from either international financial institutions or private operators.

Due to a lack of funds, these towns have made very little investments over the past 15 years to maintain and develop their water and wastewater infrastructure. As a consequence, the condition of their waste water systems is very poor. In Romania, only 52% of the population is connected both to water and sewage services and more than 71% of the waste water is untreated or insufficiently treated. Until recently, water and wastewater services were mostly operated by (often small) municipal utilities resulting in inefficient operations carried out on a sub-optimal scale, without access to financial means and limited technical and managerial capability to further develop the level of services. Since Romania has become a member country of the EU, it has to comply with the European Directive 98/83/EC on drinking water quality by 2015 as well as with the Directive 91/271/EC on urban wastewater treatment by the end of 2018.

For this reason, Romania intends to make the necessary investments for the period 2010 - 2015 to comply with the European drinking water indicators for turbidity, ammonia, aluminium, pesticides, nitrates etc. and for urban wastewater collection, treatment and discharge. Having these ambitious objectives, the Ministry of Environment has requested financial assistance from pre-accession programmes (PHARE, ISPA) in order to support local authorities in creating strong and viable regional operators in the water sector, to ensure adequate implementation of internationally financed projects and efficient operation of the utilities constructed with European funds.

In conclusion, the purpose of the process of regionalisation of water services initiated by the Romanian authorities is to overcome excessive sector fragmentation and to achieve economies of scale, as well as to assist the local authorities in creating efficient regionalised water and wastewater service operators and in strengthening the capacity of the local authority.



SOCIAL AMBULANCE

Submitted by Second District City Hall, Bucharest

Contact details of lead applicant

Organisation	Second District City Hall, Bucharest
Address	11 - 13 Chiristigiilor Street, second district, Bucharest
Country	Romania
Size	>100
Contact Person	Mariana Georgescu
Function	Managing Director, Public Relations Division
Email	mgeorgescu@ps2.ro

Level of government organisations involved

Local

Type of sector

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

Key words of project

Socio-medical services, health care services, social exclusion

Case description

A unique project in Romania, which has led to an increase in the quality of life and to a reduction in medical care costs, was the initiative of the Mayor of the Town Hall of the second district, Mr. Neculai Onțanu. 'Social Ambulance' has the following motto 'Emergency is a working method, not an end'. Based on the principle of social partnership, the Social Ambulance is an optimal solution for providing full and complex socio-medical services to under-privileged social categories (elderly persons with disabilities, people on low income). Five years after its launch, this project has proved to be very effective for the target groups.

Out of the total population of the district, 4 232 people are registered with the General Department of Social Assistance and Child Protection of the second district as potential beneficiaries of the Social Ambulance services. They can be categorised as follows: 1 093 elderly persons (bedridden, with terminal illnesses, with chronic illnesses), 2 300 people with disabilities (bedridden, with oncological diseases, needing recovery), 253 people without shelter, 284 people at social risk (beneficiaries of the minimum guaranteed income and of the benefit for rent payment), as well as 302 people taken over from hospital (treated at home or institutionalised persons). Considering the significant number of people in social risk situations and the absence of an integrated service bridging the social and medical areas and also based on a review of community needs, we implemented the 'Social Ambulance' project in October 2003, which aims to ensure socio-medical services for various categories of persons assisted by our institution. It is not a substitute for medical emergencies but is a complementary service that represents the bridge between social and medical domains. Initiated as a solution against social exclusion, the service has a 24/7 telephone number, 9862, where medical assistance cases and social cases can be reported.

Hospitals are faced with situations in which homeless people are brought in who need hospitalisation and treatment. Often, such people are unable to pay the costs, as they have no income or medical insurance, and remain in hospital for indefinite periods. This is how the idea of the 'Social Ambulance' came about. The second district of the Bucharest municipality is the first territorial administrative unit in Romania to establish this service against poverty and death in solitude. Homeless people, those at social risk, elderly people, handicapped people, victims of domestic violence and disaster victims receive help from the public servants of the Social Ambulance.





ETHICS IN PUBLIC SERVICES

Submitted by National Agency of Civil Servants (NACS)

Contact details of lead applicant

Organisation National Agency of Civil Servants (NACS), Ministry of Administration and Interior

Address 3, Smardan Street, Sector 3, Bucharest

Country Romania

Size 50-100

Contact Person Monica Dimitriu

Function Head of Unit

Email monica.dimitriu@anfp.gov.ro

Web address www.anfp.gov.ro

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Ethical counsellor, ethics, ethical standards, corruption, integrity, impact assessment

Case description

In 2005 the National Agency of Civil Servants (NACS) developed a medium-term strategy on ethics in public services taking into consideration the simplification of administrative procedures, eliminating overlapping and redundant procedures, using new information technologies to increase transparency of public services, increasing the transparency of administrative procedures, training the personnel, monitoring and checking the compliance with the rules of conduct and ethics, raising the efficiency of internal control measures, and also disseminating the examples of good practices. The European Commission Reports have underlined critical aspects, regarding corruption and the need for Romania to achieve a real reform of public administration, which is characterised by transparency, integrity and performance, and the need to recognise the status of 'ethical counsellors' in the Romanian public administration. NACS proposed the development and implementation of mechanisms and procedures to ensure transparency and accountability in the civil service, designed to increase public service quality, a good management in achieving the public interest and also to eliminate bureaucracy and the facts of corruption in public administration. In this process, the key factors are the respect of the professional conduct rules by persons occupying a civil service position and the activity carried out by the ethical counsellors.

To achieve real results, several actions have been planned and implemented:

- Development of training programmes for civil servant pilot groups;
- Elaboration of a manual of procedures, for implementing the Code of Conduct;
- Organisation of seminars and international conferences, to facilitate exchange of information based on the experiences of other Member States of the European Union, in promoting the integrity process within the civil service;
- Elaboration of a study, in order to identify the role of civil servants responsible for ethical advice;
- Training needs analysis for the ethical counsellors, in order to organise training sessions addressed to civil servants who have attributions as ethical counsellors;
- Organising training sessions in order to extend the network of ethical counsellors;
- Establishing of an ethical counsellors network in Romania.
- Strengthening and improving ethical counselling duty and monitoring of compliance with conduct rules, based on the conducted study.

The target group, for the planned actions, comprised civil servants, with attributions in the ethical counselling field, from public institutions and authorities from central and local level and other civil servants, who could support the dissemination of ethical concepts within public services.



TIME IS... LIFE (IMPROVING THE ROMANIAN EMERGENCY MEDICAL SERVICES)

Submitted by Ministry of Health

Contact details of lead applicant

Organisation Ministry of Health
Address Str. Cristian Popisteanu
 nr. 1-3, Bucharest
Country Romania
Size >100
Contact Person Cristiana Cirlan
Function General Director
Email cristiana.cirlan@ms.ro

Level of government organisations involved

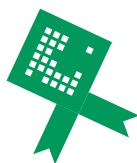
National

Type of sector

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

Key words of project

Emergency services, medical services



Case description

Reform of the Romanian health care system was strongly needed in order to improve the quality and standards of life. In the 1990s, there was a lack of qualified medical staff and technical assistance in the pre-hospital care, which meant that a lot of patients with a real chance of survival were losing their lives due to the inexistence of a special system to provide qualified emergency assistance. One of the improvements realised was the Romanian Emergency Medical Service (REMS). There were areas in which a focus was put on the emergency services (with minimum improvement of space, human or financial resources), but it lacked an integrated approach and legislation was very scarce and inconsistent.

Therefore, a new project improving the REMS was started by supporting and developing the respective system, the performance of single actors and their cooperation and by taking into consideration the following: improvement of institutional capacities, new equipment and ambulances, and enhancing individual skills. Currently, the project is a coherent entity that is comparable, if not a reference to those in other recent Member States of the European Union. The global objective of the project was to assist Romania to achieve the improvement of the modern emergency response system, as one of the basic pillars of the health reform process of the country and of Romania's pathway towards European integration. The aim was to create modern emergency departments and to increase their capacity, as well as the quality of care of emergency patients. Therefore, the buildings in which the emergency departments resided needed rehabilitation, but they also needed medical equipment together with medical staff that was able to operate it. Additionally, the capacity of the regional centres for the reception of critical emergencies and for delivery of emergency treatment including intensive care, as well as the training capacity of the emergency departments, had to be increased.

Now, an incoming call to the emergency number 112 is answered and evaluated by the joint dispatch situated at the City Hall, which will decide what type of medical unit is best suited to intervene. The majority of cases are directed to the County Ambulance Service. The SMURD unit will be alerted if one or more victims in vital danger are involved. In this manner the critical patient is provided with very high level pre-hospital emergency medical assistance, using a crew which is trained for this type of case, under the leadership of an anaesthesiologist.

Improving the REMS has been successful for the Romanian public administration because it increased efficiency and effectiveness of public service (being faster, better equipped and handling extrication), and since it involved different partners from the national administration (the General Inspectorate for Emergency Situations, the Ministry of Interior, Ministry of Health etc.), it had a certain innovative feature.

HOME CARETAKERS NETWORK FOR ELDERLY PERSONS

Submitted by Bacau County Council

Contact details of lead applicant

Organisation Bacau County Council
Address Calea Marasesti, no. 2, Bacau
Country Romania
Size >100
Contact Person Oana Deaconu
Function Counsellor
Email oana.deaconu@cjsbacao.ro

Level of government organisations involved

Local

Type of sector

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

Key words of project

Home care services, elderly persons, social services, medical services, network



Case description

A study by the United Nations highlights the fact that the number of elderly people is rising exponentially, reaching two billion in 2050. Most of the elderly people live in developing countries, with few resources to support them.

In Romania elderly people have difficulty obtaining socio-medical services. Indeed, rather than being taken care of in hospitals they prefer to stay at home where they can ask their family, friends and neighbours to take care of them.

The county strategy in the social and child protection assistance field initially focused on two areas: protection, integration and social inclusion of handicapped adults; and the protection and promotion of children's rights. Elderly people were not included in this strategy, even though they represent a disadvantaged group. For this reason, principal measures in the Operational Plan for the implementation of the county strategy in social assistance and child protection 2006-2011 includes:

- Setting up a department specialising in the social assistance of elderly people.
- Realisation of a study into the quality of life of elderly people.
- Creation of a network of home carers.
- Elaboration of the county plan for the social protection of elderly people.
- Development of home care services and some alternative services.

The lack of help inside and outside the family puts the dependent elderly person in the situation of having to look for a solution and pay a large sum of money for just a few care hours. In recent years efforts have been made by the Romanian authorities and NGOs to introduce a third alternative - home care and day centres run by professionals. The Public Health Ministry, in conjunction with other central authorities and NGOs, proposed a number of normative acts, some of them requiring a vote in Parliament. These acts created a framework that allows some alternative services for elderly people to be initiated and sustained. Since 1997, the Communitarian Support Foundation (FSC) has been offering home care services for dependent elderly people. In the spring of 2001 a partnership was signed with Bacau County Council to assure home care services for elderly people; the Council pays a monthly sum, representing personal expenditure (home carers) and the cost of cleaning materials and incontinence aids for the beneficiaries of the programme. To evaluate the beneficiaries a Social Medical Evaluation Card (geriatrics) and a National Test of Evaluation are used. All the home carers of the FSC have been authorised by the Labour and Social Solidarity Department of Bacau. In 2003, an authorisation was obtained from the Health and Family Ministry to develop home nursing care, which is renewed every year.



THE CITY HALL OF SIBIU - AN EFFICIENT EUROPEAN PUBLIC ADMINISTRATION

Submitted by City Hall of Sibiu

Contact details of lead applicant

Organisation City Hall of Sibiu
Address Samuel Brukenthal Street, no. 2
Country Romania
Size >100
Contact Person Mirela Gligore
Function Press Officer
Email press@sibiu.ro
Web address www.sibiu.ro

Other applicants

The Local Council

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform; Sports, youth, culture, art

Key words of project

Culture, tourism, public relations

Case description

The year 2004 was a breaking point for Sibiu, as it was nominated European Capital of Culture for 2007. Intense preparations began that influenced the city's image and infrastructure and most importantly, the services provided by our city hall departments. Culture became the catalytic agent for social development and a factor of improvement for delivery of public services and economic and community development.

Local authorities started an intense activity to prepare the city for the events, which were to take place in 2007: rehabilitation of the historical centre, the public transportation network, the city infrastructure and the cultural infrastructure. These works not only helped prepare the city for the 2007 events but also represented investments from which the inhabitants of Sibiu and their guests can benefit in the long term. The municipality of Sibiu was supported in its initiative by regional and central authorities, but the municipality had to face new challenges. A major step in the improvement of public relations was taken in 2006 when the City Hall moved into new headquarters with wider, more modern spaces for the public relations service. The public relations service expanded its personnel and tasks. A network of info desks has been installed in high-traffic areas outside and inside the city hall, providing information about Sibiu, places to visit, events in Sibiu, taxes and required papers.

The City Hall increased possibilities for citizens to pay fees and taxes, making these services faster and more efficient. The papers required in different domains have been made more accessible by being posted online and made downloadable. To support the tourism sector, the City Hall developed a network of information centres in three strategic places in the city. A department for the development and promotion of tourism was created and a series of specialised tourism products to promote Sibiu as a cultural and touristic location was produced. To ensure the safety of tourists, the community police department - coordinated by the city hall - created special patrols (SPAT) that provide information and support in a foreign language. Since 2004, the local budget has increased several times. The Community Police is now a reliable self-administered service concerned with citizen safety that has over 100 employees and more visible results each year.

A large number of historical buildings have been renovated, including the three main public squares in the historical centre. One of the most representative buildings of the city - the Council Tower - has been restored and reopened for the public. The traffic in the historical centre has been reorganised and is presently monitored by cameras and intelligent mobile pillars. Thanks to this system, Sibiu earned an important prize in Bologna for a package solution in a historical centre.

QUALITY MANAGEMENT IN ROMANIAN PUBLIC SERVICES

Submitted by National Agency of Civil Servants (NACS)

Contact details of lead applicant

Organisation National Agency of Civil Servants (NACS), Ministry of Administration and Interior

Address Bucharest, 3 Smardan street district 3

Country Romania

Size >100

Contact Person Lavinia Nemes

Function Public Manager

Email lavinia.nemes@anfp.gov.ro

Web address www.anfp.gov.ro
www.sigmaweb.org

Level of government organisations involved

Pan-European

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

CAF, quality management, inter-institutional and trans-national partnership, ISO



Case description

Romania has put public sector modernisation and an increased quality of public service delivery at the top of its reform agenda. Quality management offers solutions to Romanian problems linked to inefficiency and the poor quality of service delivery. Moreover, international experience shows that quality management is a powerful tool for capacity building in the public sector.

The National Agency of Civil Servants (NACS) was established within the MAI in 2002, as the main body responsible for proposing civil service policies and management of the civil service system, in direct collaboration with all departments specialised in human resources within all public institutions. CUPAR- the Central Unit for Public Administration Reform and NACS are jointly responsible for improving the quality of the services rendered to the public.

NACS has identified a need to further develop quality management implementation in Romania and also the possibility of developing a series of seminars, locally and centrally, to disseminate quality management expertise. In order to better approach these seminars, NACS has brought together, in an inter-institutional partnership, SIGMA OECD and CUPAR. The series of seminars was organised from October 2007 to October 2008 and was held in nine different locations: Bucharest - 23, 24 October 2007, the seven regional centres - 10 March - 20 March 2008 and Sovata (located in the centre of Romania, the closure event) - 30 September - 3 October 2008. The seminar days consisted of different building blocks. Some seminar blocks were devoted to performance management, which is an essential element of quality management, while others focused on quality assurance tools such as the ISO 9000 series, the Common Assessment Framework (CAF) and the Balanced Scorecard. Each seminar day contained group exercises meant to teach how to use quality management tools in practice. Each working group was made up of five or six participants. Around 450 participants (civil servants and contracted public employees) participated in the seminars, representing central agencies, ministries, central units and directorates, county councils, city councils, Prefect's Institutions and city halls.

The seminars were an ideal opportunity for the participants to share their experiences, reach out for something new, demand more expertise from the organisers (SIGMA, NACS, CUPAR), learn more about quality instruments and techniques and finally to realise the goal of this series of events. That goal was to identify the strengths and weaknesses of the civil service system and to establish a common language and methodology that could help public institutions approach the demands of its citizens and place the citizen at the centre of their focus and their work, in order to reduce unnecessary bureaucracy and deliver better and more targeted civil services.



ENGLISH AND FRENCH COURSES FOR PUBLIC SERVANTS

Submitted by Ovidius University Constanta

Contact details of lead applicant

Organisation	Ovidius University Constanta, Faculty of Law and Administrative Sciences
Address	1, Aleea Universitatii, Constanta
Country	Romania
Size	>100
Contact Person	Ana Rodica Staiculescu
Function	Dean
Email	staicul@univ-ovidius.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Language training

Case description

During recent years, the public sector has been facing a number of global challenges, which are strong drivers in changing the way European public administrations function in the 21st century. Developments in science and technology are so rapid today that without a continuous effort to update our knowledge nobody would be able to face the changes that are taking place in the professional world. It is therefore necessary that employees keep pace with the dynamics of professions by means of life long learning. Education and life-long learning are among the most important issues on the agenda of the Lisbon Council (2000).

The main objective of this project is to contribute to the implementation of the Lisbon Strategy for growth and jobs, by means of organising English and French courses for public servants. During recent times, Romanian public administration (both central and local) has been faced with new challenges (many of them resulting from accession to the European Union), to which it must find appropriate solutions. Public servants need to acquire a number of new skills, including the ability to communicate in a foreign language used internationally. Training civil servants in foreign languages provides the necessary conditions for structural and process improvement of the management of public policies in local public administration and for the improvement of the quality and efficiency of public services delivery, particularly in relation to the decentralisation process. The courses are not only aimed at developing communication skills but also at enhancing positive attitudes towards the value of communication and towards maintaining an open and flexible thinking.

The English and French language courses for public servants are structured in two modules for each foreign language: Module 1 comprises teaching elements of general communication at beginner's level; and in Module 2 the foreign language is taught with specific objectives, for the legal and public administration domains, for intermediate and advanced levels. These courses also aim to develop the ability to communicate in a variety of contexts, in terms of the frames suggested by the European community and in terms of language policy rules outlined in Niveau Seuil (Systèmes d'apprentissage des langues vivantes par les adultes, Conseil de cooperation culturelle de l'Europe, Hatier/Didier 1976) and the Common European Framework of Reference for Foreign Languages: learning, teaching, assessment (<http://eduscol.education.fr/D0067/cecr.htm>).

The competences acquired by the participants (civil servants) will be used in their current activities, which will ensure their maintenance and development. They will also experience other cultural areas in civil servant training and they will have more access to European specialist information.



GALATI LOCAL PUBLIC ADMINISTRATION

Submitted by Municipality of Galati

Contact details of lead applicant

Organisation Galati Local Council
Address 38, Domneasca Street
Galati, 800 008
Country Romania
Size >100
Contact Person Costel Hanta
Function Director of the Department
of European Programmes
and Projects
Email hanta.c@primaria.galati.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Training of civil servants

Case description

Public administration in our territorial administrative units is organised and operates under the principles of local autonomy, decentralisation of public services, the eligibility of local public administration law and consulting citizens in solving local problems of special interest.

The purpose of the project was to adapt to the new economic and social realities of Romania, preparing the administrative structures for joining the European Union. Its specific objective was to develop the competencies of the Galati Municipality to ensure a more efficient management of the available European funds. The project is a logical step in the sequence of administration improvement actions that have been taken by the municipality in recent years. It aims to secure the sustainable improvement of the local public administration's capacity, to implement structural improvements which will lead to the creation of a more effective and more transparent public administration for the socio-economic benefit of the community.

The project directly involves 120 civil servants (pertaining to three different sectors of activity) who follow three training modules: civil service management, cultural heritage management and public relations in public administration.



THE MANAGEMENT OF PAYMENT INSTRUMENTS

Submitted by Serviciul Public de Impozite

Contact details of lead applicant

Organisation Serviciul Public de Impozite,
Taxe si Alte Venituri ale
Bugetului Local Constanta

Address Constanta, 3 Badea Cartan Street
Country Romania
Size >100

Contact Person Carmen Trentea
Function Executive Manager
Email office@spit-ct.ro
Web address www.spit-ct.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform; Taxation, customs, finances

Key words of project

Tax administration, quality management, European standards, ISO, TÜV

Case description

From 2001 to 2009, public administration in Constanta developed payment facilities unique to Romania. The Public Service of Local Taxes, Fees and Other Revenue in Constanta solved existing problems by implementing the European model of payment of local taxes, with the help of the 'Role Nominal Single Card'. The main local taxes are building tax, land tax, transport tax and habitat tax. The taxes are paid twice a year. The citizens of Constanta are informed annually about the taxes they have to pay through payment notices, which are delivered to them by post. These payment notices are delivered to their home address for all the goods they own in the city of Constanta and contain amounts due, the payment term and the locations at which they can pay. The City of Constanta was the first city in Romania to issue such payment notices, in 2002.

The 'Role Nominal Single Card' is an instrument for the rapid identification of fiscal and property roles and the amount of local taxes to be paid by the card holder. This will be submitted to the tax agencies of Constanta Municipality and info-kiosks to be placed in different parts of the city. The card has a magnetic chip and contains the identification code of the taxpayer, assigned automatically by the software when details of movable or immovable property are entered into the database SPITVBL.

The Public Service of Local Taxes, Fees and Other Revenue is the first public institution in the country that has obtained certification for international quality. The distinction was received from TÜV CERT, a certification body in Germany, with activities around the world. The Public Service of Local Taxes, Fees and Other Revenues is proud to apply the ISO 9001 international standard for systems quality management. The service obtained certification after it was found to comply with the management principles applied in the EU public administration and has developed a system of verifying activities by internal audit.

RÄTTEGÅNGSSKOLAN (COURT INTRODUCTION)

Submitted by Brottsoffermyndigheten, Crime Victim Compensation and Support Authority

Contact details of lead applicant

Organisation Brottsoffermyndigheten, Crime Victim Compensation and Support Authority
Address Box 470, 901 09 Umeå
Country Sweden
Size 50-100
Contact Person Ulf Hjerppe
Function Information officer
Email ulf.hjerppe@brottsoffermyndigheten.se
Web address www.rattengangsskolan.se
www.courtintroduction.se

Level of government organisations involved

National

Type of sector

Justice, police, human rights and security, information society, technology, media and audiovisual

Key words of project

Information, justice, transparency, victim rights, human rights

Case description

Going to court may be a bewildering and frightening experience for someone who attends the court as a victim or witness for the first time. Most people do not know what to expect or how to find information about court procedures, court layout or the role of various people working at the court, such as prosecutors, judges and lawyers.

The Court Introduction project has therefore been launched to present the court procedure in a clear and helpful way and promote confidence among those who have to attend court. The Court Introduction is a web-based introduction to what happens before, during and after the court proceedings. It is open to any user who visits the website. The main target groups are persons that have been the subject of crime and subsequently been summoned to give evidence at court. Many other groups of persons may also find parts of the Court Introduction very useful, for example witnesses, relatives of the crime victim, students and also perpetrators. Some information is, however, targeted specifically at crime victims. Information concerning the experience of going to court is provided in leaflets and on web pages. To fully understand what will happen at the court and during the court procedure a visit is necessary. The Court Introduction enables computer users to do so at home. It could also be used while waiting for the trial to start by using terminals located in some courts. It is also a very useful tool for professionals when explaining to clients what will happen at the court. Moreover, different NGOs can use the Court Introduction during training courses for volunteers as well as when assisting groups of victims.

The Court Introduction is divided into six chapters: introduction, before going to court, during the court proceedings, after the court proceedings, a film depicting court proceedings, common reactions when being subjected to a crime and useful links. It is presented by using all types of modern media to enhance the learning experience. The Court Introduction contains images, photographs, shorter movies, 3D-animations and texts. It also has a 45-minute film depicting court proceedings and providing an instructive overview of the procedure, from reporting of the crime to the sentence and its aftermath. The Court Introduction is fully interactive and the user decides which part of the product he or she will watch. The advantage is that it can be used at home by individuals or together with victim support volunteers or professionals.

All the feedback received so far has been very positive, both from the prosecutor's office, the courts, lawyers and crime victims. During the first 12 months of registration since its introduction, the Court Introduction has had approximately 35,000 visits. This number can be compared to the number of criminal cases at the courts involving a crime victim which is approximately 50,000 per year.

PROJEKT ÄRENDEHANTERING, Ä2 (TRANSPARENT CASE EXECUTION)

Submitted by Premiepensionsmyndigheten (PPM), The Swedish Premium Pension Authority

Contact details of lead applicant

Organisation Premiepensionsmyndigheten (PPM), Swedish Premium Pension Authority

Address PPM, 826 86 Söderhamn

Country Sweden

Size >100

Contact Person Johan Hellman

Function Director General

Email johan.hellman@ppm.nu

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Efficiency, traceability, transparency, pensions

Case description

The project was launched in order to promote customer activity via a transparent case execution channel. The Swedish Premium Pension Authority (PPM) administrates future and present pension holders' premium pension, a part of the national pension scheme. PPM administrates over SEK 231 billion in capital for a majority of the Swedish population. The principle purpose of the premium pension is to encourage pension holders to take active part in their future pensions. In different ways, PPM and the Swedish government aim to create an environment of choice. Within the PPM system, over six million pension holders are able to choose between over 770 different UCITS funds, managed by over 80 different fund management companies. Present pensioners, entitled to pension payments, need, of course, to apply for their pension and other pension related benefits. The PPM system thus includes a need for the customers to contact PPM for claims, fund changes etc. PPM is a highly automated authority.

The problem addressed and solved by the project was how to make the customers more involved and keep them informed on how their different cases were being handled. The project launched a new automatic case system enabling the customer services to track and trace all related cases without contacting one or several officials. The customer receives an identification code, with which he or she can get access, via customer services and to some extent the PPM web site, to the full status of their case.

The result of this project is a transparent and swift case handling system promoting customer awareness and an effective 'one surface contact base' customer to customer service. This leads to a greater customer understanding and a better platform for making choices. Today over 90 per cent of all cases are handled automatically. In the long run this will affect, and hopefully improve, the customers' future and present pension scheme.



TRANSFORMATION OF THE REVENUE AND BENEFITS SERVICE IN BASILDON

Submitted by Basildon District Council

Contact details of lead applicant

Organisation Basildon District Council
Address The Basildon Centre,
 St Martin's Square,
 Basildon, Essex, SS14 1DL
Country United Kingdom
Size >100
Contact Person Scott Logan
Function Revenues and Benefits Manager
Email scott.logan@basildon.gov.uk

Level of government organisations involved

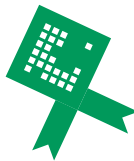
Local

Type of sector

Taxation, customs, finances

Key words of project

Revenues, benefits, taxation administration, LEAN



Case description

Basildon's Revenues and Benefits Service is responsible for Basildon Council's statutory services of local taxation administration and collection, as well as for Housing and Council Tax Benefits administration on behalf of the Department of Work and Pensions. In the past, the Revenues and Benefits service in Basildon lacked awareness of not delivering a coherent service, but were nevertheless aware of the need for continuous improvement. This and other factors lead to the conclusion that there was a clear need for improvement.

Thus, a project dealing with the fundamental restructure of the management organisation for the services has been launched and implemented over a rapid timetable of 12 months. The restructure has been undertaken in accordance with the principles of Lean Processing to provide a leaner structure in which staff is empowered to make decisions at the lowest possible levels. The changes are so fundamental that this has not amounted to a typical reorganisation of a department, but rather to a transformation of the service. Substantial cost and efficiency gains have been achieved in the first year. Lean Processing delivers continuous improvement as fully documented policies and procedures are put in place, whilst the workforce is able to contribute to ongoing changes aimed at service improvement from the customer standpoint, thus keeping the customer at the heart of our service delivery.

In the autumn of 2007, a new head of the Revenues and Benefits service was appointed with full support from the Senior Management Team to produce a plan for service improvement. A project for the relocation of the Revenues and Benefits service to the Basildon Centre was developed, together with a plan for refurbishment of the public customer services centre. Furthermore, the Revenues and Benefits front office was integrated into a corporate reception area. An additional resourced service was provided within the Customer Services Unit, to provide a 'quick-hitters' response service for Benefits customers (resolution at first point of contact for complete claims/changes in circumstances). In addition, a document fast track service was implemented to produce a quick way to provide documents for scanning. Moreover, key staff within the Revenues and Benefits service contributed to process mapping and all staff were included in consultations on proposed changes to the organisational structure and to individual jobs within the structure.

In sum, the project has enabled us to secure a direction of travel, which in turn will ensure that we deliver continuous improvement and a service of excellence. Now, after the transformation, customers come into a new, modern, reception area to be greeted by dedicated staff that quickly identify each person's needs from their visit. Fully trained staff provides detailed advice and guidance without the need to call for support. Furthermore, the administrative costs have been reduced by around 15%, as well as the average processing time for claims.



Theme II

Citizen Involvement

By adapting private sector models of consumer involvement in business planning and delivery, but also by building on concepts of 'open government' - whereby the business of governments and state administrations is opened up at all levels for effective public scrutiny of oversights, as well as allowing involvement in planning and delivery of public services - public administrations have developed institutional and policy frameworks to promote transparency in government, access to information, consultation and ultimately involvement in making policy decisions.

In effect, building effective participative partnerships between governments, citizens and civil society organisations is at the heart of this approach and is demonstrated by various processes and systems designed to: enhance openness, transparency and accountability; enable consultation and feedback between administrations and citizens (and civil society); share information, knowledge and experience; and enable citizen involvement in debating, discussing, deciding on and evaluating governmental and public administrative decision making.

Some of the terms and areas which might be used to describe increasing citizen involvement include: freedom/access to information; citizen consultation systems; public accountability and scrutiny; eDemocracy and/or eParticipation; direct and participatory forms of government; participatory, consensus and/or grassroots democracy or policy making.

Ultimately, increased citizen involvement generally aims to increase community participation and social capital, improve service delivery, promote social inclusion/cohesion or address perceived democratic deficits. In essence, it is about moving from models of 'government' to models of 'governance'.

This topic was looking for showcase projects based on how public administrations are meeting this new role in society by displaying citizen involvement in service design, production and/or delivery.

The projects under THEME 2 demonstrate the following aspects: administrations that are moving from representative to more participatory democracy, whilst addressing issues of accountability and representativeness; present systems designed to explore and incorporate a wide range of interested publics; joint approaches to planning; local communities being empowered to participate in policy making; the strengthening of representative government to embrace more direct forms of participatory democracy; power imbalances being addressed between multiple stakeholders; amending legislative provisions to facilitate citizen involvement; improving and/or incentivising engagement of groups, such as young people, women and the disabled; the support of citizen involvement through new technologies; enabling disadvantaged groups to participate in decision making; and providing increased information and public scrutiny/accountability opportunities.



MyHELP

Submitted by Federal Chancellery of Austria

Contact details of lead applicant

Organisation	Federal Chancellery of Austria
Address	Ballhausplatz 2 A-1010 Wien
Country	Austria
Size	>100
Contact Person	Mr. Harald Müller
Function	Project Leader
Email	harald.mueller@bka.gv.at
Web address	www.myhelp.gv.at

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Online platform, usability, regionalisation, central point of access, citizen card, e-Government

Case description

The project 'MyHELP' is an advancement of the project HELP.gv.at, a central inter-authority platform of the Austrian administration, which was successfully established 12 years ago and has since been a source of aid to official channels in Austria. The idea of developing a personalised version of HELP was first conceived at the Federal Chancellery of Austria at the beginning of 2008. Various project teams in different organisations then worked for more than a year on the development of MyHELP. MyHELP was finally launched on 27 January 2009.

The main goals of MyHELP are the personalisation and regionalisation of topics, authorities and forms. In addition, MyHELP also offers the user additional functions, such as an information service on the selected topics, a reminder service for important dates, the option of directly linking one's private e-mail inbox to MyHELP, using an electronic delivery service or other available electronic services and such like. Thus MyHELP is not only an individually configurable version of HELP, but also serves as a point of access to a variety of applications that aim to create recognisable additional benefits for the user, increasing public-friendliness and saving time.

At the moment, about 200 topics on various areas of life can be found at HELP.gv.at. One essential aim of MyHELP is to now give citizens the opportunity to call up for display only those topics, authorities and forms from their own region with personal relevance to them, and to thus make the range of offers in HELP individually clearer and more rapidly accessible.

The data entered by the user in his/her personal profile under 'Town' has an effect on the areas 'Authorities' and 'Forms'. The user is shown only authorities in his/her region and only forms which he/she can use with respect to the authorities in his/her region. Here, the range of all forms available in HELP is directly tailored to the citizen: he/she is given immediate access to forms that are relevant to him/her, without having to first select them from the full range of forms offered by HELP (currently approx. 1,000 forms). The display of authorities narrowed down by region likewise immediately takes the citizen to the authority responsible for him/her, thus saving time as well.

Access through the citizen card ensures that only that particular registered user can log into MyHELP. Following successful initial registration with the services, a one-time login is all that is needed to be able to utilise all these services. The citizen is not only able to use several applications with a single access code but also saves time.

STANDARDS OF PUBLIC PARTICIPATION, RECOMMENDATIONS FOR GOOD PRACTICE

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

Contact details of lead applicant

Organisation Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management
Address Stubenring 1
 1012 Vienna
Country Austria
Size >100
Contact Person Rita Trattnigg
Function Unit for EU-affairs, Sustainable Development Coordination
Email rita.trattnigg@lebensministerium.at
Web address www.partizipation.at

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Participation standards, good governance, legal instruments, open government

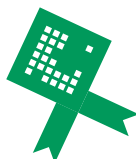


Case description

Although citizens' and stakeholders' involvement has not been new for some areas of the Austrian administration, common quality standards of public administration did not previously exist. Especially at local and regional level there is a tradition of public participation. At federal level only a few examples can be found, mainly in the field of environmental protection and sustainability. Participation of interest groups (e.g. social partners) in the law-making process is well established in the Austrian parliamentary culture; however, citizens are hardly ever involved in policies, plans or programmes. This leads to the fact that, due to the lack of experience and exchange, every public administration deciding to run a public participation process is reinventing the wheel over and over again. Some principles and minimum standards (e.g. eight-week time limit to provide comments) are drawn up by the EU Commission (among others KOM (2002)704). One of the Good Practices in Europe, the British 'Code of Practice on Consultation', offers a valuable background and also inspired the discussion on the Austrian 'Standards of Public Participation'. Following the example of the United Kingdom, an inter-ministerial working group - with the participation of NGOs, external experts and interest groups - developed the 'Standards of Public Participation'.

This project was introduced by the Ministry of Agriculture, Forestry, Environment and Water Management (promotion of sustainability) in cooperation with the Federal Chancellery. The 'Standards for Citizen Involvement' should offer guidelines to public servants who want to involve citizens in the development of high quality plans, programmes, policies or laws. The standards are supposed to be recommendations for good practice and should be used in the future as a matter of routine. The 'Standards of Public Participation' deliver an institutional framework to promote transparency, consultation and involvement in decision-making by offering quality standards for the procedure. They are already broadly communicated and accepted by the key actors and users of the 'Standards of Public Participation', since they were included in the development process. The 'Standards of Public Participation' also deliver a policy framework since the Council of Ministers has decided to recommend the use of the Standards in all fields of public administration. The 'Standards of Public Participation' professionalise the process of public involvement and thereby raise the quality of the process, and by this, its result.

The Austrian Standards for Citizen Involvement were recommended for use by the Council of Ministers on 2 July 2008. The Standards have already been in use since summer 2008. In 2009 an IT platform following the model of the 'Your voice in Europe' platform of the European Commission (www.europa.eu.int/yourvoice) will be developed. There the public will be able to access all running public participation processes as well as the documentations of the completed processes.





EGOSTA (e-GOVERNMENT STAKEHOLDER INVOLVEMENT)

Submitted by Austrian Federal Ministry of Finance

Contact details of lead applicant

Organisation Austrian Federal Ministry of Finance
Address Hintere Zollamtstraße 2b
Country Austria
Size >100
Contact Person Josef Makolm
Function Head of Unit
Email josef.makolm@bmf.gv.at
Web address www.egosta.at

Other applicants

University of Koblenz-Landau

Level of government organisations involved

National

Type of sector

Taxation, customs, finances

Key words of project

Research, web 2.0 technology, usability, e-Government

Case description

'egosta' stands for e-Government stakeholder involvement and is conducted by a research project operated by the Austrian Federal Ministry of Finance and the University of Koblenz-Landau.

A consortium consisting of 18 partners is participating in the EU project PEPPOL ('Pan-European Public eProcurement OnLine') with the objective of setting up a pan-European pilot solution that, conjointly with existing national solutions, facilitates EU-wide interoperable public e-Procurement. The Austrian Federal Ministry of Finance, the University of Koblenz-Landau and further partners collaborate on one key enabler of the PEPPOL prototype, the Virtual Company Dossier (VCD). The VCD will enable suppliers to collect business certificates and attestations from existing registries and sources in their home country and submit such evidence electronically and assembled as an information package to any public-sector awarding entity in Europe.

The development of e-Government applications is based mainly on ideas and knowledge of the public administration. Stakeholders such as citizens, enterprises or non-profit organisations cannot play a part in the development process and do not get sufficient information about the purpose and idea behind a project. This causes distrust of the new electronic application. The idea of 'egosta' is to increase user acceptance of e-Government applications by involving stakeholders in the development process via an internet platform and to tap the full potential of transferring experiences and ideas between stakeholders and the development team using advanced knowledge management technologies.

Stakeholder involvement can be ensured either physically or online via a platform. Multi-stakeholder forums imply time and money-consuming efforts for participants that are not achievable for many stakeholders due to time and financial constraints. The use of an online platform can overcome these shortcomings. Within the VCD Project offline as well as online involvement is used to integrate VCD stakeholders in the development process in order to generate a user-friendly application. Thereby an information transfer between the online and offline involvement takes place. In order to consolidate and format masses of artefacts 'egosta' comes with an advanced knowledge management system: 'DYONIPOS', which stands for Dynamic Ontology-based Integrated Process Optimisation, and enables extraction of concepts and relations out of artefacts.

This project aims to develop and test 'egosta' within the context of the VCD. By using an internet platform, stakeholders can support the development process without being physically present at a certain time and place and can obtain detailed information about the status and progress of the project. New Web 2.0 technologies such as blogs, wikis, forums and chats make new ways of collaboration feasible and improve user acceptance of e-Government applications.



ENERGY NEIGHBOURHOODS

Submitted by Fundacion Comunidad Valenciana - Region Europea

Contact details of lead applicant

Organisation Fundacion Comunidad Valenciana - Region Europea
Address Rue de la Loi 227, 4th Floor, B-1040
Country Belgium
Size 50-100
Contact Person Laura Bas
Function Environment and climate change department
Email lbas@delcomval.be
Web address www.energyneighbourhoods.eu

Level of government organisations involved

Pan-European

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Energy efficiency, climate change

Case description

The overall objective of Energy Neighbourhood was to bring the 'Kyoto protocol' closer to the people - into their living rooms - by organising a challenge between the community and its citizens to save 8% on energy in the course of one winter. The participating households, 'energy neighbourhoods', were guided and supported by specially trained 'energy masters'.

The launch date for the participants to start saving energy in their homes was 1 November 2008. They were challenged to save at least 8% on energy, and therefore 8% on their energy bill. The competition lasted for six months. Each participant could compete with friends, neighbours, colleagues, etc. against their municipalities, receiving support from the energy masters. Community groups (of at least 5-15 households) were trying to save energy by putting simple actions into practice. These actions are things that happen in our daily lives. That is why there was no need for any investment in order to achieve these energy savings. The local authorities played an important role at this stage of the project, as they could involve their own local energy policy in this competition and thereby put the Kyoto protocol into practice in the lives of their citizens. During the previous stages of the project, each partner recruited municipalities, households and energy masters, inviting them along to several information sessions, and held training courses for the energy masters. All participants, together with the municipalities and the energy masters, registered themselves on the online tool before the start of the competition. Then participants and energy masters entered their own metadata on the website in order to find out who the winner of the Regional Prize Award was, and subsequently the International Award, at the end of the competition.

Direct results of the project were energy savings of up to 7,704,000 kWh, cost savings of up to €250,099 and CO₂ reductions of over 4,730 tons. But sustainable results were achieved too, such as a framework for future challenges including a guide, energy calculation and communication/ dissemination tool kit, training materials and a concept for campaigns and award ceremonies.

Overall, the award scheme increased the awareness and enthusiasm to save energy in households by creating a competitive spirit and by getting every household to control its consumption and thereby save energy at home, at work and at leisure.

CITIZEN INVOLVEMENT IN GHENT: LEDEBERG LEEFT!

Submitted by City of Ghent

Contact details of lead applicant

Organisation Stad Gent
Address Botermarkt 1
 9000 Gent
Country Belgium
Size >100
Contact Person Nathalie Desmet
Function Regional Director of Ledeborg
Email nathalie.desmet@gent.be
Web address www.gent.be

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Spatial and urban planning, district renewal, citizen brainstorming group



Case description

Ghent has been subdivided into 25 different local districts, ranging from 19th century industrial neighbourhoods to residential suburbs. Every district shows its own distinctive individuality and development, as defined in the Spatial Structure Plan. Hence, the necessity arose to establish a customised road section, to suit the needs of the district, combined with global communication. This is the basic principle of the territory-based operations. The process of community-based planning has already been ongoing in Ghent since 1996. A city renewal office has been established within the Department of Strategy and Communication and is responsible for developing tools to invite citizen to participate in planning processes.

The urban renewal project 'Ledeborg leeft', which involves the redevelopment of an entire local district, was started in 2007 and is projected to last ten years. The project is based on an integrated approach based on three cornerstones linked at horizontal and vertical level:

- a) spatial cornerstone;
- b) social-economic cornerstone;
- c) social-cultural cornerstone.

The integrated goals are to achieve more accessible green spaces, better living quality, better and more active service delivery, smoother and safer traffic, and more spaces for meeting with people. Ledeborg has so far been one of the more problematic districts as it is characterised by narrow streets and small grey buildings, little access to green areas and no incorporation of the river stream in the spatial planning.

Methods of involvement and discussing the spatial planning vision among a broad audience included the following: scale size street model with mobile blocks; writing poems in the scope of redesigning a square; rendering general advice to the steering group; indoor and outdoor exhibitions; short teaser films and themed guided tours with urban development experts.

Within the project, four urban development bureaus closely cooperate with two advisory bodies: a counselling group of expert municipal officers which expresses what is possible in terms of city planning; and a brainstorming group with inhabitants and local intermediaries. Those two groups formulate their advice to the steering group which is composed of all parties involved, including the deputy majors and heads of department, and which eventually takes all final decisions.

The citizen brainstorming group consists of around 50 people who applied within a public call to participate in the spatial planning process. All current members were then selected according to a certain balance to be met to represent geographic levels and different target groups (children were also involved). Since last year, 12 meetings have taken place. The members of this group act as quasi-ambassadors for the spatial planning process in front of their neighbours, networks etc.



AGORA

Submitted by Direction générale de l'aide à la jeunesse - Ministère de la Communauté Française

Contact details of lead applicant

Organisation Ministry of the French Community
Address Boulevard Léopold II 44
1080 Brussels
Country Belgium
Size >100
Contact Person Jacqueline Detry
Email jacqueline.detry@cfwb.be
Web address www.cfwb.be

Other applicants

Ministry of the French Community

Level of government organisations involved

Regional

Type of sector

Sports, youth, culture and art

Key words of project

Youth aid services, poverty, social work

Case description

Over the last ten years, a permanent channel of communication has been established between families living in poverty and the youth support services - the AGORA group. Many parents are referred to youth support teams as a result of problems linked to poverty and a lack of understanding in society. Too often, the word 'poverty' becomes synonymous with 'danger'. As a result, the fear of having children taken into care is ever-present in the daily lives of the poorest families. This fear is, however, a barrier to effective communications with support services.

The AGORA group was created following the General Report on Poverty, which highlighted these difficulties. It brings together not only representatives from two organisations aiming to unite those living in poverty through their common experiences, (ATD Fourth World and LST), but also representatives, advisors and directors of youth services, social workers from youth rights and support services teams, the Education Inspectorate, as well as the Directorate-General for Youth Services of the Ministry for the French Community of Belgium. The services to combat poverty, precariousness and social exclusion within the Centre for Equal Opportunities are also lending their support.

This venture is new because it aims to empower parents to make their problems known, allowing them to voice their hopes and criticisms without taking too much risk, and being recognised as active participants in the process. The youth support teams that are taking part in the process accept this new questioning, adapting and improving practices as a result of the feedback from these families. Important issues that need to be dealt with at each monthly meeting are a better understanding of the needs of these families, taking the necessary time to really understand each other from the first meeting, ensuring more transparency in any written correspondence regarding major decisions affecting the future of these families, and the importance of accepting the part of risk management inherent to all educational work. These also led to the publication of a joint brochure entitled 'First contact between a family and youth support services' and a one-day workshop on 17 October 2005 (International Day for the Eradication of Poverty), which provided information on the work carried out across support services. A document entitled 'Youth support: a joint call from families and support workers for a liberating policy' has just been written by the group

The support services workers involved in the process are fully engaged, with a sense of social responsibility towards the young people and their families, since any improvements made for the least well-off families will have a positive impact on everyone and on society as a whole.



CITIZEN INVOLVEMENT FOR MORE EFFECTIVE DECISIONS

Submitted by Stara Zagora Municipality

Contact details of lead applicant

Organisation Stara Zagora Municipality
Address 6000, Stara Zagora, 107,
 Tsar Simeon Veliki Str.
Country Bulgaria
Size >100
Contact Person Mrs Nikolinka Gorova
Function Chief Secretary
Email m.perchemlieva@
 city.starazagora.net

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Public consultative councils, urban planning, public service delivery

Case description

In its constant endeavour to provide more possibilities for civil involvement in local self-governance and to follow the European policy for enhancement of democratic practices, the Municipality of Stara Zagora looks for innovative approaches in policy-making.

In 2008, an analysis of management's decision-making procedures was made in order to make suggestions for citizens' involvement in municipal policy-making. For this purpose, the municipal leadership took the decision to establish Public Consultative Councils that consist of experts and active citizens. The main goal of this initiative is to increase the efficiency and effectiveness of the decision-making process at local level through the involvement of citizens.

The implementation of the project started on the basis of a Municipal Council decision to set up Public Consultative Councils. As a result, two Councils have been established. One of them is dedicated to urban planning and the improvement of the urban environment. The other one focuses on improving the quality of public services. A significant fact is that all the Consultative Council members are volunteers. The Consultative Councils have established their own Statutes of operation and are entitled to initiate and to make suggestions for decision-making on complicated cases to the Mayor.

The practice of establishing Public Consultative Councils is an innovative approach of local community involvement in the decision-making process. This approach is not an obligation for the municipal leadership, but it shows a real participatory democracy. As a result, some sound solutions to complicated cases have come out of the joint consultative work between the Municipality and society. New methods for monitoring the provision of local public services have been initiated. The successful partnership has resulted in some new regulations and new internal rules for the provision of public services. Stara Zagora Municipality has developed an institutionalised policy framework to promote transparency in local government. This project will be enlarged and another three Public Consultative Councils will be established in Stara Zagora Municipality. They will deal with sectors such as transport, sports and culture. By implementing this project, the Municipality has increased civil participation in policy-making and civil control of municipal performance.



STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) CONCERNING HYDROCARBON ACTIVITIES WITHIN THE EXCLUSIVE ECONOMIC ZONE OF THE REPUBLIC OF CYPRUS

Submitted by Ministry of Commerce, Industry and Tourism (Energy Service)

Contact details of lead applicant

Organisation Ministry of Commerce, Industry and Tourism (Energy Service), Republic of Cyprus
Address 13-15 Andrea Araouzou
1421, Nicosia
Country Cyprus
Size 50-100
Contact Person Solon Kassinis
Function Director, Energy Service
Email pkoulermou@mcit.gov.cy
Web address www.mcit.gov.cy

Level of government organisations involved

National

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Strategic environmental assessment, public consultation

Case description

Surveys for hydrocarbon exploration and exploitation are a crucial step for Cyprus's economic development in the oil and gas sector, which is expected to have a great impact on its economy. However, despite the fact that hydrocarbon activities are so important, environmental protection is still a priority for the Republic of Cyprus. Consequently, any environmental issues and concerns from the public related to hydrocarbon activities in Cyprus's offshore area are very important for better management of environmental protection.

The Environmental Report presents the findings of a Strategic Environmental Assessment (SEA) of the hydrocarbon licensing programme within the Exclusive Economic Zone of the Republic of Cyprus. The SEA focuses broadly on those activities most likely to result from the licensing programme including prospecting, exploration and exploitation. It was prepared by a consortium consisting of Maritime Communication Services Inc. (MCI), Aeoliki Ltd, and CSA International, Inc. (CSA) in cooperation with the University of Cyprus Oceanographic Centre.

The findings of the report were presented during a public consultation. The meeting was organised in an 'open house' style forum in which the energy service and the consortium representatives disclosed the findings of the SEA. It was held in the Greek language, with simultaneous translation facilities available for the English speaking participants. Two presentations were prepared: 'An overview of the Hydrocarbon Activities within the Exclusive Economic Zone of the Republic of Cyprus' and 'The methodology, findings and recommendations of the Strategic Environmental Assessment'. After the presentations, the public expressed comments and concerns regarding the issues presented and requested clarification. The Energy Service and the Consortium Representatives answered their questions. The issues expressed and the feedback from Energy Service and Consortium representatives were recorded, written down and included in the Environmental Report as well as the presentations. The participants' issues and the responses were included in the SEA, have been published and will be taken into consideration in the preparation of the detailed Environmental Impact Assessments by the licensees.

The contribution of the public regarding various environmental issues is very important, especially when it comes from people directly involved in environmental protection. Their involvement and the response they received created a clear picture of the situation regarding the implementation of regulations, laws, conventions related to hydrocarbon activities and the transparency of the procedures. In addition, the public consultation created a feeling of satisfaction about participation and involvement in environmental protection issues.



KAUFBEUREN-AKTIV

Submitted by Stadtverwaltung Kaufbeuren

Contact details of lead applicant

Organisation Stadtverwaltung Kaufbeuren
Address Kaiser-Max-Strasse 1,
 87600 Kaufbeuren
Country Germany
Size 25-50
Contact Person Alfred Riermeier
Function Head of Department
Email alfred.riermeier@kaufbeuren.de
Web address www.kaufbeuren-aktiv.de

Level of government organisations involved

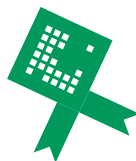
Local

Type of sector

Education (higher and lower), training and learning

Key words of project

Social engagement, social capital, volunteering, good governance



Case description

Kaufbeuren-aktiv is a coordinating body in the administration, calling on citizens for volunteering and networking, urban management, developing and realising new concepts and ideas, several cross-sectional tasks, as well as professional handling of programmes and concepts.

Kaufbeuren-aktiv is part of the senior staff and coordination body located in the bureau for citizens' service. Due to the size of the municipality, the coordination site covers several aspects of operation, performs cross-sectional tasks and attempts to link several players to the various respective existing networks. Despite the orientation of the self-contained administration, it also includes educational, youth and family, as well as engagement policy.

The objective to involve citizens via Kaufbeuren-aktiv is to change the citizen's attitude towards active participation by providing positive incentives. Citizens are changing roles from being solely administered, to being active and treating the challenges of society as something to be dealt with for the good of all inhabitants. Kaufbeuren aktiv is the citizens' point of contact for their project ideas, and also where they receive professional support for their implementation. Here they can address the city administration directly without following rules and regulations. Furthermore, citizens can actively contribute to networks and other forms of cooperation. A website constantly informs the citizens about areas for participation, sponsorship, networks and new areas of operations. Long-established networks allow citizens to connect to cooperation partners, thus enabling synergies to be used. The citizen can 'dock' on existing networks (e.g. job godfathers) or become an active member of networks (e.g. member of an accompanying council). Citizens are directly involved in the developmental process of the municipality. By gathering ideas from citizens and in order realise good governance, Kaufbeuren-aktiv develops an over-arching strategic plan for the whole municipality, as well as a concept for the various areas of activity. It provides guidance and support for project processes and programmes, as well as coordinating and moderating projects and networks. Kaufbeuren-aktiv offers support for smaller project bodies in writing applications for funds and the acquisition of resources and potentials.

Visible results of projects that were mutually implemented by citizens provide additional value for the society and raise their creative potential (e.g. creation of a nature trail, designing and raising a monument, restoration of a railway underpass). Finally, each idea has a multiplier-effect since it is discussed and presented in public. Meanwhile, more than 110 citizen projects have been realised and managed by the Kaufbeuren-aktiv, totalling an amount of €2.8 million.

COLOGNE PARTICIPATORY BUDGET

Submitted by City of Cologne

Contact details of lead applicant

Organisation City of Cologne
Address Laurenzplatz 1-3
50667 Köln
Country Germany
Size >100
Contact Person Ute Stölzle
Function Participatory budget coordination team, Finance Department
Email ute.stoelzle@stadt-koeln.de
Web address www.stadt-koeln.de

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Participatory budget, e-Participation

Case description

The participatory budget being introduced in Cologne's municipal administration is a new 'service for citizen participation' (e-Participation) with the goal of effectively supporting decision-making processes in various fields affecting the community, by using online media, and while putting citizens at the centre.

The participatory budget 2008 is the pilot project for a comprehensive initiative to introduce e-Participation in the City of Cologne. The goal was to provide understandable and comprehensive information about the budget, raise awareness among the population about the complex topic, enrich budget consultancies by additional input from the citizens (suggestions, opinions, expectations), enhance the transparency on budget related matters and generally establish an improved communication between the administration and the citizens

For four weeks the citizens of Cologne had the opportunity to participate in planning the budget by submitting proposals, comments and assessments in the fields of 'roads, lanes and public squares', 'public green spaces' and 'sports', which they did with great interest and enthusiasm. In total 10 231 participants registered on the internet platform, 4973 proposals were submitted, 9184 comments and a total of 52 746 assessments (votes for or against) were entered. The proposals were called up about 464 000 times and the web pages of the participation platform were visited exactly 873 476 times. About 120 000 unique visitors were counted.

In addition to the high-profile public phase (long-running announcements in the print media, radio and TV, as well as letters to all Cologne households), the implementation of the participation platform was of special importance. Here the interactive software had to offer more than the usual range of functions for newsgroups or discussion forums. Requirements were outlined that had to be borne in mind in order to implement online consultation beyond a 'flood of contributions' in a targeted and result-driven way. Discussion forums or newsgroups merely offer simple threads of answers: the representation of the content and documentation of the discussion therefore consists of discussion threads grown over time, which more often than not do not follow the line of arguments inherent in the discussion.

By providing an electronic platform for citizen participation, useful ideas can be tapped and additional knowledge can be generated via the internet. This service is to be made available in addition to the participatory budget as an instrument allowing successively relevant public processes.





GEOPORTAL.RLP

Submitted by Competence and Business Centre GDI-RP (KGSt.GDI-RP)

Contact details of lead applicant

Organisation	Competence and Business Centre GDI-RP (KGSt. GDI-RP)
Address	Ferdinand-Sauerbruch-Straße 15 56073 Koblenz
Country	Germany
Size	1-25
Contact Person	Moise Eboule Ebene
Function	Technical Staff
Email	moise.eboule-ebene@lvermgeo.rlp.de
Web address	www.geoportal.rlp.de

Level of government organisations involved

Regional

Type of sector

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

Key words of project

Spatial Data Infrastructure (SDI), geographic information, e-Government, open standards

Case description

The GeoPortal.rlp is an information and communication platform, which has the purpose of combining all the geodata of the Rhineland-Palatinate into a single portal. It plays a very important role in the e-Government policy of this State of the Federal Republic of Germany. To accomplish this mission, the GeoPortal.rlp is administered by the Competence and Business Centre of Geodata Infrastructure Rhineland-Pfalz, which is located at the Federal State Office for Surveying and Geo Information in Koblenz.

The aim of the GeoPortal.rlp is to harmonise the geodata of Rhineland-Palatinate so that it can be included easily in a large geodata infrastructure at different territorial levels such as regional, national and international. At regional level, citizens have the opportunity to access the diverse information of public administrations. At national level, the use of Open Geospatial Consortium (OGC) standards makes the data of the GeoPortal.rlp interoperable, which means it is available anywhere in the country by solutions using the same standards. In the same way it is also available at international level and is compatible with INSPIRE.

INSPIRE is the Infrastructure for Spatial Information in the European Community. It is a directive created to solve the lack of harmonisation between datasets at different geographical levels and duplication of information collection. Following the INSPIRE directive, the GeoPortal.rlp has to face some technical challenges, such as dealing with many projection systems in Europe to display spatial information.

The technical implementation is based on an e-Government approach which aims to combine existing citizen consultation systems in order to produce new information. In this way the data on GeoPortal.rlp comes from different public administrations and is not saved in the portal. The geospatial data is maintained by these public administrations. Using innovative technology and open standards, the GeoPortal.rlp enables the online publication of this data as WMS (Web Map Service) or WFS (Web Feature Service) in a distributed system. The GeoPortal.rlp also has an internal metadata catalogue with a special data model for INSPIRE.

Citizens are allowed to use the GeoPortal.rlp without a fee or registration. However, it is possible to register on the portal and access more specific services such as saving personalised WMC (Web Map Content) files. In future, the user will be able to search for published and categorised WMC documents.

GeoPortal.rlp is greatly appreciated by its users. It was voted "Website of the month" in June 2008 for the Mapbender project. The interest demonstrated by other public administrations to implement solutions using the same technology attests to the transferability of the system.



MOTIVATING THE POPULATION TO COPE WITH DEMOGRAPHIC CHANGE

Submitted by Gemeinde Illingen

Contact details of lead applicant

Organisation Gemeinde Illingen
Address Hauptstr. 86
 66557 Illingen
Country Germany
Size 1-25
Contact Person Armin König
Function Mayor
Email ak@illingen.de
Web address www.illingen2030.de

Level of government organisations involved

Local

Type of sector

Youth and family policy in demographic change

Key words of project

Demographic change, sustainable regional development, family and youth policy

Case description

The Illingen 2030 project intends to make the town fit for the future at a time of demographic change and limited funds, by giving town districts their own profile, utilising individual, honorary commitment and deploying social networks and inter-communal cooperation. The objective is strategic development planning in an environment of a shrinking medium-size municipality. As there is intensifying competition among the local authorities for inhabitants and purchasing power, Illingen believes its best chance is to sharpen its profile and pursue a friendlier policy to family and children (whole-day care, family cards, integration). It should dispense with everything of secondary importance, but also, in spite of budget difficulties, expand areas of strength. Additionally, the question of physical accessibility is of special importance at a time when the population is ageing all the time.

The 'Illingen 2030' opening event, with 400 participants and the accompanying press coverage, set the initial tone. It was followed by six future-related workshops, with local residents in all six town districts participating in a workshop on the subject of 'Life and Living in Old Age', a workshop on inter-municipal cooperation with neighbouring communities, a residents' meeting about the combined 'house of children project' about day care centres / after-school care centres / primary schools, and a youth forum to prepare the move - which the youth had helped plan - to the youth centre. A special-subject meeting on the integration of the disabled and the establishment of an integrative centre for the digitisation of files (DSI) are unique measures in the Saarland.

New forms of citizen participation have come into being while, for instance, an internet-based quality-management system has been developed as a progress check. Furthermore, Illingen Municipality has established 'Demography / Illingen 2030' as an independent specialist area in the department 'Environment, Business, Sustainable Development' so as to ensure that coordination with local residents and the institutions of a governance arrangement has a secure basis in the long term.

One of the central policy areas of the Illingen 2030 project is local policy for families. The local authority provides subsidies by topping up the parents' contributions, thus achieving a socially viable financial solution. Two million euros have been invested in the 'children's house' alone. This innovation will be flanked by a 2009 education conference on the subject 'Transitions in childhood'. The number of children taking advantage of care outside the parental home has doubled within three years. A non-partisan alliance for families has been established. Children's needs and demands are represented by 'children's parliaments' in the town districts. Senior citizens are represented by a senior citizens' council. The local authority also supports the family via the transfer of knowledge in a 'school for parents'.

VoicE: GIVING EUROPEAN PEOPLE A VOICE IN EU LEGISLATION

Submitted by Directorate-General for Modernisation (Valencia region)

Contact details of lead applicant

Organisation	Dirección General de Modernización
Address	C/ Colón 66
Country	Spain
Size	>100
Contact Person	Carolina Marco Bellver
Function	Person in charge of EU affairs
Email	marco_carbell@gva.es
Web address	www.give-your-voice.eu www.voice.gva.es www.bw-voice.de

Other Applicants

MFG Baden-Württemberg, Dirección General de Modernización, Government to you; Förderverein Europa Zentrum Baden-Württemberg, University Koblenz-Landau, Eurosoc Beratergruppe für Europäische Fragen, Ministerium für Ernährung und ländlichen Raum Baden-Württemberg, Staatsministerium Baden-Württemberg

Level of government organisations involved

Pan-European

Type of sector

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

Key words of project

e-Participation, ICT, law making, dialogue, citizen information, transparency, consumer protection

Case description

Legislative decision-making in the European Union is often a large and incomprehensible procedure for citizens. Usually people do not know what is going on in Brussels since they have no chance to modify or to have an influence on the final decision.

VoicE is a European project co-funded in the framework of the eParticipation action of the European Commission. The project started in January 2008 and will run until December 2009 (thanks also to the approval by the European Commission of a new project - VoiceS - the activities of VoiceS will run until the end of 2010).

VoicE promotes the dialogue between citizens and their EU decision-makers and other political stakeholders in the field of consumer protection in two regions: the Valencia region in Spain and Baden-Württemberg in Germany. The VoicE regional e-platforms take advantage of the novel eParticipation devices and tools in order to solve that lack of information and transparency in the legislative procedure. In that sense the objective of the VoicE project is to give European people a voice in this legislation process with the use of state-of-the-art ICT and methodologies, focused on the policy field of consumer protection.

VoicE gives voice to the citizens. Citizens and society in general need to be aware of the participation opportunities. It creates communication channels between consumers and politicians, giving citizens immediate access to complex legislative issues. It communicates to the citizens the decisions taken. It informs the citizens which matters are being debated in Brussels since information is the basis for citizen participation in political affairs.

GOVERNANCE PLAN OF CANTABRIA 2008-2011

Submitted by Gobierno de Cantabria

Contact details of lead applicant

Organisation	Regional Government of Cantabria
Address	Pasaje de Peña 1, 3 Izquierda 39008-Santander
Country	Spain
Size	>100
Contact Person	Juan Manuel Rodriguez Poo
Function	Director
Email	rodriguez_jm@gobcantabria.es
Web address	www.plandegobernanza.com

Level of government organisations involved

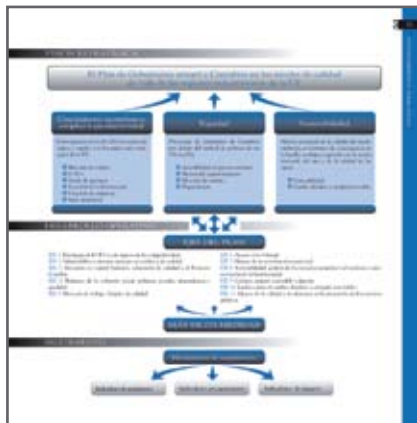
Regional

Type of sector

Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Environment, climate change, agriculture (including food safety) and fishery; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; sports, youth, culture and art; science, research, innovation; Transport and infrastructure

Key words of project

Governance; open government, opinion polling



Case description

The project consists of a set of programmes that have been designed by the Regional Government of Cantabria to enhance citizen's participation and transparency in public management. It involves the design of specific Government programmes and projects clearly defined for their implementation. It is structured through strategic guidelines that outline the political priorities of the Government of Cantabria. It organises more than 300 projects that will place the region at the forefront on a national and a European level. Until now, there have been two Governance Plans in Cantabria: the first one started in 2004 and finished in 2007; the second one began in 2008 and will end in 2011.

The current project is building on the Governance Plan 2004-2007, which has been improved and extended in the second Plan. The overall idea to introduce mechanisms for citizens' participation in strategic economic plans was inspired by the Government Pact for Cantabria established after the 2003 regional elections. This pact is based on a series of priority actions that constitute the essence of Government policy. Transparency, efficiency, equity in public management, strategic plans, equal opportunities, and response to the citizen's demands were and still are the basic and constant principles of what has been established as a new approach to Government action.

The participation programme applies two methods internally and externally, in order to achieve the targets set in the Government Plan:

- Internal: a system of leading indicators measures the degree of efficiency of the regional public sector and the results are reported to the citizens on a quarterly basis. Every governmental action in the Governance Plan contains a previous planning, a budget assigned to it and a set of targets. Therefore, three different types of indicators could be defined: one relates to fulfilment of the action (achievement indicators); a second one relates to the budget used to implement it (budget indicators); and finally a third one relates to the impact of the action (impact indicators).
- External: on a quarterly basis, a representative sample of citizens (a total sample of 1800 out of a population of 600 000 inhabitants; including only citizens above 18 years, but from across all societal groups, i.e. elderly, low-high income, disabled etc.) are asked about regional public efficiency issues.

Once the information is available from both sides, the government has several alternatives. It may re-elaborate the Plan and redirect it towards citizen's demands and/or it redirects both human and financial resources towards those strategic projects that present poor levels of 'subjective' achievement. This procedure can be difficult to implement since the Governance Plan needs to be flexible enough to account for citizen's demands. At the same time, it relies on government's willingness to take actions. Although this process is not costless, it presents many advantages in terms of transparency and involvement of civil society in the political process.



INTECO WEB MESSENGER

Submitted by INTECO - Spanish National Institute of Communication Technologies

Contact details of lead applicant

Organisation	INTECO - Spanish National Institute of Communication Technologies
Address	Avda. José Aguado 41st - Leon
Country	Spain
Size	50-100
Contact Person	Raúl Riesco Granadino
Function	Project Manager
Email	raul.riesco@inteco.es
Web address	www.inteco.es

Level of government organisations involved

National

Type of sector

Information society, technology, media and audiovisual

Key words of project

Instant messaging, accessibility, severely impaired people

Case description

For the last two years, the R&D department belonging to INTECO has collaborated with the technical staff of the Centro de Referencia Estatal de Atención a Personas con Grave Discapacidad y para la Promoción de la Autonomía Personal y Atención a la Dependencia de San Andrés del Rabanedo (León, Spain) (CRE) in order to apply new information technologies to develop applications that satisfy accessibility and usability principles. Currently, there are around 200 residents with different physical, mental and sensory disabilities living in the CRE. Most of them are severely physically impaired (ataxic, paraplegic, medullar injury etc.) but there are also visually impaired people or those suffering from intellectual disabilities. Although there are several approaches to integrating these groups, for example by improving their personal autonomy to carry out their daily routines, it is sometimes not possible to achieve a completely accessible structure outside their homes that helps them find alternative leisure activities. Furthermore, new technologies play a crucial role in providing an alternative way to interact with other people. The number of social applications and networks is increasing and their use increases day by day. Instant messaging is a major cornerstone in this.

Instant messaging allows the client to communicate with other people, deciding what they want to show of themselves. Most of the residents use Windows Live Messenger to communicate over the Internet despite its non-user friendly interface. The objective of this project was to analyse and develop an Instant Messaging System that enables the disabled people to interact with other people, removing the difficulties of the current systems and considering accessibility and usability principles. A prototype with full functionality has already been developed in cooperation with an organisation called CRE, which houses residents suffering from serious disabilities. The residents find it easy to manage multiple conversations since there is a single window that captures everything. The focus is also kept under user control, not changing when an event occurs (such as a new conversation, a pending contact or a new received message). Typical functionality has been kept but users will decide in the end whether they prefer it or not.

The aim of this project is to add new features little by little, so as to get the application adapted to more severely disabled people. For example, a set of images or sounds can be shown, selected and sent to another user simply by clicking on them. Likewise, users may express their feelings or state of mind even though they might not be able to use a keyboard. Although the discouraging variety of existing disabilities slows down the process of developing a final application, several prototypes with additional features are being scheduled.



REFERENCE CENTRE ON ACCESSIBILITY AND WEB STANDARDS

Submitted by INTECO - Spanish National Institute of Communication Technologies

Contact details of lead applicant

Organisation INTECO - Spanish National Institute of Communication Technologies
Address Avda. José Aguado 41st - Leon
Country Spain
Size 50-100
Contact Person Raúl Riesco Granadino
Function Project Manager
Email raul.riesco@inteco.es
Web address www.inteco.es

Level of government organisations involved

National

Type of sector

Information society, technology, media and audiovisual

Key words of project

e-Accessibility, audits, web standards, training

Case description

The National Institute of Communication Technologies, S.A. (in Spanish, Instituto Nacional de Tecnologías de la Comunicación - INTECO) established the Reference Centre on Accessibility and Web Standards in 2006 to support the Spanish Public Administration on inclusive technologies for the internet. The Reference Centre on Accessibility and Web Standards offers the following public services:

- A Public Administration Web Accessibility Monitor Centre which analyses the evolution of the accessibility and usage of web standards in the Public Administration;
- Training actions through classrooms and online training for technicians or managers depending on their functions, jobs, roles and skills;
- Assistance to Public Administration as a third party, to help the organisations obtain an official certificate of accessibility for their websites, in order to confirm that they meet the legal requirements in the areas of Web e-Inclusion;
- Research, Development & Innovation Area: the objective of the area of R&D&I is to research and develop different accessible prototypes, technologies and initiatives for improving the e-Inclusion ratio and their opportunities. Among its strategic highlights.

The center performs exhaustive audits of accessibility and use of standards in Public Administration websites in order to detect mistakes, which mean 'barriers', to disabled people in their access to Government e-services. It provides support to those websites by consultancy actions through an Accessibility Web Service Desk in order to fix the various mistakes identified during the audits. It also designs innovative tools that could help the different communities improve the management, as well as various processes for continuous web accessibility success.

The Reference Centre works with the Spanish government websites and with businesses in the field of accessibility to facilitate the use of standards for their websites using the current standards at national and international levels. The aim of this is to enable them to provide access for all users by exploring new ways to improve citizen participation and the establishment of a more interactive relationship between citizens and their political representatives via government websites.



SERVICE VOLONTAIRE CITOYEN DE LA POLICE NATIONALE

Submitted by French Ministry of the Interior

Contact details of lead applicant

Organisation French Ministry of Interior -
Public Safety Central
Headquarters

Address Place Beauvau
75008 Paris

Country France
Size >100

Contact Person Pierre Avrillon

Function Deputy Chief of the Division for
Assistance to Victims and Crime
Prevention

Email pierre.avrillon@interieur.gouv.fr

Case description

Following the example of some European countries, the French Ministry of the Interior decided to endow the national police with a civic reserve known as 'service volontaire citoyen'. This strategy consists of allowing people to act as volunteers for the community. It is an active commitment to voluntary work in areas such as mutual assistance, communication with the community and crime prevention. The essential aim is to make a contribution to strengthening social ties.

Level of government organisations involved

National

Type of sector

Justice, police, human rights and security

Key words of project

Social capital, crime prevention

BRINGING THE GOTHENBURG AND LISBON PRINCIPLES TO THE ATTENTION OF PUPILS IN SECONDARY EDUCATION

Submitted by Region of Epirus

Contact details of lead applicant

Organisation Region of Epirus
Address 8th Merarchia 5-7
45445 Ioannina
Country Greece
Size >100
Contact Person Evi Papanikolaou
Eleni Kalaboka
Function Head of Unit A, Managing
Authority & responsible for
European programmes
Email evipapan@mou.gr
kalaboka@epirus.gov.gr
Web address www.roe.gr

Level of government organisations involved

Regional

Type of sector

Regional policy and development, decentralisation

Key words of project

Youth disinterest in politics, competition, education

Case description

The Region of Epirus - one of 13 regions, located in the north-western part of Greece - has undergone many organisational and cultural changes. The Region of Epirus casts its focus on young people who present the future of the region.

One of the objectives of the project is to communicate European & national priorities derived from the Gothenburg and Lisbon principles. To create opportunities for collaboration and involvement of young people in decision-making processes, the region launched a competition for young people on two themes related to the Gothenburg and Lisbon principles: 'the evaluation - criticism of the Lisbon & Gothenburg Principles' and the creation of a 'business plan' based on these principles in order to stimulate the pupils' entrepreneurial spirit.

To draw attention to the competition, the project management placed particular emphasis on awareness actions and implemented campaigns & adverts in the regional and local media, leaflets & posters, radio & TV spots, interactive web pages and information days for teachers. The aim was to inform them, grasp their consensus and persuade them to mentor the pupils who wished to participate in the competition. Moreover, info days were organised for the pupils, to provide them with the information they needed and to give them a chance to interact with members of public administration, academia, experts, entrepreneurs etc. We rewarded the pupils who wrote the best essays with a trip to Brussels and gifts (laptops).

Nearly 400 students expressed their willingness to participate in the competition by registering on the project-related website. Eventually, 126 essays were submitted by 172 students. We had 21 winners who participated in the award ceremony, got the opportunity to visit the EU 'headquarters' and saw with their own eyes how the European Union operates. This interest as well as the outstanding participation could not have been achieved without the mass media, publication of leaflets and the website. The construction of the website was greatly appreciated by the pupils since it is a familiar tool that enables them to explore and acquire information. This project, which has innovative seeds (focus on the effective collaboration with the citizens as partners), and the achievements of Epirus caught the attention of Commissioner Hubner, who visited Epirus in February 2009 and acknowledged the practical efficacy of the competition. The project is expected to be continued in the 4th programming period.

BETTER AND MORE IN PUBLIC ADMINISTRATION

Submitted by North-Plain Regional Labour Centre

Contact details of lead applicant

Organisation North-Plain Regional Labour Centre
Address 4400 Nyíregyháza Hősök tere 9
Country Hungary
Size >100
Contact Person Miklós Temesfalvi
Function Chief-Head of Department, Planning, Analysing, Controlling and Quality-directing Department
Email temesfalvim@lab.hu
Web address http://earmk.afsz.hu

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Quality management, employment/unemployment, CAF

Case description

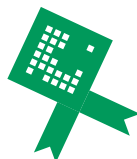
On 1 January 2007 the Northern Great Plain Regional Employment Centre (Regional Employment Centre) was created by merging the employment centres in the counties of Hajdú-Bihar, Jász-Nagykun-Szolnok and Szabolcs-Szatmár-Bereg. The Regional Employment Centre, headed by a Director-General, is an independent budgetary authority comprised of a central department and several branch offices. It has a staff of 671 people, out of which 164 work in the central departments, divisions and groups.

After the decision of the Director-General, a Common Assessment Framework (CAF) model was introduced in the Regional Employment Centre on 1 January 2007. The mission was to achieve an effectively running regional labour market, promote employment and increase the number of employed people, thus preventing unemployment and alleviating its negative effects by applying the Centres' core values of legality, humanity, partnership, and satisfaction.

To accomplish an effective quality management activity we established a working group independent of the organisational hierarchy, led by the quality management director who reports directly to the Director-General. The task of the working group is to lead the whole quality management system of the organisation. The regional quality management rapporteur is the regional director of the system and is in direct contact with the quality management rapporteurs of the organisational units. Carrying out the satisfaction surveys and recording the results of the questionnaires is the task of the appointed quality management rapporteurs at the branch offices and central organisational units. We established Quality Improvement Groups to work on problems arising during the CAF self-assessments and as a result of the SWOT-analysis.

Currently, 11 of our branch offices' self-information places are available as a result of modernisation and customer orientation, where internet access is provided. In this way, clients can look for the most important information regarding employment on the websites of the Public Employment Service. In these self-information places people have access to different brochures and information leaflets on care and support. Each year we organise career advice exhibitions at several locations within the regions, in order to provide help to young people with regard to further education, by introducing and presenting to them the possibilities available. In order to help disabled people, physical and communicational accessibility of the branch offices has been ensured.

By using the specific planning and measuring methods of the quality labour market services developed within the CAF quality management system in the Northern Great Plain Regional Employment Centre, we have managed to get more and more people to give positive feedback on our work.



CALDERONI ONLINE DATABASE FRAMEWORK

Submitted by Hungarian Institute for Educational Research and Development

Contact details of lead applicant

Organisation	Hungarian Institute for Educational Research and Development
Address	H-1051 Budapest Dorottya u. 8
Country	Hungary
Size	>100
Contact Person	Balázs Németh
Function	Deputy Director General
Email	nemeth.balazs@ofi.hu
Web address	http://calderoni.ofi.hu

Level of government organisations involved

National

Type of sector

Education (higher and lower), training and learning; Information society, technology, media and audiovisual; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation; Science, research, innovation

Key words of project

Database, e-Learning, knowledge management

Case description

Calderoni Online, an electronic learning resource management system and database for developing competences, was one of the most important outputs of the Calderoni Programme accomplished between the autumn of 2007 and the spring of 2008. A major objective of the programme was to disseminate the products, quality assurance systems, digital teaching materials and e-learning programmes developed in 50 higher education institutions in the framework of the New Development Programme Human Resource Development Operational Programme (NDP HRD OP) N3.3.1. Other major objectives of the NDP HR OP 3.3.2 included making the competence-based methods and programme packages available for the five teacher training institutions, setting up a database of digital teaching materials and teaching aids, ensuring the accessibility of courses and thus contributing to the achievement of synergy between the programmes of the New Development Plan and the New Hungary Development Plan.

The system provides an opportunity for the training institutions to widely disseminate their achievements. The dissemination offered by Calderoni Online is the propagation of the project outcomes in order to maximise the effects of the projects and the returns of the resources spent in their realisation. It comprises both sharing the outcomes (products) of the projects (new trainings, curricula, teaching material, teaching aids, etc.) and the experiences of realising a project (project management, cooperation, methodology, etc). The products' owners are expected to use all these techniques in order to function as a kind of learning network that manages learning. It is the joint teamwork of the individual project teams that can bring about maximum results. Dissemination of material and information can be the most important tool for such a learning process.

These techniques were finally presented as part of the joint programme of the Hungarian Institute for Educational Research and Development and the Quality Improvement Committee of the Hungarian Accreditation Committee entitled 'Using the same language for quality higher education - professional days' between 5 and 7 February 2009. As a result of joint thinking the Calderoni Programme can be completed by several new elements, which may contribute to monitoring the processes of Bologna developments in higher education.



FUTURE MANAGING CLASSES

Submitted by Provincia regionale di Siracusa

Contact details of lead applicant

Organisation Provincia Regionale di Siracusa
Address Via Roma 31
Country Italy
Size 50-100
Contact Person Dr Michele Mangiafico
Function Provincial Council Chairman
Email presidenzaconsiglio@provincia.siracusa.it

Level of government organisations involved

Local

Type of sector

Regional policy and development, decentralisation

Key words of project

Youth disinterest in PA, decision making

Case description

The Provincial Administration ('PA') of Siracusa is a self-governing autonomous local government. The Provincial Administration represents the provincial community with regard to national and regional issues and laws. It administers territorial affairs, promotes and coordinates cultural, civil, social and economic development, works on improving the quality of the environment and the living conditions of its inhabitants. The founding principles of the Provincial Administration are respect for the history, culture and traditions of the province. Other values include justice, freedom, solidarity, international cooperation and initiatives that focus on citizens' rights. The PA recognizes cultural differences as fundamental human values and promotes meetings and mutual understanding between different ethnic groups, histories and religious experiences.

The 'future managing classes' have been identified and promoted by the Provincial Council Presidency (a supervisory body that coordinates the Provincial Council). The Provincial Council Chairman, Michele Mangiafico, aims to build a solid and constant synergy between the Provincial Administration and one of society's most important sectors, the scholastic community. The first step is attempting to reduce the perceived distance between students and public administration. Students at provincial schools have been invited to participate and observe some Provincial Council sessions to appreciate its activities and learn the mechanisms and procedures that regulate its general operation.

The Provincial Administration project has been divided into two steps. In step A, planning between the schools involved and the PA was followed by implementation of a visit calendar. During the visits the students observe different Provincial Council sessions, learning about the role of its different organs, the mechanisms that regulate its operations, the dynamics of Council Sessions and the interaction between majority and minority. In step B, students will experience the meetings of the Provincial Council and the council debates. They will try to understand how to identify possible financing sources, seeing the difficulties that an administrative organ faces daily to give suitable solutions to innumerable territorial issues. In this way, the action acquires a significant value as it allows greater comparison between students and administrators on very sensitive issues. These are issues on which students very rarely have the chance to express their opinions, their ideas and proposals, or their personal needs in front of decision makers.

The involvement of the provincial civil servants at all levels (Council Presidency and officers, public managers, advisors and councillors), the willingness to lend experience and expertise, to engage in a dialogue with the students equally and with ease, demonstrates the commitment of local administrators to work in ever greater synergy with their community of reference.

ROUTES, THE WAY TO INTEGRATION

Submitted by Veneto Lavoro - Veneto Region Agency

Contact details of lead applicant

Organisation Veneto Lavoro
Address Via Ca' Marcello, 67/b
30172 Mestre-Venezia
Country Italy
Size 25-50
Contact Person Sandra Rainero
Function Project Manager
Email sandra.rainero@venetolavoro.it
Web address www.projectroutes.com

Other applicants

Veneto Lavoro, Regione Veneto, Direzione sicurezza pubblica e flussi migratori, Regione Puglia, Unione Sindacale Regionale CISL Veneto, The Stockholm Region, City of Uppsala - Youth and Employment office, Fundacion Comunidad Valenciana- Region Europea, Federacion Nacional Union de Consumadores Europeos Euroconsumo, Menedék-Hungarian Association for Migrants, Association of local Authorities of Central Macedonia, Livstykets, COOPI (Cooperazione Internazionale), SAMAH (Foundation of Unaccompanied Minor Refugees Humanitas), Government of the Province of Carinthia, ACIME-Immigration Observatory, Federacion Valenciana de Municipios y Provincias, City of Vasteras, proAros, Employment and Support Integration Unit, Integra-Integration, Region Bruxelles Capitale, Fundacion Alianza para el Desarrollo, Social Solidarity, Sud, Region of Central Macedonia, Fundacion Social Francisco de Vitoria

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Integration, immigrants, open dialogue

Case description

The project aims to set up transnational cooperation networks to exchange best practices in the field of immigrant integration. The project contributes to increasing the collaboration between public entities, NGOs and associations. Furthermore, it aims to identify the most effective policy approaches in guaranteeing an appropriate response to integration needs.

In particular, the reinforcement and development of consultation mechanisms at a local and regional level represents the most suitable way to maintain a dialogue between immigrants and hosting communities, as well as with those institutions and other stakeholders involved in the integration process. Information on regional and national policies and best practices in the field represent a useful knowledge base to support policymakers developing integration policies and other related actors. The project creates a framework for a better integration of immigrants and a set of recommendations for the implementation of the most valuable findings in different contexts.

In this context, the Routes Project has outlined and submitted to the attention of the European Commission a set of recommendations and, more importantly, a 'module for regional governance of integration policies', which in fact tries to respond to the abovementioned points. Setting up inter-group services within local/regional Public Administrations as well as Advisory Councils to discuss issues relevant to the migrant population creates innovative joint approaches to planning; it addresses the problem of power imbalances between multiple stakeholders and the issue of citizen/civil society involvement, whilst strengthening representative government to embrace more direct forms of participatory democracy. A shared platform for discussion and information sharing among different stakeholders seeks to support citizen involvement through new technologies, enabling migrant populations to participate in open consultation about policy planning and allocation of public resources.

RAGAZZI IN AULA

Submitted by Consiglio Regionale del Piemonte

Contact details of lead applicant

Organisation Piedmont Regional Council
Address Palazzo Lascaris, Via Alfieri 15,
 10121 Torino
Country Italy
Size >100
Contact Person Daniela Bartoli
Function Communication Manager
Email daniela.bartoli@
 consiglioregionale.piemonte.it
Web address www.consiglioregionale.piemonte.it

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Transparency, youth involvement, law-making procedures



Case description

'Ragazzi in Aula - Youth in the Law hall' is a project based on the concept of 'open government', empowering adolescents to participate in the simulation of law-making procedures and thus to be fully involved in regional government life.

'Ragazzi in Aula' allows students to experience first hand what it means to be a councillor, by being involved in debates, discussions, decision-making processes, as well as the proposal of new laws. The main objectives of the project are to create incentives to engage young people; to enable high school students to get involved in participatory forms of regional government; to provide a set-up for debating, discussing, deciding and proposing regional laws; and to finally educate students towards becoming involved and active citizens.

Seven students from the first four years (out of five) of high school are selected throughout the entire region of Piedmont on the basis of their edited law proposal. Together with their entire class, these students are invited for an educational day at the Regional Council's building in Turin. During that day there is a simulation of a committee session where useful elements concerning regional law will be explained in order to give students an understanding of the functioning of the Assembly and the legislative procedures. Furthermore, the class witnesses an actual official Regional Council meeting and is able to visit the Regional Council library where they learn how to conduct a proper document research. Finally, there is a simulation of a law debate where only the seven signatories can participate. These seven students must sign each law proposal, and classes can suggest more than one law proposal. Each law proposal is composed of a report of a maximum 30 lines and a maximum of five articles concerning subjects of regional competence (art. 17 Italian Constitution). The proposed law can be both completely innovative or a modification of a law in force.

Over the last 12 years approximately 3000 students from around 130 schools have participated in 'Ragazzi in Aula'. From an initial two-day programme, the project now takes place over three days. A law proposal concerning the umbilical cord and stem cells, dating from 2005 and edited by a high school in Alessandria, led to further discussion of this topic within the Regional Council. In addition, in December 2008 a law proposal from the project 'Ragazzi in Aula' was circulated by the President of the region of Piedmont, Mercedes Bresso, and effectively became a regional law. Legge regionale n. 33 03/12/08 'Valorizzazione dei quadranti solari' (sundial valorisation). B.U. 11/12/08, n.50, is now applicable and enforced throughout the whole Piedmont region.

GeoCivit@s

Submitted by Comune di Novara

Contact details of lead applicant

Organisation Comune di Novara
Address Via Manzoni 20 - Novara
Country Italy
Size >100
Contact Person Ing. Canciani Alvaro
Function Manager
Email canciani.alvaro@comune.novara.it
Web address www.novaragov.it

Other applicants

Comune di Andria (BA) - OmniGIS s.r.l.

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

e-Democracy, urban planning, technical framework, citizen information

Case description

E-Democracy encourages the active participation of citizens by giving them substantial access to information. For this reason, the GeoCivit@s project proposes to computer users, even those less experienced (the majority), a type of perfectly usable information that is simple, timely, reliable, easily interpretable and understandable. The aims and objectives pursued by the project can be summarised as bridging the digital divide that separates the Local Public Administration (PAL) from the population through measures promoting telematic access to electronic services and providing clear, relevant and timely information about the activity of the institutions. The project aims to normalise, clean, certify and integrate all the available databases with safe contents and to encourage access for various types of user as well as to facilitate synergistic actions between different departments of the local public administration.

The completion of the Project Geocivit@s allowed the various new needs dictated by the advancing European Standardisation Process to be met. It aimed to ensure the consistency of the public management and decision-making systems and to facilitate on-line participation and involvement of citizens at various levels (information, consultation, active participation) by using modern ICT tools and web 2.0 technologies.

The project had focused on the following objectives:

- Implementation of fibre optic cabling in the municipal government to make the information system of any office immediately available;
- Installation of an IP platform for the spread of broadband services through wireless systems to 2.4 GHz, to give citizens, in the experimental stage, free internet access;
- Acquisition, standardisation, remediation, validation and integration of major databases through municipal systems SIT / GIS;
- Development of participation and interaction instruments between municipality and citizens through the web and through specially organised desks, where citizens can acquire the necessary information to form their administrative solution to the various ongoing political processes. These include participation in local taxation, participation in urban transformation by making comments about the PRG (Urban Development Plan), participation in the drafting of traffic plans, commercial plans and any other political and administrative planning instrument, drawing from GIS all the support information they need, both personal and general.

The results achieved through the implementation of the Project Geocivit@s are demonstrated by a greater integration of information and effectiveness, an improved efficiency of internal processes of the Municipal Administration and also a greater citizen participation in decision-making for the formation of administrative acts.



COMPLAINT FRONT OFFICE FOR SERVICE QUALITY

Submitted by Municipality of Milan

Contact details of lead applicant

Organisation	Municipality of Milan
Address	Piazza della Scala 2, Milan
Country	Italy
Size	>100
Contact Person	Alessandro Palumbo
Function	Director of the Quality sector of Milan Municipality
Email	alessandro.palumbo@comune.milano.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Customer complaints, customer satisfaction, performance improvement

Case description

Complaint Front Office is a recent service that aims to bring Public Administration and citizens closer together. Therefore the creation of a platform which allows citizens and city users to interact easily with the Public Administration was of the utmost importance.

The P.A.'s contact points are the website, the contact centre and the multi-functional front office. The website offers online services and exhaustive information about the sectors in which the body operates. The contact centre and the front office are the two indirect ways of communicating, thanks to an operator and/or facilitator.

The Complaint Front Office records and manages the dissatisfaction with the public services provided to Milan's two million inhabitants. Before the creation of this service, there was no institutionalised front office able to record and manage all incoming complaints. The complaint management procedure is an integral part of the Quality Management System implemented by the City of Milan according to the UNI EN ISO 9001:2000. This certificate guarantees the quality of the administration's services and allows the users access in many different ways. The Customer Care Service manages the procedure for recording and sorting out the complaints that the office receives. Moreover, the Customer Care Service identifies the internal or external responsibilities as far as the complaints are concerned and verifies that the citizens' demands are satisfied properly and in time (within 30 days). It is possible to lodge a claim by filling in the specific form via one of these channels:

- Website: The claimant fills in the form on the web and sends it directly to the back office computer;
- Front Office: The operator receives the specific form and scans it directly to the back office computer;
- Contact Centre: The operator explains to the claimants the different ways in which they can make a complaint and provides them with the contacts;
- Fax: The claimant fills in the specific form, which is available in every municipal office, and sends it by fax to a leased number;
- Post: The claimant fills in the specific form that is available in every municipal office, and sends it by post to the back office address.

Milan Complaint Front Office has been recognised as one of the best systems for listening to citizens' needs in force in one of Italy's big cities. The journal 'Altroconsumo' assigned the Milan Complaint Front Office the highest score in terms of its skills, courtesy and timely replies. From February 2007 to February 2009 the Complaint Front Office handled approximately 12,000 complaints and solved 92.9% of the complaints within an average time of eight days.

TERZO VENETO

Submitted by The Regional Parliament of Veneto

Contact details of lead applicant

Organisation Regional Parliament of Veneto
Address San Marco 2321
30124 Venice
Country Italy
Size >100
Contact Person Federica Colombini
Function Consultant
Email colombinif@consiglioveneto.it
Web address www.terzoveneto.it

Level of government organisations involved
Regional

Type of sector
Regional policy and development, decentralisation

Key words of project
e-Democracy, e-Participation, online consultation, web 2.0

Case description

The original purpose of the e-Democracy Office and Portal was to support the processing, implementation and updating procedures of the two main regional governance tools: the RDP (Regional Development Programme) and the RCS (Regional Coordination Scheme). Nevertheless, additional services have been made available over time through the 'Terzo Veneto' portal, with the aim of fostering integrated participation processes by using online consultations as a flanking instrument to be employed near the traditional contact methods and tools for coordinating institutional activities. The platform provides users with a range of online services in order to manage, organise and launch initiatives aimed at promoting participation, as well as coordinating and cooperating in the assessment and organisation of initiatives for citizens and animating the local political and social debate. Traditional Internet tools, such as e-mail, mailing lists, newsletters, newsgroups, forums, etc. are used to provide communication and information.

The new services comprise:

- CORO - Online Consultations: a space dedicated to online consultations has been created on the portal. The mission is to 'give voice' to the various stakeholders of the Regional Parliament, aiming to create a 'virtual management' phase for the various consultations concerning regional bill projects
- CIVIL LIFE for schools: The 'Terzo Veneto' portal has broadened its scope by setting up a dedicated project for schools called 'Civil Life' (www.civillife.it) - an area of the portal which is wholly dedicated to younger users. Specific communication tools have been designed with suitable language and contents. This area includes a dedicated forum, a video space, targeted surveys and direct links to the websites of regional high schools.
- VIDEOGAME ELECTION PLAY - 'Election Play' (www.electionplay.it) is an innovative game that enables both young and old users to become acquainted with the places and circumstances in which decisions are taken in the context of democratic life, by virtually experimenting with social and political accountability and representation.
- YOUTUBE CHANNEL - Recently a YouTube Channel (<http://it.youtube.com/terzoveneto>), pertaining to the popular video-sharing website, has been made accessible from the site. This channel is dedicated only to the e-democracy activity of the Regional Parliament.
- CITIZEN'S DICTIONARY - The dictionary (<http://dizionario.terzoveneto.it/ricerca.php>) facilitates the understanding of the different online services, enabling users to browse the website even if they are not familiar with the administrative procedures or with the language of bureaucracy.

The platform receives 6000 visitors per month with many of them participating in blogs and forum discussions.



SOCIAL RESPONSIBILITY IN LOCAL GOVERNMENT

Submitted by Comune di San Giuliano Terme

Contact details of lead applicant

Organisation	Comune di San Giuliano Terme
Address	Via Nicolini 25 56017 San Giuliano Terme (PI)
Country	Italy
Size	25-50
Contact Person	Giancarlo Bedini
Function	General Manager
Email	segr-gen@ comune.sangiulianoterme.pisa.it
Web address	www.comune.sangiulianoterme. pisa.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Accountability, social accounting, social budget

Case description

The aim of the social budget of the Municipality of San Giuliano Terme is to be accountable to citizens and stakeholders for the real effects and implications of the political decisions and administrative measures on the:

- Ethno-political dimension;
- Dimension of social relations;
- Environmental dimension;
- Economic dimension.

Social accounting aims to highlight the degree of coherence between values and the political principles that constitute the root of the decisions, objectives and strategies established in the programme, the allocation of resources and the actions carried out, the results obtained and finally the effects produced on the condition of citizens and stakeholders. The accounting activity, at a methodological level, is based on the following key principles:

- Transparency, in the sense of the ability to provide an 'account' in a real sense of the existing conditions to stakeholders;
- Responsiveness, in the sense of the ability to respond to the expectations of the stakeholders;
- Conformity with a standard and with principles freely adopted and agreed upon;
- Inclusiveness, that is to say the recognition of the right of stakeholders to be heard.

The social budget aims to assume the point of view of the citizen and the stakeholders in identifying needs and in the consequent evaluation of results and the effectiveness of administrative action. It aims to utilise methods of exposition and language that are as direct and informal as possible by trying at the same time to combine precision in providing information, the culture of quantitative data and absence of vagueness. The social budget is supposed to raise awareness of the complexity and of the interconnectedness of problems and to develop the sense of the collective condition within the area of the municipal authority. The coherence of the social budget with the above-mentioned principles is constantly monitored in focus groups.

The production of the 2006 Social Budget and its dissemination was the first important result of the project, which has aroused greater involvement and participation of citizens in the discussion about the activities of the administration. With the publication of the 2007 Social Budget, the participation of the stakeholders became closer and is now becoming institutionalised through the formation of collaborating focus groups. The ratification of appropriate regulations regarding social accounting - probably unique in Italy - will transform a political obligation into an institutional obligation and represents a further significant result of the project.

WITH THE CITIZEN AND FOR THE CITIZEN

Submitted by Municipality of Genova

Contact details of lead applicant

Organisation Municipality of Genova - Permanent Observatory of Quality
Address Via Garibaldi, 9 Genova
Country Italy
Size 1-25
Contact Person Mariapia Verdone
Function Quality Manager
Email mverdone@comune.genova.it
Web address <http://qualita.comune.genova.it>

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Transparency, quality management, public service charter

Case description

The Public Services Charter is the basic tool with which Public Authorities perform the principle of transparency through a clear declaration of rights and duties either of staff or of users/consumers. This Charter comes from sections 3, 30, 33, 34 of the Italian Constitution, which ratify and protect the principle of equality and of impartiality, protect the dignity of persons, forbid all gender, racial and religious discrimination, and commit all the staff and the entire structure to respect these principles. In 2003, the Permanent Observatory on the Quality of the Municipality of Genova started a planned survey of the customers/citizens satisfaction regarding services supplied by structures that adopted the Public Services Charters. Every year it identifies the structures that will be the subjects of the survey and it establishes the methodologies to adopt (focus group, interviews, individually completed questionnaires and online questionnaires). The results allow the Administration to identify critical elements and acquire information provided by citizens in order to adopt service improvement actions. The survey data is communicated to citizens through the website of the Municipality of Genova.

The Municipality adopted a specific 'Protocol of Relations with Consumers' Association' in order to revise all the Public Services Charters, to create a trilateral model of governance (Municipality of Genova, Local Public services enterprises and Customers' Associations) and to agree on general criteria to put jointly in the Charter, such as:

- Quantitative and qualitative standards of services supplied;
- Universality and cheapness of services supplied;
- Access to information;
- Management of claims, accounts and conciliation procedures;
- Creation of a permanent system of verification, monitoring of the adequacy and respect of quality and quantity indicators of services supplied.

To establish a good relationship between the inhabitants and the City of Genova, the Municipality has committed itself to respond adequately to people's needs. The Administration has agreed to identify their potential for improvement by containing costs and making the best use of resources. In pursuit of this objective, the customer satisfaction surveys are of great value because they make it possible to identify the areas where there is a gap between what the administration is committed to achieve and what the public expects to receive. Knowing the expectations of the citizen may lead to a better understanding of the mismatch between what is structurally provided and what is relevant to those who receive a service. It allows operators to better comprehend the usefulness of their role and purpose of their efforts, to develop a positive attitude towards supporting and helping those who express a need, and to find gratification in receiving feedback from citizens.



INNOVATIVE BALANCE SHEET & REPORT FOR PUBLIC ADMINISTRATION

Submitted by Comune di Reggio Emilia

Contact details of lead applicant

Organisation **Comune di Reggio Emilia**
Address Piazza Prampolini n. 1
 42121 Reggio Emilia
Country Italy
Size >100
Contact Person **Lorenza Benedetti**
Function Chief of Programming, Control
 and Budgeting Unit
Email lorenza.benedetti@municipio.re.it
Web address www.comune.re.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Transparency, regional budget, citizen information

Case description

In recent years, the budgeting system of a local authority has been transformed from a simple collection of numbers for a few experts to a monitoring tool for citizens to measure how a municipality might influence daily life and which priorities and resources are assigned to different areas. These include social aid to schools, public works, cultural and economic opportunities, and tourism. Increasingly, public authorities have the duty and the need to make the balance comprehensible to everyone, thus fulfilling the criteria of clarity, transparency and communication that the local Authority must address in its capacity of dialogue with citizens. The Municipality of Reggio Emilia noted that at an international level there are some 'best practices' which could help for this purpose and so tried to draw up a balance, consisting of a model consolidated and innovative balance sheet, producing a concrete proposal format and new modality of communication, consistent with existing regulatory constraints.

CISTERNINO 2020

Submitted by Livorno Municipality

Contact details of lead applicant

Organisation	Livorno Municipality
Address	Piazza del Municipio 1, Livorno
Country	Italy
Size	>100
Contact Person	Graziella Launaro
Function	General Affairs Manager
Email	g.launaro@comune.livorno.it
Web address	www.cisternino2020.comune.livorno.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Conflict management, youth involvement, urban planning

Case description

The democratic participation project Cisternino2020 (Jan 2008- March 2009) was set up to involve the city of Livorno in the choices of how to use the newly restored building - il Cisternino - in the centre of the city.

This building had been closed for twenty years but was assigned funds for its restoration in 2007 by the Region of Tuscany as part of a project on social protagonism for young people in the city centre. The building, a fine example of early nineteenth-century architecture designed by the famous architect Poccianti, was originally destined to be a water cistern but was never used as such and became a vital, much loved cultural centre from the 1960s to 1980s. It therefore lives vividly in the memory and hearts of 40 to 60-year old politicians and administrators as a place where debate was vital and allowed plural points of view and where topics such as bioethics and religious dialogue were discussed.

Some administrators and politicians, in particular the Mayor, were concerned about a sense of political disaffection and social disorientation among the young and suggested a project of participatory democracy about a building which was a symbol of what was good in Livorno. The question was how to organise a project which would also invite and encourage participation of young people who regarded public authority with suspicion. The Administration wanted to go beyond the forms coded in the norms: referenda, petitions, proposal by popular initiative (L. n 241/90 e D.Lgs n 265/1999) by exploring other means of reaching the local population. In order to do this it was vital that the project be genuinely free - that the people engaged in the process would not feel obliged to provide answers that would satisfy the Municipality but answers that would satisfy the young people of the city. The starting point of the project was to encourage the emergence of plural divergent voices - to listen to them and to encourage the participants to manage conflict creatively. Facilitators were trained to become the mouthpieces of the project in the city. The project was structured into four phases. The first two phases (listening to the city/exploring the city) involved explaining the project, training the facilitators and starting their interaction with the city. This took place between January and April. In the second two phases (the city proposes and the city decides), the citizens made their proposals for the Cisternino and then decided on the final text to be given to the Mayor. There were 37 proposals and these were placed into five areas from which five panels evolved to produce a document for each area. From these five areas, one document called 'the single text' was creatively negotiated. Phase three took two days (in May) and phase four lasted from June to November.

The final text was then read by the Mayor and his cabinet and 'given back' officially to the city in March 2009.



RES PUBLICA

Submitted by Provincia di Genova

Contact details of lead applicant

Organisation	Provincia di Genova
Address	Piazzale Mazzini 2 16122 Genova
Country	Italy
Size	>100
Contact Person	Mr Dario Miroglio
Function	Sustainable Development Officer
Email	miroglio@provincia.genova.it scorza.b@provincia.genova.it
Web address	www.respublica-project.eu

Other applicants

Provincia di Genova, Provincia di Parma, Provincia di Modena, Associazione Coordinamento Agende 21 Italiane, Stadt of Neuburg an der Donau, Landkreis of Neuburg - Schrobenhausen, Lake Balaton Development Coordination Agency, Diputació de Barcelona

Level of government organisations involved

Local

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Renewable energy, Local Agenda 21, energy forums, cooperation

Case description

Inspired by the spirit of Local Agenda 21, four different countries (Italy, Germany, Hungary and Spain) are currently involved in the creation of Sustainable Energy Forums for the production of bottom-up Sustainable Energy Programmes. The aim is to involve policymakers, public and private market actors, research organisations and citizens in the promotion of Renewable Energy Resources (RES) and the Rational Use of Energy (RUE) at local level.

The use of a common methodology allows benchmarking activities and the exchange of best practices among the partners in the different country contexts. The project partners will share their experience and project results in order to involve as many Public Administrations and stakeholders as possible.

Expected and/or achieved results are:

- A common methodology for the creation and facilitation of a Sustainable Energy Forum;
- A common methodology for building up a participated Sustainable Energy Programme;
- A common methodology for the definition of a monitoring system for the action;
- A Sustainable Energy Forum completed in 7 partner areas;
- Sustainable Energy Programmes ready for all 7 forums;
- A collection of local projects (project catalogues) to implement the local programmes;
- Involvement of more than 30 participants in each forum;
- 30 actions implemented in each project area;
- Dissemination tools produced and a constantly updated dissemination plan as well as a project pamphlet (available in all project languages);
- Website (available in English and in all project languages), articles at local level and information dissemination through seminars, exhibitions and conferences at local level.

The Coordinamento Agende 21 Locali Italiane, together with the Province of Genova, has organised an initial meeting to set up a national Working Group of Sustainable Energy Provinces. The event was endorsed by UPI (Union of the Italian Provinces, the national association that unites all the Italian provinces). The subject of the meeting was the authorisation procedure for plants producing electricity from Renewable Energy Sources. Fifteen Italian Provinces signed an agreement document to exchange good practices on the internal network. The working group will work on energy issues and will meet regularly in order to understand what a province can do.

POWER - PORTALI WEB 2.0 PARTECIPATIVI PER L'EMILIA ROMAGNA

Submitted by City of Bologna

Contact details of lead applicant

Organisation City of Bologna
Address Piazza Roosevelt 3
40123 Bologna
Country Italy
Size >100
Contact Person Leda Guidi
Function Chief of Communication Services
Email leda.guidi@comune.bologna.it

Level of government organisations involved

Regional

Type of sector

Information society, technology, media and audiovisual

Key words of project

Web 2.0, e-Inclusion, ICT, information society, digital divide

Case description

Information and communication technologies (ICT) are advancing rapidly and are changing society profoundly. The increasing use of ICT in everyday life can genuinely empower citizens to play a full role in society, including those that are at risk of exclusion. But they can also increase the digital divide of some sectors of society, if too complex, expensive or not really responsive to the needs of the citizens. Inclusion in the information society, or e-Inclusion, aims at using ICT to improve social and economic inclusion. e-Inclusion is also concerned with inclusive ICT, i.e. ICT that is accessible, available and affordable for all. Therefore there is a strong need to find new ways to foster the participation of citizens in the cities life and to improve the interaction with their Public Administrations (PA). Innovative approaches to the interaction between Public Administrations and citizens, through a creative use of new technologies, can create value for both the PAs and the citizens. For the citizens it can support their inclusion in the city and community life but it can also improve their level of information and competence on 'public' issues, thus supporting the development of a more mature and engaged citizenship. For the PAs it means the possibility to provide online services that better meet the needs and requirements of the citizens.

The Power project aims to create and to evaluate an open source application for e-Democracy empowerment (access, literacy and inclusion), the innovation of the front offices and the services' supply channels. The project identifies two main objectives:

- The drafting of operational guidelines for editing and setting up (through a feasibility study);
- The definition of common specifications for the joint implementation of one or more open source software modules with General Public Licenses (GPL), which are compatible with the needs and specifications of the participating municipalities.

The semantic web approach has enabled a further improvement and simplification of access and online research of information. However, the diffusion of methodologies and best practices related to the use of 'Web 2.0' tools still remains inadequate. Therefore it is necessary to lay the foundation to integrate and share organisational and communication models, as well as platforms and applications, as a result of an increasing convergence of ideas and strategies between the actors involved.



MappaTO

Submitted by City of Turin

Contact details of lead applicant

Organisation	City of Turin
Address	Via Meucci 4, Torino
Country	Italy
Size	>100
Contact Person	Franco Carcillo
Function	Director Settore Egov, Servizi Telematici e Portali
Email	carcillo@comune.torino.it
Web address	www.comune.torino.it

Level of government organisations involved

Local

Type of sector

Information society, technology, media and audiovisual

Key words of project

Maps, cartography, web 2.0

Case description

MappaTO is a web application designed to offer citizens a web 2.0 instrument to customise and share maps on the City of Turin website. Using Google Maps technology, MappaTO lets users create maps with points of interest, paths and areas. Moreover, citizens can make their maps private or public, changeable or unchangeable. Every citizen can see public maps, but only identified people can create and share their maps. Identification and authorisation are provided by the Torino Facile system, the portal where it is possible to find all online municipal services and where a citizen can register and acquire an individual digital identity so as to be securely identified on the city portals. All the categories and some of the maps are provided directly by the City of Turin back office editors, but the service is totally open to citizen input.

MappaTO functionalities are:

- Categorising city points of interest, paths and areas;
- Providing and sharing categorised thematic maps;
- Giving citizens the chance to publish and share their own maps;
- Encouraging user collaboration and other users' map building;
- Exporting maps to Google Earth and TomTom systems.

It is important to note that the project is designed in such a way that map infrastructure can be easily changed and Google cartography can be replaced.



CENTRALISED SYSTEM OF ACCEPTANCE, REGISTRATION AND INVESTIGATION OF CONSUMER COMPLAINTS

Submitted by State Food and Veterinary Service (SFVS)

Contact details of lead applicant

Organisation	State Food and Veterinary Service (SFVS)
Address	Siesiku str. 19, Vilnius
Country	Lithuania
Size	>100
Contact Person	Saulius Kunickis
Function	Deputy Head of Information/IT Dept.
Email	vmvt@vet.lt skunickis@vet.lt
Web address	www.vet.lt

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Food safety, consumer protection, consumer complaints

Case description

The State Food and Veterinary Service (SFVS) is a government institution that implements state policy in the food and veterinary sectors. Among the key tasks of the service is assurance of food safety and quality control at all the stages of food handling (including rearing plants and animals intended for the production of food, the safety of drinking water and the supply of food to consumers). This safeguards the interests of the consumers by ensuring that the food supplied on the local market and for export meets the established safety, quality, marking and other mandatory requirements and assurance of control over the welfare of animals. With these aims in view the State Food and Veterinary Service takes into consideration each message and complaint from the inhabitants of Lithuania about potential infringement of the established requirements.

The goal of the project was to develop a uniform system for a 'single window' service for the population including:

- Consumer complaints (messages) on registration of infringements (fast, convenient, easily accessible);
- Prompt dispatch of registered information for investigation;
- Prompt arrival of investigation results and analysis;
- Good quality of service, active involvement of citizens in the food safety control system.

The implementation stages of the project included the introduction of a free phone line to register complaints and information, the development and introduction of an electronic form for complaints and the development and introduction of a quality programme, as well as setting up a subdivision to register consumer complaints, consultation and analysis.

The centralised system for the reception, registration and investigation of consumer complaints (messages) ensures that all the technical and administrative capacities of SFVS are used to register the consumers' messages and information. The registered complaints are transmitted automatically by electronic means to the relevant SFVS branch of the county, city or district. The applicant is informed about the results of the investigation by the territorial or the central SFVS that conducted the investigation. The use of the system reduces the chance of human error and ensures that control data cannot be forged. Since the system was introduced, the bureaucratic obstacles to the provision of public services have been significantly reduced.



WASTE MONITORING PROJECT

Submitted by Vilnius City Administration

Contact details of lead applicant

Organisation	Vilnius City Administration
Address	Konstitucijos pr. 3 LT-09601 Vilnius
Country	Lithuania
Size	>100
Contact Person	Justas Urbonas
Function	Project Manager
Email	justas.urbonas@vilnius.lt
Web address	www.vilnius.lt

Level of government organisations involved

Local

Type of sector

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

Key words of project

Waste monitoring, waste management

Case description

The project is being developed by the Vilnius City Administration, providing a waste monitoring system for public use. The main objectives of the project are to:

- Collect and save data about Vilnius city regions and waste transporters;
- Register citizens' complaints concerning the city's waste management;
- Monitor activities of all institutions concerning waste recycling and cleaning and entering the data into an external database;
- Draft reports concerning waste cleaning and recycling.

All issues with regard to 'waste' in the Vilnius region are presented on the city's website, which will provide a virtual map for public use. Users of the virtual map comprise: Vilnius citizens, registered users, Vilnius municipality environment protection division, Vilnius region environment protection engineers, waste transporters, dump waste workers, waste recyclers, household administration companies and community chairpersons.

The virtual map has been built on ArcGis Server version 9.3. Citizens who have waste problems will be able to register them on the system and it will be possible to observe the problem solution process. Furthermore, citizens will be able to use the new system to inform the environment protection division of the city administration about the errors of waste transporters and dumps or other serious problems. This feature ensures that the information is updated frequently.



NATURE MANAGEMENT IN THE AREA OF THE KUPA RIVER VALLEY

Submitted by Kupiskis District Municipality Administration

Contact details of lead applicant

Organisation Kupiskis District Municipality Administration
Address Vytauto Street 2
LT-40115 Kupiskis
Country Lithuania
Size >100
Contact Person Zilvinas Aukstikalnis
Function Director of Administration
Email savadmin@kupiskis.lt
Web address www.kupiskis.lt

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Environment, regional development

Case description

The River Kupa in North and Central Lithuania is a tributary of the River Levuo, which in its lower reaches flows through the town of Kupiškis, dividing it into two parts. The valley area is densely populated but, as it is polluted, has valueless vegetation, is aesthetically unattractive and is unsuitable for recreation, it fails to draw either local people or visitors.

The project has been created in order to clean the River Kupa as well as to establish a clean environment and recreation zone for local inhabitants, to promote business development in the centre of the town and to unify community, companies, enterprises and organisations in a common aim: to manage, protect and improve the surrounding nature.

The project idea itself was masterminded by citizens of different social backgrounds and professions (teachers, lawyers, students, priests and pensioners) who managed to involve it in the activities of the non-governmental association for the beautification of Lithuania. After the first stage of the project the citizens encouraged local governmental institutions to continue it and seek financial support in order to be able to turn the idea into reality. Bearing in mind the amount of work to be done, the creators of this project presented their idea at the local community cultural centre, hoping to attract companies, businesses and non-governmental organisations to join the project. In this way, young children, students, senior members of clubs, some members of disabled people's organisations and employees of companies and businesses became involved. Thirty tripartite gentlemen's agreements were signed by the Municipal Administration, the association for the beautification of Lithuania and companies, businesses and non-governmental organisations. The project is oriented to improving public administrative processes (it was announced on the Municipality's website, on local television programmes and in the press). Every citizen was able to express his opinion, suggest ideas and give support.

The project helped to solve a large number of nature management problems, it provided background for implementing recreational routes and infrastructure to facilitate the most interesting recreation areas and to establish conditions for recreation and improving the health of the local population, i.e. it provided the background for further stages in the project.



IMPROVEMENT OF ALYTUS COLLEGE THROUGH MODERNISATION AND IMPROVEMENT OF STUDIES' INFRASTRUCTURE

Submitted by Alytus College

Contact details of lead applicant

Organisation Alytus College
Address 2B Merkinės Street
 LT-62252 Alytus
Country Lithuania
Size >100
Contact Person Laima Urbonienė
Function Head of the Centre of Competencies and Applied Research
Email laima.urboniene@akolegija.lt
Web address www.akolegija.lt

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

ICT, education & training, modernisation

Case description

Alytus College trains ICT specialists and creates a proper information infrastructure, adjusting it to the open, educated, constantly learning society that bases its activities on its knowledge. Its members are common citizens and managers of all levels as well as government and municipal institutions which have opportunities and are able to efficiently use modern IT media and computerized national and world information resources. Alytus College is a state institution of higher education operating in the Southern Lithuania region. It was the first college in Lithuania accredited at national level. At present the college has 1577 students and 264 students of continuous studies. Besides formal studies, Alytus College provides non-formal education as well: during 2008 over 1000 trainees took part in various courses, seminars and other educational activities.

The College is enlarging and developing its educational and training facilities and new ICT facilities are being introduced. Even though the changes that are taking place at the College have made a significant contribution to the quality of studies, the technical level of the facilities has been insufficient because of inadequate financing from the national budget. Therefore, in its efforts to ensure the quality of studies, Alytus College has been faced with the following problems:

- The need for modern, infrastructure corresponding to modern requirements;
- With the increasing number of students, the premises did not correspond to the Lithuanian hygiene requirements;
- The Alytus City Municipality granted the College new premises, with a total area of 5800 sq m, in the centre of the town. It was decided to transfer the supply of the programmes of the IT study field into the new building, thus solving the problem of the lack of necessary premises.
- In 2004 Alytus College prepared three innovative study programmes: Electronic Publishing, Computer Network Administration and Construction Engineering Systems under the EU structural funds project, and Development of Alytus College through Implementation of Innovative Study programmes and Improvement of Learning Quality (ESF/2004/2.4.0-K01-066/SUT-221);
- The premises of the college were not accessible to people with disabilities;
- There was no proper equipment available to be able to increase teaching and consulting services for public sector enterprises.

Due to a lack of high-level learning services, young people have been leaving Alytus for studies in other cities. This was an important factor in identifying the idea of the project, defining the objectives and goals, and trying to get funding for the project. Consequently, Alytus College prepared the project 'Improvement of Alytus College activities through Modernizing of Learning Environment and Improvement of Studies Infrastructure'. A grant of 2.6 million Lt was received and the project was successfully carried out.



SAFER INTERNET ACADEMY

Submitted by Communications Regulatory Authority of the Republic of Lithuania

Contact details of lead applicant

Organisation	Communications Regulatory Authority of the Republic of Lithuania
Address	Algirdo 27A, Vilnius
Country	Lithuania
Size	>100
Contact Person	Gintarė Ribinskienė
Function	Chief specialist
Email	gribinskiene@rrt.lt
Web address	www.draugiskasinternetas.lt

Other applicants

Ministry of Education and Science of the Republic of Lithuania (MES), Telecommunications company TEO LT, AB

Level of government organisations involved

National

Type of sector

Information society, technology, media and audiovisual

Key words of project

Children, safe social network, harmful web content, web safety

Case description

At present, regulation of harmful content on the internet is one of the topical problems of information society development, attracting scrupulous attention from various European countries. If used by children and teenagers without adult supervision, the internet may cause a number of threats. Parents, foster-parents and teachers are constantly worrying about how to protect their children against virtual environment threats such as bullying and harmful content.

Recognising the relevance of this problem, the Communications Regulatory Authority of the Republic of Lithuania (RRT) in cooperation with the Ministry of Education and Science (MES) and a number of other partners (public and private organisations) is implementing the European Commission project 'Safer Internet LT'. Up to now, a number of social campaigns and educational activities have been carried out:

- An established 'hotline' for receiving reports about harmful or illegal content detected on the Internet is in operation;
- 123,000 reflectors with project title inscribed have been distributed;
- Flyers 'Making our Children Safer on the Internet' have been produced and distributed;
- Social website www.draugiskasinternetas.lt is being administered, which provides a lot of relevant information to children and their parents about safer use of the Internet and ways on helping young Internet users protect themselves from harmful information and other possible threats.

The most significant event of 2009 was a Safer Internet Academy trip around Lithuania on the occasion of Safer Internet Day. Project campaigns and events received widespread mass media coverage. Video clips ran on national television and the largest internet portals.

MULTI-ANNUAL PROJECT OF THE CHARTER OF EUROPEAN RURAL COMMUNITIES

Submitted by Charter of European Rural Communities

Contact details of lead applicant

Organisation	Municipality of Haaren
Address	PO Box 44
Country	The Netherlands
Size	>100
Contact Person	Frans Ronnes
Function	Mayor of Haaren, President of the Charter of European Rural Communities
Email	h.van.drunen@haaren.nl
Web address	www.europancharter.eu

Other applicants

Municipalities of: Bièvre (Belgium), Markovo (Bulgaria), Lefkara (Cyprus), Naestved (Denmark), Hepstedt (Germany), Polva (Estonia), Kannus (Finland), Cissé (France), Kolindros (Greece), Desborough (Great Britain), Nagycenk (Hungary), Cashel (Ireland), Bucine (Italy), Kandava (Latvia), Zagere (Lithuania), Troisvierges (Luxembourg), Nadur (Malta), Lasseo (Austria), Strzyzow (Poland), Samuel (Portugal), Ibanesti (Romania), Moravce (Slovenia), Medzev (Slovakia), Bienvenida (Spain), Stary Poddvorov (Czech Republic), Oceklobo (Sweden)

Level of government organisations involved

Local

Type of sector

Regional policy and development, decentralisation

Key words of project

European charter, networking, rural areas, local democracy

Case description

The Charter of European Rural Communities is an agreement between small villages from every country of the EU, under the motto 'People meet people'. It has been in existence since 1989. The Charter expanded with the enlargement of the EU and now has 27 members, one from each of the EU Member States. The main objectives of the Charter of European Rural Communities are:

- European integration under the motto, 'People meet people';
- To be a structural network and organise an annual network meeting;
- To stimulate the members to cooperate in different projects;
- To stimulate bilateral exchanges between the members;
- To stimulate small meetings of member communities throughout the year;
- To get to know each other and each other's way of life;
- Affirmation of unity and cooperation between the member communities;
- Expansion of the Charter in line with the official enlargement of the EU;
- An efficient and transparent organisation.

For 2009 and 2010 the Charter has set up a multi-annual project. On behalf of the Charter of European Rural Communities, the municipality of Haaren applied for the tender and was awarded the contract to implement the activities. Within the multi-annual project, the following activities are planned:

- Four conferences on the topic of 'participation in local democracy' will be organised. During those conferences there will be special attention for citizens' involvement at local, national and European democracy. In each conference six Charter communities participate alternately, each with five participants;
- Two big citizens' meetings with the theme of 'Liveability' will be held. All Charter communities participate in these meetings with a delegation of ten people;
- Two workshops for youngsters from the Charter communities on the issue of 'Involvement of Youth in the Charter' will be organised. Seven Charter communities participate, each with two people. The result of the two meetings will be a DVD for the young people in all Charter communities;
- A further workshop 'Friends of Europe' will be organised. The Charter encourages the establishment of local Friends of Europe organisations which help the Charter municipalities to organise activities;
- An 'Elderly in Movement' conference is planned for 2010.

Charter members, young and old, are real Europeans. They show a lot of interest in each other and each other's culture and way of life. By staying in host families, they get to know these elements from inside, literally 'Europe at the kitchen table'. People meet people and become friends, with appreciation and respect for the different cultures and above all with an eye for the affinity and the opportunities to do things together. It offers members the chance to learn from each other about solving problems in their rural areas, because a lot of the problems are similar in the various countries. Several international and national politicians have already shown their interest in and appreciation of the Charter.

A DAY 'NEVER TO FORGET'

Submitted by Municipality of Heerhugowaard

Contact details of lead applicant

Organisation Municipality of Heerhugowaard
Address PO Box 390
1700 AJ Heerhugowaard
Country The Netherlands
Size >100
Contact Person B.J. Schuyt
Function Chief specialist
Email post@heerhugowaard.nl

Other applicants

Ministry of Education and Science of the Republic of Lithuania (MES), Telecommunications company TEO LT, AB

Level of government organisations involved

Local

Type of sector

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

Key words of project

Poverty, social services, citizen dialogue

Case description

There are 17 districts in Heerhugowaard. In 2008 public services in Heerhugowaard set up a project in cooperation with organisations of public health and non-commercial house rental, the Salvation Army and representatives of the people living in the Rivierenbuurt, a problem area. The main aim of the project was to gain more insight into the problems and environment of citizens with severe (social and financial) problems. The idea was to organise a one-day conference where policymakers, experts, social workers and citizens could meet and find out more about each other.

This project aims to give the policymakers an opportunity to talk to people with severe problems and give them a very special day - 'A day never to forget'. A group of 35 expert staff members and managers were matched as a 'coach' to a partner of the target group representatives. Each coach picked his partner at the start of a memorable day. There was a day programme with workshops, lunch, performances by a drum band and a choir, dinner and a final ceremony. With the help of a questionnaire, the coaches found out more about the problems of their partners, the help he/she requested, the contacts he/she had at official bodies and what he/she needed or was lacking regarding the communication with public bodies and social services. After that, the coaches had six months to guide the people to help them to solve their problems. The results of their work have not yet been evaluated.



JOINT COMMISSION OF TERRITORIAL AND ECONOMIC SELF-GOVERNMENTS

Submitted by Marshal's Office of the Małopolska Region

Contact details of lead applicant

Organisation	Marshal's Office of the Małopolska Region
Address	Basztowa 22 Kraków 31-156
Country	Poland
Size	>100
Contact Person	Joanna Domańska
Function	Vice Director
Email	joanna.domanska@umwm.pl
Web address	www.malopolskie.pl

Level of government organisations involved
Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Cooperation, self-governance, economic development

Case description

The Joint Commission of Territorial and Economic Self-Governments of Małopolska Region (JCTESG) [Komisja Wspólna Samorządów Terytorialnych i Gospodarczych Małopolski, KWSTiGM], established in 2003 as a consultative and advisory team, addresses the need to empower local communities to participate in policy-making, pursuant to the request for economic self-government representing a wide spectrum of entrepreneurs. The major objective of the Commission is to exchange information between local communities, territorial and business self-governments as well as to accommodate shared views to be followed up in the decision-making processes, which are critical for the Voivodship's economic policy. The main fields of the Commission's activity comprise:

- Cooperation in the process of shaping the Voivodship's development strategy and pursuing its development policy;
- Contribution and engagement in decision-making processes related to strategic investments in Małopolskie Voivodship (e.g. with regard to planning and spending of funds);
- Exchange of opinions on legislative solutions pertaining to the economy (e.g. draft acts, recommendations of new solutions such as operating programmes);
- Cooperation in identifying problems faced by Polish entrepreneurs in connection with the integration into the EU. Recognition of assistance opportunities and a common search for solutions (EU funds, HACCP requirements, regional products);
- Participation of self-governments in the implementation process of activities relating to external funds managed by the Voivodship;
- Facilitating development of entrepreneurship by development of a favourable climate for entrepreneurship.

The functioning of the Commission targets effective cooperation between the two self-governments and reinforces the significance of partnership between self-governments and entrepreneurs in order to create a new quality of 'governance'. The project significantly facilitates mutual communication and exchange of opinions between self-governments as well as the identification and solution of ongoing problems related to economic growth. The self-government of Małopolskie Voivodship fully endorses the initiative, bearing in mind that the effectiveness of partnership between economic and territorial self-governments is critical for the pace of economic development of local communities on the EU single market.



COOPERATION OF CRAFTSMEN AND MERCHANTS IN ASSESSMENT AND COLLECTION OF TAXES

Submitted by Tax Office in Sierpc

Contact details of lead applicant

Organisation Tax Office in Sierpc
Address Piastowska 48
09-200 Sierpc
Country Poland
Size 50-100
Contact Person Dr Henryka Piekarska
Function Head Director of the Tax Office
Email us1427@mz.mofnet.gov.pl

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Cooperation, tax administration, consultations, partnership

Case description

The Tax Office in Sierpc is one of 401 tax offices in Poland. It aims to improve the management system according to the European vision of quality, which is based on clear and open partnership and involvement. The statutory duties of the head director of the tax office, as an organ of government administration, can be realised in different ways. Taxes can be collected in various environments, by using different methods. Within pro-customers ventures the tax office has started to offer opportunities for a certain group of taxpayers (craftsmen and merchants) to participate in making decisions connected with tax amounts.

A group working towards the participation of craftsmen and merchants in assessing and collecting taxes had defined the main recipients of services of the Office and noticed that small businessmen, who have manufacturing, building service or trade activities and who prefer simplified tax forms, form a considerable proportion of the taxpayers. This group of taxpayers is, however, the weakest in economic terms; the social transformation process and adjustment to a free market economy can cause them great difficulties. This group of customers involved in the task force therefore derives from a group of small businessmen - manufacturing, building services and trade activities - who take advantage of a simplified form of taxation and tax card. The task force consists of employees of the Tax Office in Sierpc and representatives of the businessmen's association. The rules of the tax card assessment are negotiated during their meetings. The agreed tax rates form the basis for a monthly tax assessment. Changes in the tax law are discussed as well.

Participation of citizens in planning and decision-making reduces the risk of misunderstandings. It also allows the identification of threats and difficulties to enable proper decisions to be made. Furthermore, the participation creates much greater trust and comprehension. The craftsmen and tradesmen from Sierpc have no difficulties in understanding the treasury and they pay taxes willingly thanks to the cooperation standards and effective partnership. This cooperation has proved to be an effective and useful instrument for more than 15 years.



GDYNIA CIVIC SECTOR

Submitted by Gdynia City Hall

Contact details of lead applicant

Organisation Gdynia City Hall (Mayor's Office)
Address Al. Marszałka Piłsudskiego 52/54
 Gdynia 81-382
Country Poland
Size >100
Contact Person Anna Bialek
Function Head of Mayor's Office
Email biuroprezydenta@gdynia.pl
Web address www.gdynia.pl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Third sector involvement, NGO

Case description

'Gdynia Civic Sector' was started in 1995 in Gdynia as the first project of its kind in Poland. Its foundations are a result of partner dialogue between the local government and NGO representatives. 'The Programme of Cooperation between Gdynia and Non-governmental Organisations', adopted in 1995 by Gdynia City Council, formed the basis for such cooperation. This document is updated each year and regulates the nature and principles of the cooperation. Its final form is the result of annual consultations with civic sector representatives. The cooperation with NGOs consists of three main areas: i) consulting and co-creating local programmes and undertakings; ii) direct execution of public tasks; iii) participating in the works of standing teams composed of NGO and local government representatives.

Gdynia spends US \$ 2 million each year on cooperation projects with local NGOs (three times more than anywhere else in Poland). An NGO division in the City Hall is affiliated to the Mayor's office and is responsible for: coordination of the contacts; establishing rules and standards for competition; organising meetings; ensuring equal policy; providing advice on setting up an NGO; and offering workshops for NGOs on how to apply for grants or gain other sources of funding. The NGO centre which is affiliated to the NGO division at the City Hall managed to arrange 1100 meetings in their premises in the past year.

The NGO-Forum is always dedicated to a special topic (this year it will be dedicated to 'young people' and how to get them interested in NGO work). The aim is to get NGOs more involved in actual decision-making processes and to build sustainability in the third sector. An annual evaluation is undertaken during these meetings. Every second year a consulting committee from NGO members consisting of 12 people is elected during the forum. The committee is actively involved in deciding and advising on the City's budget. They also evaluate NGO grant applications to ensure a balanced sectoral spending.

The City furthermore gives local NGOs the opportunity to promote their work during the yearly ship race in Gdynia harbour. The possibility for self-campaigning becomes particularly important in the context of the 1% campaign: Gdynia offers every citizen the chance to decide, by stating on their tax document, which NGO they may wish to donate to. The solutions adopted in Gdynia have been recognised as model solutions by many Polish local governments as well as the central authorities.

Gdynia is already a best practice example to all major Polish cities in terms of third sector cooperation and frequently hosts and trains staff from all over the country.



NEIGHBOURHOOD CONSULTATION ACTION AND INVOLVEMENT OF CITIZENS

Submitted by City Hall of Timișoara

Contact details of lead applicant

Organisation City Hall of Timișoara
Address Bd. C.D. Loga, nr. 1
300030 Timișoara
Country Romania
Size >100
Contact Person Adrian Schiffbeck
Function Councillor, Communication
Department, City Hall of Timișoara
Email adrians@primariatm.ro
Web address www.primariatm.ro
www.mulhouse.fr

Level of government organisations involved

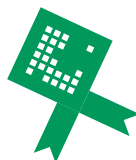
Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Consultation, involvement, participatory democracy



Case description

Neighbourhood consultative councils are non-political, non-profit organisations for citizens, formed by volunteers acting to improve the quality of life in their communities. They were formed in Timișoara in 2003, following the example of the twinned city of Mulhouse in France, and as a result of the decision taken by our Local Council.

These organisations make proposals to the local administration regarding infrastructure, traffic, public transportation, environment, playgrounds, public lighting, schools etc., as well as monitoring the way problems are being solved. In addition to the definite results being seen in the neighbourhoods, civic spirit is being developed and voluntary involvement of the citizens is increasing.

People in each neighbourhood democratically elect their representatives: leaders of the councils (president, vice-president, secretary). These representatives have a permanent contact with the local administration and public services. There are clerks at the Communication Department in the City Hall designated to coordinate the activity of the neighbourhood consultative councils. They take part in the meetings of the citizens alongside with specialists from the City Hall, local services and local police - depending on the subjects being discussed. Following these periodical meetings in the neighbourhoods (generally each council gathers once every three months), consultative councils make a written description of the session, including problems which have been solved and those still to be solved. Once every three months, the mayor and department directors discuss together with the neighbourhood consultative councils the annual investment programmes. At the end of each year, the organisations come to the City Hall and discuss priorities in their communities for the coming year. Each year, citizens' committees organise events (neighbourhood festivals) to promote voluntary activities and participation. Local people, firms, schools and cultural institutions can all take part in organising the event. The Local Council financially supports these events.

Given that in participatory democracy the emphasis is put on the quality of people's inclusion and not on quantity, it has been proved that a small number of local volunteers can be efficiently organised and may successfully carry out their own projects and initiatives. Definite achievements (arranging parks, building fountains, decorative illumination of some churches, changing routes of public transportation) that appear as results of the councils' propositions prove that an adequate communication leads to a good cooperation between citizens and public administration.



TRANSPARENT ROMANIA

Submitted by Agency for Governmental Strategies (AGS)

Contact details of lead applicant

Organisation	Agency for Governmental Strategies (AGS)
Address	1, Victoriei Place, Victoria Palace, Bucharest
Country	Romania
Size	50-100
Contact Person	Valeriu Guguianu-Tincu
Function	Senior expert
Email	valeriu.guguianu@publicinfo.ro

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Transparency, access to information, corruption reduction

Case description

The programme 'Transparent Romania' launched by the Agency for Governmental Strategies (AGS) in 2006, 2007 and 2008, aims to optimise public information activities, enhance citizen involvement in decision-making processes, reduce corruption, apply transparency laws consistently and promote good practices in implementing these laws.

AGS is a specialised body of the central public administration, subordinated to the government. It is responsible for monitoring the application of Law no.544/2001 on free access to information of public interest and of Law no. 52/2003 on decision-making transparency in public administration. AGS informs the government about the application of these two laws, elaborating annual reports on the national implementation level. AGS regularly organises training seminars for public employees of central and local public administration and provides consulting for public institutions and authorities in the field of free access to information of public interest and of institutional transparency. AGS also organises public information campaigns on the rights conferred by the two laws. The target of the 'Transparent Romania' programme is the functional partnership between administration and citizens - by elaborating and adopting normative acts, taking consistent and beneficial decisions in the public interest, drastically reducing corruption and eventually establishing effective administrative practices.

In this context, the agency has invited non-governmental organisations with expertise in the field of transparency to present projects to be funded by AGS in the following priority areas:

- Informing citizens of and promoting local legislation on institutional transparency;
- Training public employees on the implementation of transparency laws;
- Monitoring implementation of Law no.544/2001 on free access to information of public interest and Law no.52/2003 on decision-making transparency in public administration institutions or institutions having public information duties;
- Increasing public involvement in decision-making.

Through the activities and actions of ASG, INA, and NGOs, the ability of public servants to implement good practices in the field of transparency improvement increases from year to year. Public servants have understood that the laws of transparency impact positively on the interaction between administrations and citizens in the decision-making process.



TRANSPARENCY AND PARTICIPATION IN PUBLIC ADMINISTRATION

Submitted by Ministry of Administration and Interior

Contact details of lead applicant

Organisation National Agency of Civil Servants, Ministry of Administration and Interior

Address 3, Smardan Street sector 3, Bucharest

Country Romania

Size 50-100

Contact Person Monica Dimitriu

Function Head of Unit

Email monica.dimitriu@anfp.gov.ro

Web address www.anfp.gov.ro

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Transparency, institutional self-evaluation, CLEAR

Case description

Transparency and participation in public administration was a project financed by the European Union through the PHARE 2005. It was developed by the National Agency for Civil Servants in partnership with the Association Assistance and Programs for Sustainable Development - Agenda 21. The main activities were linked to the implementation of the CLEAR (Contract, Listen, Explore, Action, Review) model in Romania as an evaluation instrument for institutional transparency.

Implemented in the course of ten months in 2008, this project proposed to act on the defining factors for democratisation of public administration (public institutions and civil servants on the one hand, and citizens on the other), to provide solutions to identified problems - the resistance of public institutions to real reform, the change of mentality and attitude of civil servants, which were determined only by the emergence of certain laws, corroborated with the low rate of citizen participation in public life. Thus the purpose of the project was to increase the role of society in promoting the principles of good governance and participation of citizens in the decision-making process at local level.

In accordance with this purpose, the project was developed in two main directions. There were pilot projects in Romania regarding the experimental implementation in 18 public institutions of the Council of Europe's model for assessment of institutional transparency and also of the level of citizen participation in public life (CLEAR). The project was then implemented in four Romanian counties and in the capital city, Bucharest, and it involved citizens, civil servants, representatives of NGOs, 18 public institutions from those four counties and Bucharest (city hall, town halls, community halls, county councils and prefect's institutions) and the mass media (around 160,000 people, direct and indirect beneficiaries). The selection of the counties and administrative structures has been made taking into account the following criteria:

- Balanced representation of the Romanian traditional provinces;
- Inclusion of counties with a diverse ethnic structure (Roma population, Hungarians and ethnic Saxons from Transylvania);
- Inclusion of counties that had already been involved in similar projects, in order to ensure continuity;
- Inclusion of counties with a specific profile: disadvantaged areas, priority population, located in rural areas;
- Assurance of a correct demography of all levels;
- Coverage of a diverse range of services offered to various population groups according to age, occupation, income level, degree of training, etc.

Young volunteers were trained to implement the CLEAR model. A sustained awareness campaign at national level was carried out throughout the entire period of project implementation.

MALMÖ STAD - DEMOKRATISATSNINGAR I MÅNGA LED

Submitted by Malmö Stad

Contact details of lead applicant

Organisation	Malmö stad City of Malmö
Address	Stadskontoret August Palms Plats 1 SE-205 80 Malmö
Country	Sweden
Size	>100
Contact Person	Jürgen Lindemann
Function	Senior Advisor
Email	jurgen.lindemann@malmo.se
Web address	www.malmo.se

Level of government organisations involved

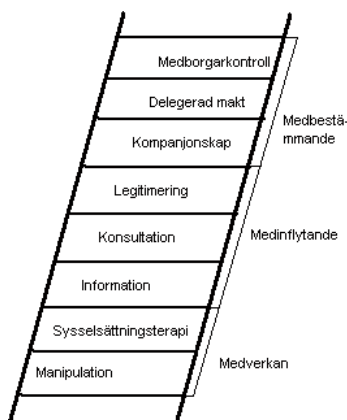
Local

Type of sector

Regional policy and development, decentralisation

Key words of project

Action programme, citizen information, active citizenship, decentralisation, local democracy



Case description

A participatory democracy approach means looking at individuals as social beings and involves everyone being given the opportunity to take part in developing policies. It is worth ensuring that citizen engagement and participation are present early on in the decision-making process. Gradually, as the process approaches a decision, opportunities to have an influence decline. One challenge in this context is to gather views from groups that do not express their opinions in the public debate during the period between elections and to also take minorities into consideration. Different forms of expression for the approach of a participatory democracy, e.g. user councils and citizens' panels, are of great value both for the development of local democracy and for the individual.

Malmö Municipality, with its special ethnic profile, has joined with the international programme the European coalition of cities against racism and the European Declaration on Equality. Both of these decisions express the municipal authority's democratic approach.

In order to strengthen representative democracy through civil participation, the City of Malmö is working to ensure that its people gain greater confidence and engagement:

- By being well informed;
- By moving policy and activity decisions to local levels in order to achieve better foundations for decision-making by working closely with and holding dialogue with its citizens;
- By offering citizens of all ages the chance to participate in the development of the service provided by the municipal authority.

The measures required to achieve these goals are comprehensive and are being enacted at many levels - including at politician and council official level. Recently those strategic goals were formulated into various political documents.

In Malmö, there are several initiatives in democracy conforming to Arnstein's ladder of participation, from the lowest level of information to the highest level of participation in decision-making. The latter is mainly present in the city districts' project work.

The strongest expression of a decentralised political approach in Malmö was the establishment of a politically decentralised organisational structure. A considerable level of political responsibility has been delegated from the City Council to local or district-based committees. The delegation includes a clear responsibility to develop local democracy. To mark the significance of a democratic approach, during its current period in office the political management of the City of Malmö also appointed a Local Government Commissioner who has specific responsibility for further development of local democracy. A Steering Group for the Development of Democracy was also appointed as the drafting body for the City Executive Board, tasked with developing citizen dialogue and following up democracy initiatives in the municipality.



NHS NORTH LANCASHIRE AFFILIATE SCHEME

Submitted by NHS North Lancashire

Contact details of lead applicant

Organisation NHS North Lancashire
Address Moor Lane Mills, Moor Lane
 Lancaster, LA1 1QD
Country United Kingdom
Size >100
Contact Person Sophy Stewart
Function Head of Communications
Email sophy.stewart@northlancs.nhs.uk
Web address www.northlancs.nhs.uk

Level of government organisations involved

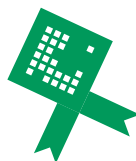
Local

Type of sector

Public health and social welfare/affairs

Key words of project

Healthcare services, needs assessment



Case description

NHS North Lancashire recognises the need to create new ways of actively involving and consulting with the local population, enabling the NHS North Lancashire to become more responsive to their needs and wishes, as well as being more accountable to the local community. They wanted to target members of the local population who would not ordinarily seek to get involved with the organisation in this way. The Affiliate Scheme is a mechanism for engaging and involving local communities in order to share views, gauge opinion and embed the work of NHS North Lancashire within our population.

The Affiliate Scheme has grown considerably and now has over 7000 members who contribute towards decision making on vital topics, ranging from bowel cancer screening through to unscheduled care services. The results of the involvement e.g. the focus group, online poll etc. is then fed back to Affiliate members so that they can see the outcomes and learn of the next steps. The Affiliate Scheme is led by NHS North Lancashire Corporate Services together with an Affiliate Chair - who acts as a 'critical friend' - and Affiliate Co-coordinator. In order to expand the scheme further, NHS North Lancashire is currently recruiting three locality leads to provide support with the development of a work plan and activity programme for existing affiliates, in addition to attracting new members. Heads of Services who wish to involve Affiliates in a specific area of healthcare complete a Staff Involvement Toolkit to help determine the specific objectives, key issues, purpose of the involvement activity, target groups to be consulted, proposed engagement tools and reporting requirements. The end result is a scheme that offers local residents the opportunity to be genuinely involved in their local healthcare at a level to suit their needs and personal requirements. It allows members of our local community to play an important role in strategic issues and is not limited to sectional groups of the population.

Targeted recruitment has helped NHS North Lancashire to engage with a diverse range of people from the local community so that the scheme is representative of the local population. The hope is that the scheme will continue to grow from strength to strength and ensure continued sustainable communication between NHS North Lancashire and the local population regarding their perceived needs, actual needs and the health services provided locally, now and in the future.



Theme III

New Forms of Partnership Working

Partnership is a means to an end and can be established for several possible purposes. These can include - but are not restricted to - improving service delivery (innovation in methods, reduced cost, new/increased revenues, improved outcomes/preventing service failure etc.); attracting new investment; protecting employment; accessing new skills; changing service culture; tackling social exclusion; improving democratic legitimacy; accessing EU funds and networks; as well as allowing for a more effective influencing of decision makers, especially at EU level.

Nevertheless, whatever the objectives of entering into the partnership, a decision to do so calls for a disciplined approach to decision making and implementation by public administrations.

However, in some cases, partnership models have been used when they are not appropriate and implementation has not always been planned or managed effectively. Some public authorities (sometimes sub-national authorities under pressure from national government) have also entered into too many partnerships and have showed signs of suffering from 'partnership fatigue' through their inability to realise the benefits of these partnerships.

Specifically, it is widely accepted that a public body cannot decide what it wants from its partnerships unless it is clear about its own corporate/service delivery objectives and how the partnership can contribute to them, and that partnerships must contribute tangibly to the corporate/service delivery objectives in order to justify the financial and human resources devoted to them. Furthermore partnerships must present a better solution than the alternative means of realising those objectives e.g. by dealing with complex issues in a better way; justifying the opportunity cost of the resources devoted to the partnership; having suitable governance arrangements to deliver planned results; and measuring the actual delivery of planned results.

The projects under THEME 3 demonstrate and contain elements of proven evidence of: public-public partnerships, public-private partnerships and public-third sector relationships; collaboration between administrations (including inter- or cross-administrative), shared and collaborative responsibility; cross-territorial collaboration (including interregional, cross-border and/or trans-national cooperation); innovative cooperation or cluster-related processes.



PPP IN AUSTRIAN DISTRICTS NETWORKING FOR QUALITY

Submitted by Bezirkshauptmannschaft Zell am See

Contact details of lead applicant

Organisation Bezirkshauptmannschaft
Zell am See

Address Stadtplatz 1
A-5700 Zell am See

Country Austria

Size >100

Contact Person Dr Rosmarie Drexler

Function Leader of District Administration
Zell am See / Bezirkshauptfrau

Email rosmarie.drexler@salzburg.gv.at

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

PPP, networking, general service standards, quality services, optimisation, cultural change

Case description

The project 'PPP in Austrian Districts' (PPP - AD) was launched in 2006 by the five district administrations of Eisenstadt-Umgebung, Hallein, Hermagor, Rohrbach and Zell am See, which are located in four different federal states, and was concluded in 2008. The project is of particular significance in that 75% of the laws implemented by the district administrations in Austria are federal laws that apply equally, nationwide. The implementation of statutory provisions through different organisational units in different regions with a diversity of histories, traditions and economic structures currently leaves the executive authorities some room for interpretation and action even with respect to uniform federal laws.

The objectives of the project are: to analyse services and processes and to develop measures for better results and an improved impact; to develop general service standards; to learn from and with each other (grassroots-oriented learning from best practices); to build networks for quality services for the citizens, employees and executives, and to establish partnerships with stakeholder organisations in the public and private sectors. Furthermore, the aim was to discuss topics such as gender mainstreaming and ethics in the administration, taking into account European developments and guidelines. A work group including members from the participating district administration of the various federal states and a steering group was established. An internet platform www.bhplus.at.tf was created to ensure communication. The results, particularly relating to the development of standards in the course of this project, were incorporated by the Federal Chancellery of the Republic of Austria incorporated into efforts to modernise the government administration. A first phase of follow-up activities has already been undertaken. In autumn 2008, the Federal Chancellery commissioned a legal opinion on standards within the public sector and their legal consequences. In December 2008, a workshop together with other district administrations of Austria was set up, with the purpose of discussing and deciding on minimum standards for the services and processes of the district administrations throughout Austria. In the spring of 2009, workshops were conducted on selected topics together with experts from further district administrations.

In sum, a comprehensive quality management has been established - ranging from the strategic approach to the methods applied, meaning that each participating district administration collaborates with its executives and employees to organise processes and resources in such a manner that the process of service delivery responds to the legitimate needs of the citizens and the economy. The establishment of standards is a first step towards a more unified enforcement of the laws and regulations within Austria, in which best practices and bench learning provide the methodological backdrop for a 'learning administration'.



PROJECT FOR ELECTRONIC PROCESSING OF THE EUROPEAN ORDER FOR PAYMENT PROCEDURE

Submitted by Austrian Federal Ministry of Justice

Contact details of lead applicant

Organisation Austrian Federal Ministry of Justice
Address 1070 Vienna, Museumstrasse 7
Country Austria
Size >100
Contact Person Thomas Gottwald
Function Public Prosecutor, Legal Information Department
Email thomas.gottwald@bmj.gv.at

Level of government organisations involved

Pan-European

Type of sector

Justice, police, human rights and security

Key words of project

Cross-border procedures, payment procedure

Case description

The European order for payment procedure, established by Regulation (EC) No 1896/2006, is meant to simplify and accelerate cross-border procedures for the enforcement of uncontested claims. Since simple procedural rules alone are not sufficient to ensure swift and efficient procedure, it was necessary to provide uncomplicated access to the procedures for all EU citizens and swift and efficient processing in the courts.

Germany and Austria developed an IT application for the electronic processing of the European order for payment procedure. The project involves three general cooperation partners, namely the Senate Administration of Justice of the state of Berlin, Germany, represented by the local court in Wedding, the Federal Ministry of Justice of Austria and the Federal Computing Centre providers make up the operational level and are grouped according to the different sections of the project. It is mainly meant to contribute to reaching two general objectives: helping to eliminate impediments for a smooth functioning of cross-border civil procedures and facilitating access to justice for private individuals and companies. The implementation of EC Regulation No. 1896/2006 is the specific objective of the project and in particular its effective and future-proof application for the European order for payment procedure. Consequently, a pilot application was first developed that has since expanded to all Member States for their individual use and reflects the complete process of the European order for payment procedure. The first models were developed following the existing automatic processes in the Austrian judiciary. Several elements of this IT system could be used by analogy and thus reduced the time and the money required for its development. The surface scheme and the corresponding programming framework provided a good basis for developing templates for processing a case efficiently. In the preparatory work, the individual steps of the European order for payment procedure were first analysed on the basis of Regulation No. 1896/2006 and other relevant community legislation. The findings were described in process reports and led to the identification and description of some concrete application steps for the European order for payment procedure. This in turn was the basis for mapping the processes in an IT system. Furthermore, the existing IT infrastructures in the judicial systems of Germany and Austria were examined.

The following measures were realised:

- A basic system was developed for the processing of applications under the European order for payment procedure, allowing judicial officers and court staff to do their work efficiently and comfortably;
- The basic outline, equipped with language and currency modules, can be used in all EU Member States. Being a pilot model, the application was first adapted to the existing infrastructure.

It was prepared for use in, for example, the German and Austrian variations of electronic justice systems. The systems were, however, always adapted using modules so that other Member States can exchange the connecting components with their own national implementation structure.



e-PAYMENT OF TAXES VIA FINANZONLINE (PAY-FON)

Submitted by Austrian Federal Ministry of Finance Dep. V/2

Contact details of lead applicant

Organisation	Austrian Federal Ministry of Finance, Directorate V/2
Address	Hintere Zollamtsstraße 4 1030 Vienna
Country	Austria
Size	25-50
Contact Person	Alfred Dittrich
Function	Assistant of Directorate V/2
Email	alfred.dittrich@bmf.gv.at
Web address	www.bmf.gv.at https://finanzonline.bmf.gv.at

Other applicants

Austrian Federal Chamber of Commerce

Level of government organisations involved

National

Type of sector

Taxation, customs, finances

Key words of project

Electronic tax payment, networking, effective savings, continuous workflow, innovation, integrated partners, structure, structured format

Case description

As the technical and organisational environment in business and administration has significantly changed over the last decade, a redevelopment of a payment model with billing instructions was desperately needed. Usually, tax payments are paid by individuals and companies (taxpayers) with a slip at the bank. The taxpayer has a right to decide which taxes he would like to pay and which self-assessment taxes (e.g. value-added tax, wage tax, employer contribution or supplement to employer contribution); the paid-in amount should be calculated by the tax authorities (billing instructions). For a large number of taxpayers this information is compiled by an authorised tax consultant and is forwarded to the taxpayer in the form of a paper slip to be paid. For every payment, the tax offices are sent a copy of this payment slip by the bank and the details contained therein must be manually entered into the back office system of the tax administration. The current process contains several changes in format (IT to paper or paper to IT) resulting in many misinterpretations and compilation errors, thereby wasting time and money.

A solution to this was found through the development of PAY-FON, a public e-service project in the field of tax collection, which links benefits for citizens (business benefits) with administrative savings (budget savings). It aims to remove the disadvantages of the previous process, to incur any additional costs for taxpayers and tax consultants, to achieve effective savings for the budget for the tax administration, to reduce paper applications and to prevent unnecessary changes in format, manual entry processes, entry errors, time wasting and queries. The project was developed and is driven by the tax administration in partnership with representatives from the public/business, tax consultants and the banks. PAY-FON makes it possible to report the self assessment taxes calculated by the taxpayers or tax consultants in a structured way to the tax authorities through the Inland Revenue's central multifunctional e-Government platform (FinanzOnline), and to simultaneously authorise an appropriate payment via the EPS (e-Payment standard) interface from an internet banking system. FinanzOnline is an all-in-one data interface, front end platform and portal, which is very flexibly and dynamically linked to the back office systems by standardised data interfaces. Thus, changes and adaptations can be swiftly made to the back office systems with little effort. In the process, the payment and reporting of the self-assessment tax are carried out without changes in format and in a continuous workflow.

The result is an intelligent networking of individuals/companies, tax consultants, banks and, tax administration IT systems which led to several improvements. This method of tax payment has led to a reduction in costs for the tax administration (increased efficiency), the unburdening of companies from administrative expense (better regulation), a better service for the general public, substantial energy-saving and less strain on the environment.

ORGANISATIONAL DEVELOPMENT IN WOMEN'S ORGANISATIONS OF LAND SALZBURG

Submitted by Land Salzburg, Büro für Frauenfragen und Chancengleichheit

Contact details of lead applicant

Organisation Büro für Frauenfragen und Chancengleichheit des Landes Salzburg (BFF)
Address Michael-Pacher-Straße 28
5020 Salzburg
Country Austria
Size 1-25
Contact Person Mag.a Brigitte Müller-Orthner
Function Project Management
Email bff@salzburg.gv.at

Level of government organisations involved
Regional

Type of sector

Employment, labour related affairs and gender equality

Key words of project

Strategic steering, effect-oriented targets, good governance, cooperation of the regional administration and external service providers, synergies of networking for women, sustainable impulses for social and equality policy of Land Salzburg, CAF

Case description

Since 1995 the Provincial Administration of Salzburg has been working on reform projects for the administration. The BFF was involved in these processes in order to bring about the differing effects on women and men as customers of the administration, as well as on the male and female employees.

The starting situation for the initiation of the project was characterised by two different approaches. Firstly, the necessity for clear definition and steering of the external services against the background of future challenges faced by the administration, such as demographic change, migration from the rural regions, and globalized labour markets. Secondly, optimising the control of funds with the service providers and in the BFF, with the 'side effect' of developing the business management competence of the managers of the associations. Through this cooperative process with four non-profit associations in Land Salzburg, BFF has laid the cornerstone for a sustainable new form of cooperation between the provincial administration and external associations, following the principles of effect-oriented administration and good governance. Other essential requirements were a common understanding of administrative handlings and a common language for the reporting process.

The Office of Women's Affairs & Equal Opportunity of Land Salzburg is a small, efficient unit in the provincial administration with an operative yearly budget of €1.89 million and 7.5 employees. The main tasks are defined in four products. The internal cooperation is regulated by a yearly updated mission statement. The staff are extremely competent in the methodology of the steering instruments of the NPM and continuously strive for optimisation of services for their target group. The efficiency and effect-orientation of the administrative handling was/is evaluated through customer surveys and CAF-certification and through regular feedback meetings between employee and employer. The services for the population (advice, education, health promotion, protection from violence, integration, culture etc.) are provided on the one hand by the administration itself and on the other hand by independent non-profit associations. The services are arranged with a view to customer requirements. The services are addressed to women of an employable age in the Province of Salzburg, differentiated by their living situation: e.g. women in crisis, access to the labour market, barriers due to handicap and migration background.

BÜNDNIS FÜR FAMILIE OBERÖSTERREICH (ALLIANCE FOR FAMILY)

Submitted by Federal State Government of Upper Austria

Contact details of lead applicant

Organisation	Federal State Government of Upper Austria, Department for Family Affairs
Address	Bahnhofplatz 1 4021 Linz
Country	Austria
Size	1-25
Contact Person	Mag. Franz Schützeneder
Function	Head of the Department for Family Affairs
Email	franz.schuetzeneder@ooe.gv.at
Web address	www.familienkarte.at

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Family friendliness, working conditions



Case description

For many families the compatibility of family and job is still a challenge. Thus family-friendly measures in companies have to be achieved.

The initiative 'Bündnis für Familie' ('Alliance for Family') was set by the Department for Family Affairs of Upper Austria, offering with its advice and support a service which aims to encourage companies to take family-friendly measures for customers as well as for employees. The Department for Family Affairs has an active role as it suggests concrete ideas to companies and works out measures and projects in counselling interviews together with the companies. Through counselling interviews with companies about family-friendly measures, outstanding projects and partnerships have been initiated.

Companies would benefit in many ways by taking up a family-friendly approach, such as more motivated and healthy personnel, less absence from work as well as a positive family-friendly image. Flexible working hours, education for parents and different types of child care are such possibilities. In principle, a lot of companies are willing to take family-friendly steps, but do not know how to take them or which ones to take. The leaflet 'Erfolgsfaktor Familienorientierung - Leitfaden für Unternehmen' ('Family-Friendly Measures as a Factor of Success - A Guide for Companies'), published by the Department for Family Affairs of Upper Austria, supports companies in developing models to make family and job compatible. The leaflet includes plenty of successful ideas, helpful suggestions and solutions and enables other companies to learn from the best (like benchmarking).

Within the initiative 'Bündnis für Familie' and through all the talks with companies, a lot of ideas were set, such as family-friendly measures for employees. These include summer kindergarten cross-company borders, crèches, kindergarten in the company, teleworking, job-sharing and a day called 'Mom and Dad at work' where children got to know the workplace of their parents. Furthermore, customer-oriented measures were set, e.g. parking lots for families, 'Fathers' campaign [a project encouraging men to become conscious of their relationship with their children], ONE - cost control of mobile phones, the marking of non-violent computer games and a menu for children free of charge. Now the Department is working on a leaflet containing customer-oriented measures, which should motivate and encourage companies in Upper Austria.

LIFE-CYCLE COST MODEL 'NEW CONSTRUCTION OF ST. POELTEN UNIVERSITY OF APPLIED SCIENCES'

Submitted by Landeshauptstadt St. Poelten

Contact details of lead applicant

Organisation Landeshauptstadt St. Poelten
Address A-3100 St. Poelten
Rathausplatz 1
Country Austria
Size >100
Contact Person Mag. Thomas Dewina
Function Director of Municipal Administration
of Landeshauptstadt St. Poelten
Email magistratsdirektion@
st-poelten.gv.at

Other Applicants

St. Poelten University of Applied Sciences,
Consortium of contractors

Level of government organisations involved

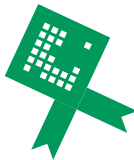
Local

Type of sector

Public administration, modernisation, institutional
affairs, reform

Key words of project

PPP, life-cycle costs model



Case description

For the first time, the St. Poelten University of Applied Science tendered and placed a building project based on a life-cycle cost model. The term 'life-cycle cost' in buildings means the sum of all costs that the building incurs 'in the course of its existence', from project development to construction of the building, utilisation of building, to demolition. Among experts, this term also implies the optimisation of life-cycle costs.

The starting point was the plan by Landeshauptstadt St. Poelten to build a new building for St. Poelten University of Applied Sciences for up to 2000 students, 117 full-time employees, and 252 lecturers, that is sustainable, economical and efficient. The aim was to pursue a new and innovative way for tendering and placing of this building project. The basic idea was to carry out a tender based on a 25-year life-cycle cost consideration.

From December 2004 to December 2005, a public procurement procedure was carried out in two stages, pursuant to the Federal Act on Public Tenders (Bundesvergabe-gesetz 2002) on the planning, construction, financing and 25-year operation of the building for St. Poelten University of Applied Sciences. The term 'operations' implies the whole operation of the University with the exception of the core business of teaching. The first stage of the tender procedure was the EU-wide search for interested parties and their prequalification for the second stage. The circle of bidders was gradually reduced until the best bidder was determined. For the determination of the most favourable bidder, the costs for planning, construction, installation, financing, 25-year-operation, 'maintenance and conservation of value' (including all required reinvestments within the contractual period of 25 years), and for the building-specific energy consumption were considered. As best bidder, a bidding consortium emerged, consisting of the following six members: Siemens Gebäudemanagement & -Services G.m.b.H., PORR Projekt und Hochbau, St. Pölten, IMMORENT AG (financer), Sparkasse NÖ Mitte West AG, Raiffeisen Leasing GmbH, NÖ Raiffeisen Kommunalprojekte Service GmbH.

The new construction went into trial operation after a construction time of only 15 months and was handed over by the contractor to the Landeshauptstadt after exactly 17.5 months to the day, in compliance with the specifications agreed upon. In the course of project realisation, with construction costs of ca. €25 million, only 13 plan changes were carried out, from which savings amounting to €40 000 arose. St. Poelten University of Applied Sciences has been in full operation since 1 July 2007. The model has proved itself as a case of best practice in its almost two years of existence.

KLIMA:AKTIV MOBIL

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

Contact details of lead applicant

Organisation	Federal Ministry of Agriculture, Forestry, Environment and Water Management
Address	Stubenbastei 5 1010 Vienna
Country	Austria
Size	>100
Contact Person	Robert Thaler
Function	Head of Unit
Email	robert.thaler@lebensministerium.at
Web address	www.klimaaktivmobil.at

Other applicants

Austrian Energy Agency

Level of government organisations involved

National

Type of sector

Environment, climate change, agriculture (including food safety), fishery

Key words of project

Climate change, mobility management, sustainable transport, national initiative bridging all levels of administration

Case description

Launched in 2004 by the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management, supported by the Chamber of Commerce, the Association of Cities and Towns and the Association of Municipalities and managed by the Austrian Energy Agency, the initiative klima:aktiv mobil has given birth to a broad range of energy efficiency and climate protection measures in the transport sector. It aims to support actions conducted by specific target groups, each group being concerned by a specific programme on mobility management (MM): public administrations and companies, schools and youth, local authorities, leisure and tourism, real estate developers and investors in the building sector as well as Eco-driving.

The klima:aktiv mobil programmes motivate and support transport stakeholders and actors to develop and implement measures to reduce GHG emissions from their transport and mobility activities, thereby promoting alternative clean fuels and vehicles as well as environmentally friendly transport modes. At the same time MM increases transport efficiency and stimulates energy saving. Thus, the programme introduces and promotes climate friendly technology and services.

Voluntary organisations may benefit from four different supporting measures: consulting and advice in the definition and carrying out of action plans; 'motivation' through cycling and Eco-driving campaigns (including competitions such as the bike2business one); financial support; awards and certificates for exemplary projects realised within the klima:aktiv mobil programme. The defined stakeholders are, inter alia, companies and public administrations, cities, municipalities and regions, leisure and tourism, real estate developers, investors in the building sector and citizens as road users/traffic participants.

Particularly, the klima:aktiv mobil initiative emphasises synergies between environment and economy as well as between provinces, cities, municipalities and regions. Furthermore, the initiative has excellent cooperations with numerous Austrian provinces, e.g. the province programme 'Klimarettung' (climate saving) and the 'Umweltservice Salzburg' (environmental service). Close cooperations in the cycling sector also exist with Lower Austria, Styria and Tyrol.

The initiative strengthens and adds to existing activities; local and regional activities, regulatory measures, subsidies and taxes. It serves as an Austrian-wide platform and is the catalyst for concrete climate protecting projects. After four years of operation, the initiative has achieved impressive results: over 400 klima:aktiv mobil project partners - official partners such as public administrations and companies, schools, local authorities, leisure and tourism institutions as well as real estate developers and investors in the building sector that have taken concrete actions to contribute to the climate protection in Austria are already reducing more than 230 000 tons of CO₂ per year with their projects. The initiative is planned to run until 2012.



PROFESSIONAL ASSOCIATION OF AUSTRIAN EXECUTIVE MUNICIPAL OFFICERS

Submitted by Professional Association of Austrian Executive Municipal Officers (FLGÖ)

Contact details of lead applicant

Organisation	Professional Association of Austrian Executive Municipal Officers (FLGÖ)
Address	Sonnensiedlung 21 Seekirchen, Salzburg
Country	Austria
Size	>100
Contact Person	Herbert Maislinger
Function	Chairman
Email	herbert.maislinger@seekirchen.at

Level of government organisations involved

National

Type of sector

Education (higher and lower), training and learning

Key words of project

Training on the job, public management

Case description

The tasks of public management, especially for the municipalities, increase every year, become more complex and laws are becoming more and more confusing. People are becoming increasingly mature, in other words cooperation falls in value and conflicts increase. The municipal service centre is supposed to administer, plan, provide help, mediate, take lawful decisions and make progress; but the determining factors are becoming more and more difficult. For this reason the governing body of the professional association of executive municipal officers (FLGÖ) tries to provide professional assistance in an uncomplicated, quick and affordable way, inviting all communities to participate by providing their know-how and creating surplus values. FLGÖ emerged from the consolidation of the sole (but not yet organised) federal state association (FSA) of executive officers in the Austrian federal states.

The following objectives have been set up: 1. basic and advanced training of the executive municipal officers; 2. bilateral aid (exchange of experience) of the executive officers; 3. the adoption of measures to achieve modern public management in the communes.

The Austrian professional association of executive municipal officers (FLGÖ) is organised top down. The tasks of the FLGÖ include:

- Cooperating with the Austrian Association of Local Governments and the Association of Austrian Cities and Towns;
- Participating in different projects;
- Organising the annual national symposium;
- Preparing seminars and workshops as well as lectures on subjects such as the relationship between mayor and chief officer, the improvement of local administration, motivation & leading, leading successfully with 'fantasy and culture', achieving success through bravery and enthusiasm, and coordinating the federal state associations etc.

The following results have been achieved:

- Finalisation of the new homepage flgö.at & flgoe.at;
- Developing the municipal management;
- Establishing a forum for education within the Austrian association of local governments - a nationwide education network;
- Successfully carrying out symposiums at federal, provincial and district level and several workshops;
- Participation in different projects at federal level (code of conduct, Help-GV, knowledge management etc.);
- On-the-job-training of new colleagues of specialists in the communities;
- Exchange of forms, notifications, letters, transactions, experiences etc.
- High-quality policy support;
- Enlargement of services for citizens and policy;
- Modern human resource management with social competence;
- Innovative development of municipal administration to become modern service companies;
- sensitisation, assistance for projects, public relations etc.



ECODIPTERA

Submitted by Fundacion Comunidad Valenciana - Region Europea

Contact details of lead applicant

Organisation Fundacion Comunidad Valenciana - Region Europea
Address Rue de la Loi 227, 4th Floor, B-1040
Country Belgium
Size 50-100
Contact Person Cristina Bonafe
Function Head European Project Department
Email cbonafe@delcomval.be
Web address www.ecodiptera.info

Level of government organisations involved

Pan-European

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Sustainable waste, waste management

Case description

Manure is a mixture of solid and liquid excrement of livestock, waste water and leftovers. The traditional management of manure is by storage and subsequent disposal to farmers for fertilisation. These actions are usually carried out by livestock farmers. The region Los Serranos is one of the largest and least populated regions in the Valencia Province, having more than 200 small pig farms and as a result a large concentration and production of slurry which leads to the proliferation of flies and other environmental problems (e.g. risk of nitrate pollution). The Provincial Government of Valencia decided to find solutions after analysing the situation of the swine sector in Los Serranos.

In 2004, the Ecodiptera project was launched in order to find some alternatives to the current management of livestock waste. The main objective is to reduce the negative environmental impact of pig manure produced on pig farms and to appropriately manage the material in an ecologically viable manner. This is done by using larval flies to transform it into fertilisers and protein. After studying the biology of the flies and the way they feed on livestock wastes in their stage of growth a new management system appeared. Once this biodegradable capacity was known, a project proposal was designed in order to take advantage of this process at an industrial level that also controls the waste management.

Consequently, the main species of flies that are present in the slurry of the region of Los Serranos have been identified. In particular, the University of Alicante identified the main fly species that can be used for the manure bio-degradation process and evaluated the bio-degradable capacity of each species and its capabilities of breeding. Secondly, a laboratory test and study of the biological cycle of the species is taking place, followed by quantified analysis of the performance of the degrading process. This includes the design and development of a model that contains the biodegradation of pig slurry in Slovakia, the development of the technology for pig slurry processing with larvae of flies by adapting the existing technology for chicken manure, and the development of methods suitable for the maintenance of colonies of flies and identification of optimal conditions for the maximum possible production of proposals. Finally, the University of Helsinki is studying the genetic characteristics of the species involved in the process. With the conclusions of that test, the industrial proof will be developed and a pilot plant for biodegradation of pig slurry will be implemented in a farm in the area concerned. When the flies used in the project as larval digesters reach the pupa stage, they can be used for several purposes that will be studied in order to close the cycle with zero waste. Due to the high protein content they cannot be used in aquaculture or as a soil fertiliser.



PRIMAWEB ESF

Submitted by Federal Public Service for Social Integration (FPS SI)

Contact details of lead applicant

Organisation Federal Public Service for Social Integration (FPS SI)
Address Koning Albert II-Laan 30
1000 Brussels
Country Belgium
Size >100
Contact Person **Alexandre Lesiw**
Function Director General OCMW
Email alexandre.lesiw@mi-is.be
Web address www.mi-is.be

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Administrative simplification, partnership

Case description

The Federal Public Service for Social Integration (FPS SI) is the management authority for federal Belgian European Social Funds (ESF) projects. During the previous 2000-2006 Programme, the FPS SI used an Access application, which came heavily under fire from promoters. As a result, the FPS SI felt the need not only to design and implement a new computer application, but also to make a computer application available which would contribute as much as possible to reducing the administrative burden for promoters, and at the same time allow for better management of the projects. Consequently, a partnership was set up with the Crossroads Bank for Social Security, as well as with other partners, such as the National Social Security Office (NSSO) and the National Social Security Office for the Local and Provincial Administrations (RSZPPO-ONSSAPL).

Currently, FPS SI is completing the implementation of a new, modern and user-friendly computer application to help promoters accurately report to the FPS SI on costs and achievements made during the realisation of new projects. These projects comply with the objectives of the New 2007-2013 Programme within the framework of the repayment financed by ESF. Under the supervision of FPS SI management, follow-up meetings take place every two weeks, usually with the subcontractor, but also with the representatives of the Federal Public Service Employment, Labour and Social Dialogue (FPS ELSD). In addition, the FPS SI has maintained regular contacts with promoters, e.g. during the provincial meeting days and via informal contacts. Every month, there is also a consultation meeting with the Association of Cities and Municipalities, which acts as spokesperson for the Public Centres for Social Welfare (PCSWs).

The FPS SI has spread the implementation of this computer application over different phases. Starting in 2007 and completed in 2008, the principal part of the project allows promoters to actually report on projects via the tool. The part relating to statistics - which is also the final part for now - is to be added by mid-2009.



STRATEGIC PLAN FOR 'PROVISION OF ASSISTANCE AND SERVICES TO PRISONERS'

Submitted by Directoraat-generaal penitentiaire inrichtingen

Contact details of lead applicant

Organisation	Directorate-General Penal Institutions
Address	Waterloolaan 76 1000 Brussels
Country	Belgium
Size	>100
Contact Person	Ils Milis
Function	Programme Manager
Email	ils.milis@just.fgov.be

Level of government organisations involved

National

Type of sector

Justice, police, human rights and security

Key words of project

Joint mission, joint investment, joint structures, shared leadership, accountability, social equity and inclusiveness

Case description

Since the state reform of 1980, people-specific matters have come under the jurisdiction of the French, Flemish and German-speaking communities, while more country-specific matters remain under federal jurisdiction. Thus, the Flemish government is responsible for 'social assistance to prisoners with a view to their social reintegration'. However, no single policy or common framework of how to rehabilitate and reintegrate prisoners in the society existed. In this context, in consultation with the Ministry of Justice, a proposal was formulated to set up a strategic plan for the provision of assistance and services to prisoners.

The strategic plan details how prisoners in Flemish prisons can best practise their fundamental right to social provision and services, and determines the way in which this will be coordinated. This strategic plan was drafted and endorsed in cooperation with Federal and Flemish Community stakeholders, and is now operationally deployed on all levels within the respective organisations. The key objectives of the plan are a better quality of services to prisoners, stimulating awareness of the programmes, extending the collaboration between both partners, ensuring a better understanding by the community and finally the support of operational staff that provide assistance and services in prisons.

Implementation of the strategic plan in prisons was always accompanied by increased awareness, concrete action plans, training initiatives on the work floor and the follow-up of results by a supra local working group. On the strategic management level, a coordinating Minister and his administration were chosen to supervise all stakeholders from the Flemish Community. A steering group with all these departments was created to coordinate on the supra local level. At the level of the Federal authorities, the regional prison directors translated the strategic objective into an operational objective for all the local prison directors. The Flemish Community and their Federal counterparts collaborated on improving the operational level within the different prisons. This means that both parties are continually involved in the day-to-day decision-making processes. The choice to develop a structural and supra local agreement to support the successful reintegration of prisoners in the community has several advantages such as improved durability, a decreased susceptibility to fluctuations in the political environment, the fostering of best practices and a more expanded and uniform value proposition towards the prisoners.

The programme has already had a number of positive effects: there has been a substantial increase in the provision of assistance and services to prisoners and greater participation by prisoners in the programmes offered. The different government stakeholders have worked together to achieve more structurally aligned policies, shared leadership, clear accountability, and more efficient use of resources. The programme's ongoing success has received growing interest from the French community to develop a similar modus operandi.



SETTING UP A LOCAL ENVIRONMENTAL HEALTH ACTION PLAN (LEHAP) AND A LOCAL 'HEAVY METAL PARTNERSHIP'

Submitted by Flemish Institute for Health Promotion and Disease Prevention (VIGEZ)

Contact details of lead applicant

Organisation Flemish Institute for Health Promotion and Disease Prevention (VIGEZ)
Address Stationsstraat 80-82
2300 Turnhout
Country Belgium
Size 1-25
Contact Person Koen Wynants
Function Environmental Health Worker
Email mmk.koenwynants@skynet.be
Web address www.mmk.be

Level of government organisations involved
Regional

Type of sector

Public health and social welfare/affairs

Key words of project

Environmental health, community, partnership, engagement process

Case description

In the Kempen area on the border of Belgium and the Netherlands, the soil is historically polluted with toxic heavy metals (such as cadmium and lead) because of the presence of zinc smelters. This causes environmental health risks, such as renal dysfunction, osteoporosis, an increased risk of bone fractures and of lung cancer, and higher mortality. In addition, inconsistent information has led to scepticism, distrust and anxiety. Past initiatives undertaken to overcome these problems resulted in local community resistance, since they perceived that they had to solve the problem while they were not responsible for it. The fact that they could not participate in the decision-making process caused a kind of indifference and a lack of trust and engagement.

A local environmental health action plan (LEHAP) has been set up by the Flemish Institute for Health Promotion and Disease Prevention, which goes beyond what currently existed and tries to overcome the distrust of the population. To achieve success, a phased interactive preliminary policy process has been designed. In a first step, a multidisciplinary group of scientific experts was consulted about the question 'How can we reduce the environmental health effects caused by the historical cadmium pollution in the neighbourhood of the zinc smelters?'. They developed a detailed policy analysis, indicated their major concerns and suggested a compact set of recommendations. In the second phase we took this set of recommendations to the local community, including representatives of the factories; workers organisations; local, regional and Flemish government; environmental and health agencies; community workers, citizens, doctors and schools.

We presented the outcomes of the session to them and asked them to complete the analysis and to translate the recommendations into concrete measurements. After two interactive workshops and some desk research this resulted in a new local environmental health action plan and also a new form of cooperation or partnership between all parties involved: a multidisciplinary 'steering group' will discuss further (policy) issues and measurements; a 'communication task force' will organise and coordinate the information flows to the public and several 'project groups' will further develop the new measurements-projects. Furthermore, a 'heavy metal charter' has been designed that lists the major agreements and describes the specific cooperation model. All the parties in the cooperation model will (hopefully) sign this charter. The idea of the project was to enable the community to identify their needs and the necessary actions, to enable them to cope with their environment in a more effective way. Through a cooperative, interactive, constructive engagement process, this project has aimed to create a 'healthier environment' on a local scale - not only physically, but also mentally and socially. With increased mutual trust and understanding between the different parties involved, a stronger feeling of mental and social wellbeing, a concrete and effective action plan and a new form of cooperation and new social dynamics, the results, so far, have been positive.



DIGITAL WEEK IN GHENT

Submitted by City of Ghent

Contact details of lead applicant

Organisation	City of Ghent
Address	Bellevue 1, 9050 Ledeborg
Country	Belgium
Size	>100
Contact Person	Martine Delannoy
Function	Program Director Digital Divide
Email	martine.delannoy@gent.be
Web address	www.gent.be/digitaleweek

Level of government organisations involved

Local

Type of sector

Education (higher and lower), training and learning; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform, sports, youth, culture and art; Science, research, innovation

Key words of project

Digital divide, access, IT technologies

Case description

Widespread access to modern information and communication technologies (internet, TV, telephone) is considered to be a driving factor behind the EU's efforts to become the world's leading knowledge-based economy (Lisbon strategy). However, poverty or lack of basic ICT skills still prevent this ambition from turning into reality, while at the same time effectively barring businesses from potentially highly lucrative markets in the EU-15 as well as in the new member states.

The city of Ghent has developed a long-term strategy with a horizon of 2020. Many issues, such as the digital divide, have become strategic programmes (18 in total). This means that the city recognises these problems as a priority and wishes to deal with them through a horizontal strategy and with the help of many organisations active directly or indirectly with the issue. The strategic programme 'Digital divide of the city of Ghent' aims to provide equal opportunities to all inhabitants when it comes to information, communication and participation. More, better and more regular usage of ICT (PC, internet, digital TV etc.) at school, at work and at home and in free time is the goal. This will be realised through a well-balanced combination of solutions focusing not only on material access but also recognising the need for better skills and a greater motivation to learn.

The project 'Digital Week', which originated in France in 1998, helps the city council to reach this goal. The first Belgian Digital Week was organised in 2001 and in 2009 the city of Ghent will participate in the Digital Week for the fourth time. During this event the Ghent city council, the city services and external partners will organise various free activities at different locations in Ghent. This Digital Week aims to awaken an interest in the capabilities of ICT applications for a wide audience in order to achieve effective and regular usage of ICT. The target group is very diverse: seniors, youth, families with low incomes, city staff, scholars, people with disabilities, etc. The Gent city council calls on local organisations (associations, schools, social service departments, cultural centres, etc.) to propose activities concerning the internet or new media, either by themselves or through some sort of cooperation. The interested organisations will have the opportunity of a free booth at the 'Digital Doebeurs', the kick-off event for the 'Digital Week' in the Ghent cultural centre 'De Centrale'. After every Digital Week, all the organisations sit together to evaluate the efforts and make decisions regarding the next Digital Week.



ATRIUM

Submitted by Agentschap R-O Vlaanderen

Contact details of lead applicant

Organisation Agentschap R-O Vlaanderen
Address Koning Albert II-laan 19, Brussels
Country Belgium
Size >100
Contact Person Valérie Evers
Function Communication Officer
Email valerie.evers@rwo.vlaanderen.be

Level of government organisations involved

Regional

Type of sector

Regional policy and development, decentralisation

Key words of project

Atrium, partnership, learning network, mentorship, town and country planning

Case description

Until recently, the organisation 'R-O Vlaanderen Agency' was known under a different name and structure. There was little coherence between the head office in Brussels and its five provincial divisions since different software was used, organisation charts differed and tools were not harmonised. Stakeholders perceived the Agency as not very customer friendly, as a verifying authority and as a fairly unreliable partner. Obviously the situation required urgent action.

Hence a project was set up in 2007 and was labelled an 'optimising project', to reshape the organisation into a customer-directed and efficient organisation with 'self-steering' teams, in which knowledge and integrity are firmly rooted. As an essential tool to achieve this goal, R-O Vlaanderen developed 'Atrium' as a mentorship project (learning network). Atrium is a partnership on three different administrative levels: regional, provincial and local level (municipalities) aiming to make them work effectively. Due to the implementation of new regulations in the field of town and country planning, the local authorities are taking up new responsibilities and the Agency will have to formally shift towards a more supporting and guiding role. Atrium is conceived to comply with the new legal framework, and help local administrations with their new tasks. The Flemish Government for example provides financial support for local councils to hire a trained urban planning expert. Atrium is the forum where the Flemish Government and these 'decentralised' experts meet, to exchange experiences and learn from each other. The network is also innovative at an ICT level as a common digital platform is used to share information, make appointments, discuss specific topics etc.

Atrium meetings are used in order to exchange best practices, ideas and experiences. By using Atrium meetings, time and money are saved, expertise is exchanged and officials that work on a solitary basis have the opportunity to network. The Atrium '3PO' meetings (standing for a tripartite meeting) is an official meeting between the spatial planning officials of a local authority, RO-Vlaanderen and other parties involved (e.g. architect or designer). The goal is to discuss projects in the early stages of conception. In this way, eventual problems are detected very early, and can generally be remedied more easily. With 3PO, the Agency aims to support local authorities on an individual basis. Through this 'early detection' opportunity, a lot of time and money can be saved. Furthermore, kick-off meetings are organised in order to give participants the opportunity to get to know each other, as an informal atmosphere between group members is vital for a good exchange of experiences. It is equally important that participants are able to influence and guide the choice of topics. The kick-off meeting also provides the opportunity to agree upon a memorandum of understanding with regard to the functioning of the Atrium. In addition, each local spatial planning officer has the opportunity to ask the members of the Atrium network for advice. In case they need specific information, they can address themselves to coaches who will try to find the proper expert. A digital platform is used to share information, make appointments, discuss specific topics etc.



INOVANT

Submitted by Province of Antwerp

Contact details of lead applicant

Organisation Province of Antwerp
Address Koningin Elisabethlei 22
 2018 Antwerp
Country Belgium
Size >100
Contact Person **Kris Bonner**
Function Quality Manager
Email kris.bonner@admin.provant.be
Web address www.inovant.be

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Improving service delivery, changing service culture, innovative cooperation

Case description

Two training institutions in the Province of Antwerp that provided a range of short-term and long-term training programmes designed for local authority employees at all levels have been successfully merged into a new autonomous public-sector corporation with a new legal form (Autonom Provinciebedrijf (ABP)/Autonomous Provincial Corporation), the first for a Province in the Flanders Region. Top Management has thus been able to generate business turnover by using a new Flemish regulation as a lever, rather than acting under a statutory obligation. Nevertheless, management did not initially agree fully to the idea of a merger and no detailed interpretation of the rules imposed by the new regulation was available at that time and the move was clouded with uncertainty, calling for a leap of faith. In the light of all of the above, a new Deputy pointed to the need for a fundamental change to the structure and level of service of the two training institutions and provided a new strategic impulse in order to put the new regulation into effect.

Consequently, the business unit Quality & Organisational Development, in collaboration with an external consultant, began to proactively coordinate the drafting of a detailed change programme. All the stakeholders concerned were gradually involved during the project management cycle. The consistent, yet flexible, holistic approach adopted over the next 14 months led to teams being set up and guaranteed that all aspects of the merge were taken into consideration. The starting point was the definition of a new and inspiring vision and a mission statement that reflects the marked changes occurring in the training market. The initiative culminated in new business processes designed for the new internal organisation. In parallel, an ambitious business plan translated all the business options identified by the (top) management team, including the financial investments to be made, into a professional management instrument for the next four years. The overall package gradually boosted motivation throughout the whole organisation. Strong communication skills proved once more to be a key factor for success in a 'top-down' as well as a 'bottom-up' approach to all the parties involved. Steering Committee meetings were held every six weeks to discuss the project status and the committee was open to the suggestions made by the project leaders on issues that came up. During the final months of the transition period, an interim manager was asked to coach the operational team and implement concretely the planned change. The official launch of the new training company with the stakeholders was based on a publicity and communications plan presenting the new name (INOVANT) and a new and attractive logo. With a dynamic team in place, the new and carefully selected General Manager can now focus on the concrete business challenges ahead looking at a bright future that is already on the horizon!



DEVELOPMENT AND OPERATION OF INTERNATIONAL AIRPORTS AT LARNAKA AND PAFOS

Submitted by Ministry of Communications and Works

Contact details of lead applicant

Organisation	Public Works Department, Ministry of Communications and Works
Address	165 Strovolos Avenue, Nicosia
Country	Cyprus
Size	>100
Contact Person	Alecos Michaelides
Function	Director Public Works Department
Email	amichaelides@pwd.mcw.gov.cy
Web address	www.cyprusairports.com.cy

Level of government organisations involved

National

Type of sector

Transport and infrastructure

Key words of project

Concession Agreement - Cyprus Airports

Case description

The accession of the Republic of Cyprus to the European Union has been a catalyst for crucial changes in the political, economic and social environment of Cyprus. Amongst these changes, the development of the country's two international airports at Larnaka and Pafos has been at the centre of the government's plans for continuing infrastructure renewal. The airports represent the 'Gateways to Cyprus' both in a physical and in an economic sense, not only because Cyprus is an island but also because international tourism represents a major contributor to Cyprus's economy. To that end, the government was seeking an agreement with the organisation to develop and operate the airports to such a standard under a concession arrangement.

The project is a 25-year build-operate-transfer (BOT) concession for the operation and development of the country's two international airports at Larnaka and Pafos. The aims are to ensure the timely development of airport facilities matching international standards in order to match the growing needs of the Cyprus economy: to create airport facilities and a management structure that can be compared with best European practices, to develop and manage the facilities in a profitable way and to maintain the competitive position of the airports in the European market. Under the terms of the agreement, the concessionaire (Hermes Airports Limited) has taken over the existing airports and is constructing new passenger terminals and associated infrastructure such as the connecting access roads, coach parking spaces, taxi and private car parking areas. At both airports, major upgrades to the existing passenger terminals have been made, with the complete redevelopment of retail and catering outlets, expansion and modernisation of arrivals facilities and meet-and-greet areas. Beyond the structural works (reinforced concrete structure and steel roof structures), the building services (electrical networks, heating, ventilation and air-conditioning), the external and interior finishes and the external works, the scope of work includes the airports equipment as well, such as the baggage handling systems, the security systems and the airports information management systems. During the project, specific attention was given to the environmental approach in terms of delivering energy-efficient solutions for the airport operation systems and providing environmentally friendly airport structures.

Together, the new terminals will be able to handle over 10 million passengers annually to a high level of quality standard (in 2006, 7 million passengers). The new Pafos International Airport already came into full operation on 17 November 2008, without exceeding the budget or deadline. The smiling passengers at the Pafos Airport show that they are satisfied with the new facilities and services offered. Through the attraction of tourists, there is immediate evidence of impact on the local economy, since it has generated more jobs and opportunities in the area.



NeFF - A NETWORK FOR FAMILIES - THE DORMAGENER MODEL

Submitted by Stadt Dormagen

Contact details of lead applicant

Organisation	Stadt Dormagen, Department of Schools, Families and Senior Citizens
Address	Paul-Wierich-Platz 2 D-41538 Dormagen
Country	Germany
Size	1-25
Contact Person	Gerd Trzeszkowski
Function	Leader of the Department for Schools, Families and Senior Citizens
Email	gerd.trzeszkowski@stadt-dormagen.de
Web address	www.dormagen.de

Other Applicants

Kindergartens, schools, Caritas and other comparable institutions, medical centres, any social consulting, higher government organisations, youth welfare, including churches, sports clubs

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Social welfare services, family network, youth social care

Case description

Children who get help from the youth welfare departments live under difficult conditions - often in poverty. The statistics show that 90 per cent of all children in Dormagen are receiving help, in particular for education.

The Dormagener model is part of a comprehensive Network for Families (NeFF) programme and focuses on ways to minimise the possibility of child abuse occurring in an infant's home. In addition, the programme seeks to ensure that all children are given the opportunity to grow up in a safe, secure and healthy environment in Dormagen. The NeFF is part of an early warning system for the prevention of child abuse and neglect by introducing a family support system the family as early as possible. A key component of the model is a home visit by social workers prior to the birth of a child. At this visit, a new baby greeting package is delivered and an initial assessment of the home environment is made by social workers. In this way, parents get to know someone to whom they can direct any relevant questions. After the birth of the child, social workers from the Youth Welfare Office will visit the home to check on the wellbeing of the new born child, and ensure all is well.

The implementation of this project has triggered changes in child and youth welfare. One example is grouping youth-, flat- and school management into one organisation unit, which, since September 2005, is under the control of one department budget and an employee for the coordination of prevention of child poverty. Additionally, there has been a marked improvement in the cooperation of health centres, schools, kindergartens, paediatricians and gynaecologists and youth welfare with health projects like 'ProKita' and 'Gewichtig'. Since February, 2008, midwives and doctors give guidance and information to all pregnant women, published by BZgA and the city of Dormagen. Furthermore, if children are not registered to the kindergarten on time, or if irregularities appear with the school registration, home visits are now obligatory, which creates a prevention chain in the life of the child. In addition, the primary schoolteachers visit the first graders and their families. A prevention network has been organised which focuses on improving health education and education in general, reintegrating disadvantaged families, and on training skilled workers to work in day-care centres and elementary schools.

Conclusively, the aim of the project is to maximise child welfare in Dormagen by protecting the children's basic needs, providing early support for disadvantaged families, and a concrete prevention network.

THE LICENSE TO DIG

Submitted by Hessisches Ministerium für Umwelt, Energie, Landwirtschaft und Verbraucherschutz

Contact details of lead applicant

Organisation	Hessisches Ministerium für Umwelt, Energie, Landwirtschaft und Verbraucherschutz
Address	Str. 80 65189 Wiesbaden
Country	Germany
Size	>100
Contact Person	Mustafa Dönmez
Function	Head of Department Site Remediation
Email	mustafa.doenmez@hmulv.hessen.de

Other Applicants

HIM GmbH, Bereich Altlastensanierung

Level of government organisations involved

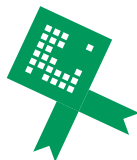
Regional

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Soil contamination, clean-up, citizen involvement, public participation



Case description

Between 1827 and 1927 one of the first German chemical factories run on the site in Lampertheim-Neuschloss (State of Hesse) and caused severe soil- and groundwater contaminations. In 1927 the plant was shut down leaving behind soil contamination. After World War II the site was developed for residential housing for 600 inhabitants. When the soil contamination was (re-)discovered, the site had already been sold and split into many privately owned lots and the urgent need for an appropriate clean-up action became obvious.

According to the 'German Soil Protection Act' the private home-owners became legally responsible for carrying the costs of the clean-up. The joint goal of the State and the citizens was to carry out a socially sound, environmentally appropriate and legally defensible clean-up. The problem of 'innocent ownership' was solved by a frame contract between the State and the citizens who agreed upon a fair cost-sharing. The citizens were affected by the direct contact with the contaminants and their property needed to be cleaned-up. These facts generated the urgent need for citizen involvement by public information and participation. The citizens were concerned about their health, the value of their property and the effects of a clean-up action. In the large-scale clean-up actions in Stadtallendorf and Hessisch Lichtenau, the State of Hesse and its project management company HIM-ASG had developed suitable approaches for public participation, which could be used in a tailored selection in Lampertheim-Neuschloss. The approach aimed for land remediation combining technical requirements to protect humans and nature with social acceptance. An important task in this context is to establish trust and confidence between the affected citizens on the one side and the decision makers of the remediation agency and the respective authorities on the other. Thus, the following was accomplished: transparency (regarding decision making and responsibilities); acceptance, consent and satisfaction of the citizens; a culture of joint focus; strengthened trust in political institutions; public participation and information; reduction of cost by avoiding enforced stand-stills in construction and other possible impediments induced by potential lawsuits. The main element of public participation was the establishment of the 'Public Participation Office Neuschloss' in 2001 which will remain in operation throughout the entire clean-up action (2002-2010). It is funded by the State of Hesse and acts independently as a point of contact, a connecting joint, a moderator and a mediator between the citizens and the public institutions including the State.

The innovative and thorough public participation approach was successful in limiting conflicts between the citizens and the public institutions and avoids any legal struggles and construction delays. The reduction of the time needed to carry out the clean-up limited the time of disturbance for the citizens and the overall project costs for the State of Hesse. The State's approach proved to be successful as a joint effort by citizens and the Government for an active partnership to establish environmentally safe living conditions.



PARTNERSHIP WITHIN THE MUNICIPAL NETWORK-ORGANISATION OF THE CITY OF DARMSTADT

Submitted by HEAG

Contact details of lead applicant

Organisation	HEAG Holding AG - Beteiligungsmanagement der Wissenschaftsstadt Darmstadt
Address	Im Carree 1 64283 Darmstadt
Country	Germany
Size	1-25
Contact Person	Gitta Biewald
Function	Assistant to the Executive
Email	gitta.biewald@heag.de
Web address	www.heag.de

Level of government organisations involved

Local

Type of sector

Regional policy and development, decentralisation

Key words of project

Management of municipal affiliates, network organisation, in-house-consultant, coaching, management of synergies, tight municipal budget

Case description

Until now there has been no central steering unit for the 160 municipal affiliates, which means that they are all focused independently. As a result, in 2006/07 the management of municipal affiliates of the city of Darmstadt was reorganised in a more innovative way. In this context, HEAG as a partner of the municipal affiliates of the city of Darmstadt acts as an in-house consultant and controller of all its entities. Due to the competence and experience of HEAG as a holding, the new concept of the management of all municipal affiliates was developed in tight cooperation.

The aim of the project is to concentrate on an integrated view of the portfolio of municipal affiliates, and to advocate mutual cooperation between them, so that it is possible to discover the large potential of synergies. Thus, the HEAG is the point of intersection in this municipal network-organisation. It aims to improve communication, cooperation and the structure of Darmstadt's municipal affiliates within each of the seven strategic business units, which will ultimately lead to important benefits for the city of Darmstadt and its inhabitants. The tasks of the HEAG include all relevant duties of the management of municipal affiliates such as controlling the municipal affiliates, the administration of affiliate data and in-house consulting. It also supports strategic projects; offers assistance and training to the members of the magistrate, the city council and the municipal affiliates' supervisory boards. For this, it was necessary to balance the targets of the companies with those of the city.

Another innovative topic is the framing of a Public Corporate Governance Codex, which applies to the whole municipal economy of the city of Darmstadt. The Codex mandate describes not only the rights and duties of each body (such as supervisory board, managing team, general assembly), but also the processes of the municipal network-organisation. Therefore this Codex is a policy for all municipal affiliates as well as a manual for all bodies of affiliates.

The integrated strategy of the municipal affiliates is a comprehensive and successful result of the partnership between the city of Darmstadt, the HEAG and the involved municipal affiliates. The project improved the transparency of the whole portfolio and relevant municipal affiliates by producing regular reports. Furthermore, a database has been set up containing all relevant information, such as legal information, financial key ratios and so on.



INTEGRATED PATHWAYS TO ACTIVE SOCIAL AND ECONOMIC INCLUSION: ACTION PLAN SOCIAL CITY DORTMUND

Submitted by Municipality of Dortmund

Contact details of lead applicant

Organisation	Municipality of Dortmund
Address	Südwall 2-4 44122 Dortmund
Country	Germany
Size	>100
Contact Person	Ullrich Sierau
Function	Deputy Manager, Head of Department for Planning, Urban Design and Infrastructure
Email	usierau@stadtdo.de
Web address	www.sozialestadt.dortmund.de

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Social problems, unemployment, action plan, job creation, social cohesion

Case description

Traditional industrial production in Dortmund has declined significantly and more than 70,000 jobs have been lost. The city countered this with the concept of the 'new Dortmund' in order to promote the small enterprise sector and sunrise industries such as IT, micro-systems technology, biomedicine and logistics. This allowed positive structural change and the creation of more than 30,000 new jobs. Although Dortmund perceives itself today as a city of families, in which education, parenting and the expansion of childcare are the focus, the radical changes caused deep-rooted social problems at the same time, as manifested by a high unemployment rate, social isolation and disadvantages in the educational system.

In order to tackle these problems systematically, the city council ordered a scientific study to be carried out in 2005. On the basis of the study's results and the draft of the Action Plan, a broad public debate took place regarding how the social situation in Dortmund could be improved. The outcome is the Action Plan Social City Dortmund 2008 ('Action Plan'), which concentrates on the following main topics: 'Generate jobs for Dortmund', 'Combat child poverty, empower children and parents' and 'Strengthen the social cohesion in the social districts'. Furthermore, the Action Plan focused on 13 social environments ranked under the urban average, and which were identified on the basis of the scientific study. It is characterised by the combination of an ongoing discussion and citizen participation with the immediate realisation of previously agreed results.

One of the first steps of the Action Plan for young people is the extension of the programme 'Transition from school to career.' The project's long-term focus is to combat child poverty, resulting in effectively reducing unemployment and poverty. Since a good education is the key to a secure future, an additional € 4 million were mobilised in 2008 for projects related to combating child poverty. Furthermore, it has been observed that the target group of long-term unemployed participated only minimally in the discussion processes surrounding the Action Plan. Thus the associates of the action bureaus are focusing on this group by involving them in the development of the districts. The concept of these bureaus is to be open to the participation of other organisations and initiatives in order to produce ideas and collaboration in connection with a comprehensive approach of action. One of their tasks is to develop job potential in the action districts and to generate projects together with the inhabitants of the districts, as well as offering social work such as psychosocial care, addiction counselling and debt advice services.

By the end of 2008, 55 additional measures impacting 30 000 people could be implemented across the city. A status report in December 2008 shows that in politics and administration, new avenues of cooperation were created between urban planning, promotion of economic development, social planning and child and welfare services, in order to establish an integrated approach to the improvement of the social situation.



SONDERABFALLMANAGEMENTGESELLSCHAFT mbH (SAM)

15 YEARS OF A SUCCESSFUL PRIVATE-PUBLIC PARTNERSHIP

Submitted by Ministry of Environment, Forestry and Consumer Protection in Rhineland-Palatinate, Department Waste Management

Contact details of lead applicant

Organisation	Ministry of Environment, Forestry and Consumer Protection in Rhineland-Palatinate, Department 107 Waste Management
Address	Kaiser-Friedrich-Straße 1 Postfach 3160, D-55116 Mainz
Country	Germany
Size	25-50
Contact Person	Dr Gottfried Jung Dr Rainer Meffert H.-J. Schulz-Ellermann
Function	Head of Waste Management Department / Managing Directors of SAM
Email	gottfried.jung@mufv.rlp.de rainer.meffert@sam-rlp.de schulz-ellermann@sam-rlp.de
Web address	www.sam-rlp.de

Other applicants

Sonderabfallmanagementgesellschaft mbH (SAM)

Level of government organisations involved

Regional

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

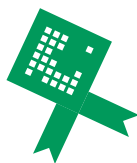
Private-public partnership, controlling and monitoring of hazardous waste streams, 'polluter-pays-principle'

Case description

In the early 1990s the situation regarding the disposal of hazardous waste (such as highly inflammable, corrosive, carcinogenic or toxic material) was critical throughout Germany. The Federal States in Germany, such as Rhineland-Palatinate, are responsible for the enforcement of waste disposal regulations and for the supervision of waste disposal.

To fulfil these obligations in the hazardous sector in Rhineland-Palatinate, Sonderabfallmanagementgesellschaft GmbH (SAM) was founded in August 1993 as a private-public partnership organisation bringing together a public administration and the private waste industries themselves. SAM is responsible for the supervision and monitoring of hazardous waste streams into and out of Rhineland-Palatinate. It is responsible for the two-level control procedures of both national and international movements, i.e. for the import and export of waste which has to be notified to the competent authority. Firstly, the waste generator has to describe, and if necessary, analyse and declare his hazardous waste to a waste disposal plant and to SAM which has to approve the desired disposal option. Secondly, national and international waste shipments are controlled by evaluating movement tracking forms, e.g. controlling of the waste streams which have physically been disposed of. Furthermore, SAM is acting as the so-called focal point of Rhineland-Palatinate to authorities of other Federal States or foreign countries in the field of hazardous waste monitoring. SAM GmbH finances itself by fees which can be directly attributed to the person causing the particular effort from SAM. This means the 'polluter-pays-principle' is 100% implemented and the ordinary taxpayer is not affected at all. By law profit maximisation it is not the aim of the company. Only the costs for operation have to be covered. The company is directed by two managing directors. A total of 38 staff members are organised in three main departments and four special staff sections fulfil their obligations to the benefit and contentment of the environment, the clients, the shareholders and the technical supervisory body. The aim of choosing the form of a private company was to create a structure which facilitates fast decision making and is client orientated. The administrative expertise is provided by the Federal State of Rhineland-Palatinate and the practical, economic and technical expertise is provided by the private waste management companies.

Measurable results of this scheme are that the amount of hazardous waste controlled in Rhineland-Palatinate is five times higher than in the year of foundation; the number of transactions was three times higher in 2007 than it was 1994; and the fees could be reduced from 12% of the disposal price in 1994 to 3%.



TANDEM IN SCIENCE: NETWORK FOR INTEGRATION PROJECTS

Submitted by Paul-Ehrlich-Institute (PEI)

Contact details of lead applicant

Organisation Paul-Ehrlich-Institute, Federal Agency for Sera and Vaccines
Address Paul-Ehrlich-Str. 51-59
D-63225 Langen
Country Germany
Size >100
Contact Person Andrea Früchtl
Function Assistant Head of the Unit 'Personnel'
Email fruan@pei.de
Web address www.tandem-in-science.de

Level of government organisations involved

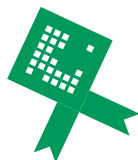
National

Type of sector

Public health and social welfare/affairs

Key words of project

Network, integration, trans-national and national cooperation, employment policy issues, vocational training, academic education, job market



Case description

In the past, measures and initiatives for integrating disabled people into the working world and employment in Germany mainly focused on low-level qualifications. People with physical impairments are clearly underrepresented in science and research, although, if provided with the appropriately adapted supports, they would be able to study and/or work in the profession for which they are trained.

The Paul-Ehrlich-Institute (PEI) developed a project in which people with disabilities were offered appropriate and attractive employment opportunities within their physical but especially their intellectual capacities. These activities were integrated into a working environment which provided a high degree of independence. Hence, the aim of this project is to enable disabled employees to achieve a high qualification in their workplace and at university.

Part of the project is a development partnership initiated on the basis of a network to use project-specific effects and results extensively on a long-term basis. Operative partners were first found among public administrations, universities, small companies and self-help organisations. All parties involved were able to contribute their individual expertise and experience. The project thus operated on the basis of different issues and partners to address job market policy problems. The focus was on certain issues, and working groups were formed appropriately to use the resources and know-how of all participants effectively. Strategic partners could also be won for the project to discuss specific problems and develop joint activities for new approaches. These results at a national (German) level were also made available to the trans-national partners, who approached the integration issue with other focuses. In exchange with other European countries a very varied complex of issues was thus initiated in a network with a great variety of partners. Ideas are therefore exchanged at all levels.

Persons in charge of personnel departments are seeking contact in order to obtain advice and support from the responsible project members of the PEI on their integration measures, their implementation, and financing plans. Furthermore, close contacts with the company forum are maintained, consisting of representatives of major companies in industries, who are undertaking to orientate their company policies consistently to disabled staff members and customers. This illustrates that the cooperation has long-term effects and that the subject has gained popularity.

The work achieved until now, the contacts and the reputation of the PEI project group will also be used in the future since new project ideas are already being developed and new project partners have already expressed their interest. Thus, it will be possible to start a project to promote disabled bachelor students and their integration into the employment process in the year 2009. The network for integration projects continues to grow beyond the time of its official end and establishes long-term measures both for its previous as well as its new participants, who communicate the integration concept to management levels for the long term, thus offering a basis for good collaboration.



KFZ-ONLINE (ONLINE VEHICLE REGISTRATION)

Submitted by Landesamt für Bürger- und Ordnungsangelegenheiten Berlin (LABO)

Contact details of lead applicant

Organisation	Landesamt für Bürger- und Ordnungsangelegenheiten Berlin (LABO)
Address	Friedrichstr. 219, 10958 Berlin
Country	Germany
Size	>100
Contact Person	Dietmar Wisotzky
Function	Director
Email	dietmar.wisotzky@labo.berlin.de

Level of government organisations involved

Local

Type of sector

Transport and infrastructure

Key words of project

Vehicle registration

Case description

The state office for residents and regulatory affairs (LABO) is responsible for the registration of motor vehicles in Berlin. One and a half million cars are registered and the office is visited by a large number of people each day. Big companies with a lot of cars manage them in their own inventory management system, for example SAP. Most of the time, private car registration services manage this official registration at the state office for residents and regulatory affairs. Since this process is very time-intensive and paper based, it is outsourced.

In 2008, LABO, the local IT provider Steria-Mummert Consulting and the Berlin street cleaning authority (BSR) conceived the idea of using the data maintained in the BSR inventory management system to register their cars. In this manner the time intensive processes should be minimised as far as possible, and since every step can be tracked, greater transparency should be achieved. As a result, the project 'Kfz-online' has been initiated. The main objective is to exchange data in an XML format. This ensures that all companies can use the system independently of their own software type. TÜV and DEKRA are the specialist organisations responsible for the technical descriptions of custom-built cars. They also use XML formats making data share possible. The platform contains all known Federal Motor (KBA) data checks and thus contributes to high accuracy of the data prior to the authorisation. Erroneous data is identified and ensures that registration is done only once.

Kfz-Online runs three processes: car registration, registration of car rebuild and registration of change of ownership. Last but not least the billing should not take place at the same time as the registration but it should be done by a monthly transfer so that the registration process is kept simple and easy. The company can use delivery services to deliver certification and license plates to customers. The project is being implemented in two phases. A test phase was started by specialists on both sides in April 2009. The process runs through all steps of a car registration using realistic data. All tracking information is confirmed and the process is checked for defects. Should the process run correctly, the go-live phase starts and the system will be announced by starting a campaign encouraging other companies to connect to the system.

Through this process, costs (including personnel costs) and time can be saved for all partners. It will also foster greater transparency. In future, the project aims to extend the process to cars other than BSR cars.



ACTION STRATEGY

Submitted by Ministerium für Bildung, Jugend und Sport des Landes Brandenburg, Koordinierungsstelle

Contact details of lead applicant

Organisation Ministerium für Bildung,
Jugend und Sport des
Landes Brandenburg,
Koordinierungsstelle

Address Heinrich-Mann-Allee 107
14473 Potsdam

Country Germany

Size 1-25

Contact Person Angelika Thiel-Vigh

Function Head of the Office

Email angelika.thiel-vigh@
mbjs.brandenburg.de

Web address www.tolerantes.brandenburg.de

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Networking governmental and non-governmental organisations, tolerance, civil society

Case description

In the early 1990s, the number of violent assaults on immigrants increased explosively in Brandenburg. Right-wing extremist activities increased, especially in rural areas. This raised the awareness that action by all social forces is necessary. Therefore in 1998 the federal state government of Brandenburg established an action strategy, entitled 'Tolerantes Brandenburg', against violence, right-wing extremism and xenophobia, involving all departments of the government. The aim was to consolidate the idea of tolerance and democracy by focusing, inter alia, on the work of administrations, institutions, economy, clubs, educational institutions and public corporations. To accomplish this, the federal state government of Brandenburg cooperates with numerous partners of civil society.

In 2005, the action strategy was updated and renamed 'Tolerantes Brandenburg - for a strong and lively democracy'. This states the government's strategy to coordinate joint activities for democracy, freedom, cosmopolitanism and tolerance with its partners in civil society, to enhance civil society and voluntary work in Brandenburg. Globally the project intends to support society in confronting right-wing extremism. The reduction and proscription of violence as well as the support of victims are central aims of the concept. On the other hand, the consolidation of democratic structures in the public sector, the development of tolerance and solidarity as well as the consequent reduction of xenophobia are as important as the qualification of specialists in combating right-wing extremism and violence. Another fundamental aspect is the increase in preventive approaches. All in all, networking partners at local, regional, federal and increasingly European level by the 'Koordinierungsstelle Tolerantes Brandenburg' combine all these aims.

Instead of only 'fighting racism and right-wing-extremism' the focus now lies on the idea of a strong and lively democracy. This reflects the consequent endeavours of the government and its administration to improve the standard of living for all in Brandenburg. In order to increase the development of networks between different partners, the office 'Koordinierungsstelle Tolerantes Brandenburg', acting as a junction, has been established. It organises regular contacts and cooperation between the protagonists. It also promotes the organisation of campaigns and other events that stand for tolerance and democracy. Some of the partnerships work closely in a special 'advice network', where they bundle expertise to advise local alliances or people involved in cases of assaults. In Brandenburg, the 'advice network' consists of six regions. In each of them, mobile advice teams have been established, which operate by offering advice and information (community consulting) to consolidate democratic society, and which are in steady communication with local and regional initiatives, individuals or groups, mayors, parents, firms or local alliances.

In 2007, a national support programme took up this model and promotes networks of that kind nationwide in all federal states.



EUROPEAN CHEMICAL REGIONS NETWORK

Submitted by European Chemical Regions Network (ECRN)

Contact details of lead applicant

Organisation	European Chemical Regions Network (ECRN)
Address	Boulevard St. Michel, 80 1040 Brussels, Belgium
Country	Germany
Size	1-25
Contact Person	Michael Hack
Function	Director of the ECRN Network Secretariat
Email	office@ecrn.net
Web address	www.ecrn.net

Level of government organisations involved

Regional

Type of sector

Economic affairs, competition, SME; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation

Key words of project

Interregional cooperation, sector-specific, chemical regions, public administrations

Case description

In the 'European Chemical Regions Network' (ECRN), public authorities from 20 European regions with a high concentration of chemical sector businesses have successfully joined together to improve the competitiveness of their chemical industry sectors by commonly tackling specific challenges resulting from, among other things, EU legislation and globalisation. Additionally, the awareness of European policymakers concerning their specific interests and perspectives should be improved. For the first time, a sector-specific regional cooperation is taking place with a permanent network secretariat in Brussels. Within a very short time the network has managed to become a highly efficient service provider for its members and a recognised European stakeholder.

The ECRN is an association under German law and is financed exclusively by the membership fees of its member regions. Its activities and projects are based on the annual working and budget plan which is agreed upon by the General Assembly at the beginning of each year and then implemented jointly by the member regions and the network secretariat. The activities cover a wide range of topics and external and internal events. Externally, the ECRN regularly organises seminars, workshops, MEP evenings, webinars and a yearly Congress of the European Chemical Regions. The thematic focus lies on all issues relevant to the chemical regions in Europe, e.g. logistics, EU legislation, skills development, energy supply and climate change. The network is very active in general communication as several regular publications are issued, among them the printed 'ECRN-News' issued twice per year, a printed flyer with general information on the ECRN, and a 'who's who' booklet of the member regions. A detailed website with information on all events is also active. Furthermore, internal meetings of the Permanent Working Group, the Executive Board and the General Assembly take place regularly, in order to discuss any issues relating to the further development and activities of the network.

The advantages for the participating regions are obvious: the ECRN is open to all chemical regions in the EU and offers an immense added value concerning the leverage the member regions have when speaking to the European institutions with a single voice via the ECRN. Through this network the member regions gain the opportunity to exchange experience and know-how and to share best practices with partner regions from all over Europe and to jointly develop concepts for tackling common challenges. Through the publications, events and its ever growing high profile, the association also offers its members a very good opportunity to present themselves more effectively to a Europe-wide public. Thanks to the ECRN, the European chemical regions have been given the unique chance to build up close contacts with partner regions from all over Europe that have similar challenges to tackle, which has led to a constant exchange of know-how and best practice on the occasion of the many internal and external events.

Thus the ECRN represents a highly innovative form of cooperation among public authorities that can serve as a model for other sector-specific regional cooperation projects in the future.



HAUS DES LEBENSLANGEN LERNENS, CAMPUS DREIEICH (HOUSE OF LIFELONG LEARNING)

Submitted by Kreis Offenbach

Contact details of lead applicant

Organisation	Kreis Offenbach
Address	Werner-Hilpert-Str.1 63128 Dietzenbach
Country	Germany
Size	>100
Contact Person	Doris Reitz-Bogdoll
Function	Leitung Strategische Strukturprojekte
Email	d.reitz-bogdoll@kreis-offenbach.de
Web address	www.hll-dreieich.de

Other applicants

Max-Eyth-Schule (vocational school), Schule für Erwachsene (evening school for adults), Kreisvolkshochschule (adult education institutes), Musikschule Dreieich (music school)

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Education, lifelong learning, further education, e-Learning

Case description

Globally it is estimated that the world's information doubles every four years. This means that the knowledge acquired by students is soon outdated. Due to the continuous change in the job market and society, requirements for everyone are increasing. However, lifelong learning can counterbalance these deficiencies.

In consideration of the council resolution of 27 June 2002 on lifelong learning and the current political programme of the government of Hesse, the district of Offenbach developed a concept for a House of Lifelong Learning (HLL) - Campus Dreieich in 2008. The idea of HLL is to promote individual skills and abilities, to reduce disadvantages and to provide people with a chance to properly participate in the job market and society. It brings together three institutions plus a network of advisory and educational institutions. The centre of vocational training (Berufsschulzentrum) 'Max Eyth-Schule' offers educational training, general and further education; evening school leading to the Abitur (Abendgymnasium) helps the working population to acquire a better academic qualifications, and the district's adult education centre (Kreisvolkshochschule) caters for the broad and heterogeneous education, support and advisory needs of the public.

The establishment and development of a campus-concept for HLL in an educational and organisational context is a top priority. Lifelong learning as a comprehensive and integrated principle demands an end to what have been very segmented and separate areas of education, through the introduction of a pedagogical and organisational interconnection. The low participation rates of the less qualified in the education process are alarming in many European countries (see the latest OECD survey). One aim of this project is to (re)qualify these less qualified individuals, thereby improving their employability. The aim is to successfully integrate informal and formal education as well as extracurricular youth education. By participating in lifelong learning, the individual student is more able to successfully direct his life. The advice and education given by the programme generates and strengthens individual and social strengths by taking into account both the needs of the students and of society. HLL aims to promote educational and occupational integration and to identify and develop new forms of cooperation between educators and supervisors in the workplace. At the same time our project refers to the national call to lifelong learning and also changes in demographics. It concerns further education projects which contribute to an improved participation in education and the job world of the young and older citizens and which specifically take account of the qualification needs of SMEs.



OWL-VERGABEPORTAL (TENDERING PLATFORM EAST WESTPHALIA-LIPPE)

Submitted by Tendering platform East Westphalia-Lippe

Contact details of lead applicant

Organisation	Kreis Minden-Lübbecke - Zentrale Steuerung
Address	Portastr. 13, D-32423 Minden
Country	Germany
Size	1-25
Contact Person	Frank Breitenfeld
Function	Zentrale Steuerung
Email	f.breitenfeld@minden-luebbecke.de
Web address	www.owl-vergabeportal.de www.deutsche-evergabe.de www.healy-hudson.com

Other applicants

Gemeinde Hille, Kreis Gütersloh, Kreis Herford, Kreis Höxter, Kreis Lippe, Kreis Paderborn, Stadt Bad Oeynhausen, Stadt Bielefeld, Stadt Gütersloh, Stadt Halle (Westf.), Stadt Lübbecke, Stadt Minden, Stadt Paderborn, Stadt Petershagen, Stadt Porta Westfalica, Stadt Rahden, Stadt Rheda-Wiedenbrück, Stadt Rietberg, Stadt Werther (Westf.), Healy Hudson GmbH

Level of government organisations involved

Regional

Type of sector

Public service, modernisation

Key words of project

Electronic tendering, electronic government, public service, small and medium municipalities

Case description

E-Procurement, the purchase and sale of supplies over the internet, has become widely accepted in the private sector due to the fact that a reduction of process costs by up to 80% can be achieved. Public procurement and tendering processes on the other hand are often inefficient, time-consuming and expensive.

The 'OWL-tendering platform' is a project realised by the private company Healy Hudson in Hesse and several municipalities in the region of East Westphalia, Germany. A shared publication and tendering platform which is able to offer a continuous web-based tendering workflow without any media distribution has been set up. This enables the participating communities to carry out their whole tenders electronically from the first to the last step. Apart from the fact that this is an innovative way of realising enormous potential savings through a public private partnership, the business concept allows, in particular, small and medium-sized municipalities to profit from a modern and extensive tendering solution while paying just a small one-off fee for the implementation.

The running expenses are financed by potential bidders that participate in the tendering platform and who at the same time benefit from using the tendering platform. The research in the database with all available calls for tenders is free of charge. If a bidder decides to use the electronic submission assistant, a small fee has to be paid which is, nevertheless, much lower than the costs that would have to be invested by printing and sending the documents via mail. As there are very few technical requirements (no need to install any files etc.) a high bidder acceptance is normal.

Sixteen members have already joined the electronic tendering platform and, by doing this, they not only present themselves as innovative and modern, but they also actively encourage and support the regional economy with many small and medium-sized companies. With this project, potential savings can be realised on the bidder's side as well as on the side of the public authorities, thereby contributing to the optimisation and increasing efficiency of procurement processes. One main advantage of the concept is its modular structure, enabling further municipalities to join the project within a short period of time. Furthermore, the security is increased in several ways by using the electronic tendering procedure. If a bidder decides to place his offer electronically via the platform, an electronic assistant supports him and helps him through the process of filling out the required forms. If the bidder accidentally provides invalid information, the assistant points it out instantly, prompting him to prove his data. Placed offers are automatically verified with regard to their legality, their plausibility and their completeness, which subsequently leads to a higher quota of formally correct offers.



EUROPEAN NETWORKING OF CITY TWINS FRANKFURT (ODER) AND SŁUBICE

Submitted by City Administration Frankfurt (Oder)

Contact details of lead applicant

Organisation	City Administration Frankfurt (Oder)
Address	Stadtverwaltung Marktplatz 1 15230 Frankfurt (Oder)
Country	Germany
Size	>100
Contact Person	Klaus Baldauf
Function	Representative for International Cooperation
Email	klaus.baldauf@frankfurt-oder.de
Web address	www.frankfurt-oder.de www.twins-frankfurt.eu www.panoderama.de www.citytwins.eu

Level of government organisations involved

Regional

Type of sector

External relations and aid, development and enlargement

Key words of project

Network International Cooperation, City Twins, Sister City Partnership

Case description

For historical and economic reasons, these two cities, where stereotypes exist and where there are language and intercultural problems, have difficulty cooperating with each other. In particular, in 1989-1990 a negative image of the cities was propagated in the press and a visa regime existed in Poland. Furthermore, the border between the two cities presented a disadvantage to economic growth and social conditions. Since the structure of the Polish government underwent frequent changes, it was difficult to find the responsible person for every area and tasks.

Consequently, an international communications policy was developed as an instrument to solve these difficulties and to find the right way to understand and cooperate with each other. The aim was to develop a network and partnerships by planning a complex strategy with Slubice. Moreover, Frankfurt (Oder) is impressed by the use of marketing instruments to enhance the image and 'the corporate identity' of the cities. Another point is the strategy of research in the area of economics, development of the infrastructure and local growth. Furthermore, a project on building cooperative structures between the governance, politics, economics, local actors and public areas exists. Hence Frankfurt (Oder) and Slubice are following a cross-border approach that aims to improve the living conditions of their citizens in a sustainable way.

The communities on both sides had to form working teams and the following have been established: international cooperation, marketing, development of the city, economic research, culture, education and social work, and vision/working on projects. The two cities aim to prepare a paper about their common vision which is useful for the Local Handling Plan and the financial programme of Interreg IV A. The requirements for the content of the joint marketing plan 'European Double City' are sponsored by the citizens of Frankfurt (Oder). The cities are planning to use the presented resources when cooperating with other cross-border cities and when exchanging knowledge, e.g. City Twins. This is why a Local Action Plan 2010-2020 for both cities has been developed, aiming, among others, at the following goals:

- Finding a strategic concept for concrete areas and decisions on communal development;
- Developing a collective vision;
- Getting a commitment from participants to work better on the development of 'Local Action Plan 2010-2010' etc.

For the realisation of these goals, external experts and the citizens of both cities were consulted. During the project a lot of workshops strongly linked to each other by a common cross-border strategy were organised so as to start discussion about the preferences of each country. Moreover, there are conditions that have to be fulfilled by every citizen in Frankfurt (Oder) who engages in public initiatives and takes part in the process of decision-making. This is why they have to be able to fit in with each other better and develop new strategies in their region.



WEBLOG ENERGIAFOORUM.BLOGSPOT.COM

Submitted by Ministry of Economic Affairs and Communications

Contact details of lead applicant

Organisation	Ministry of Economic Affairs and Communications of Estonia
Address	Harju St 11, 15072, Tallinn
Country	Estonia
Size	>100
Contact Person	Kalev Vapper
Function	Director of Public Relations Department
Email	kalev.vapper@mkm.ee
Web address	www.energiafoorum.blogspot.com

Level of government organisations involved

National

Type of sector

Public administration, modernisation, reform

Key words of project

Climate and energy package, electricity market, national development plan, energy sector until 2020, weblog

Case description

2008 turned out to be a year of power engineering for the Ministry of Economic Affairs and Communications. It prepared two sizeable and important development plans - the National Development Plan for the Energy Sector until 2020 and the Development Plan for the Estonian Electricity Sector 2008-2018. In February 2009, the government approved the development plans and the Riigikogu will hopefully approve them in April. As both documents are decisions with a long-term impact, concerning the whole population of Estonia, the Energy Department and Public Relations Department of the Ministry focused even more than usual on its involvement. During the preparation of the development plans, it seemed important to take into account the opinions and positions of different stakeholders at the earliest possible stage.

The Estonian power sector was facing the questions of whether to continue with oil shale power engineering and in what manner, what the impact of the climate and energy package of the European Commission would be and what the full opening of the electricity market in 2013 would bring. A broad-based public discussion was therefore opened and three public forums with free participation for everybody were organised in the spring of 2008 and one in the autumn. As the time and space of the forums were limited, a weblog of energy forums was established. The objectives were to take the discussion out of the venue of the public energy forums organised by the Ministry, to provide an overview of the positions stated at the forum to those who could not attend themselves, to help journalists (with an emphasis on online press) to cover the forum and to convey the image of the Ministry of Economic Affairs and Communications as an open and innovative organisation. The blog reached a large number of those interested in and concerned with the subject and it was appreciated in conversations as a site where information was well-concentrated. It was thereby possible to expand the circle of people who were kept in touch with the discussion and could participate in it. The media, particularly postimees.ee and delfi.ee, used the blog as a direct source, which meant that the forums got considerably more coverage.

From the date of the weblog's opening on 9 March 2008 until 19 January 2009 it attracted 8086 visits from 3248 unique visitors. During that period, 98 articles were published on the blog and 55 comments were added to the articles. The address of the energy forum blog was mentioned 35 times in the media according to the monitoring.ee search engine.



COLLABORATION IN CATALONIA IN THE FIELD OF E-GOVERNMENT

Submitted by Consorci Administració Oberta de Catalunya (AOC)

Contact details of lead applicant

Organisation	Consorci Administració Oberta de Catalunya (AOC)
Address	Passatge de la Concepció, 11
Country	Spain
Size	50-100
Contact Person	Ignasi Albors
Function	Head of technical cabinet
Email	ialbors@aoc.cat
Web address	www.aoc.cat

Other applicants

Generalitat de Catalunya (Catalan Government) & Catalan local administrations through Localret Consortium

Level of government organisations involved

National

Type of sector

Information society, technology, media and audiovisual

Key words of project

e-Administration, information and communication, public services

Case description

The Catalan model to develop electronic administration that came into being by means of the Administration of Catalonia Consortium (AOC Consortium) is a model based on an integrated vision of all the administration entities. The idea was to implement an ambitious project of change and transformation in order to achieve transparent public administration, as a network and integrated as a whole, at the service of the citizens and the productive economy. It aims to simplify administrative procedures and foster collaboration and the exchange of information and communications technologies in their day-to-day management. The model enables public administration entities to cooperate in order to improve the development of electronic administration and the information society in addition to the design and development of solutions that take better advantage of positive externalities and economies of scale.

The AOC Consortium is a public body responsible for developing technological resources within the field of electronic administration that may be used in all the public administration entities in Catalonia by coordinating their relationships and interconnections. It develops tools and modules that enable efficient deployment in Catalonia through the modernisation and improvement of the public services, by guaranteeing the security of electronic transactions and proof of identity, and by playing a fundamental role in the promotion of interoperability. This mission is achieved by working in three strategic branches of activity, with a clear vocation of service and trying to advance the future needs that we can foresee in the current legal framework. 1. Inter-administrative collaboration services, aiming to strengthen the information exchange by telematic means among the public administrations in order to improve their own efficiency and effectiveness. That means promoting the information systems of the Catalan public administrations interoperability (IOP). This set of services makes it unnecessary to contact the citizens to hand in the relevant documents if the administration or public sector already has them, thus ensuring the observance of data protection legislation. This way could reduce time and costs in inter-administrative communications and procedures. 2. Common electronic administrations services, promoting the reusability of the e-Government solutions. 3. Identity, e-Signature and digital preservation, promoting security and offering trust in the internet use. The achievements and the interoperability could not have been achieved without partnership working between all the appropriate public sectors.



FUNDACIÓN COMUNIDAD VALENCIANA REGIÓN EUROPEA

Submitted by Fundación Comunidad Valenciana Región Europea (FCVRE)

Contact details of lead applicant

Organisation	Fundación Comunidad Valenciana Región Europea (FCVRE)
Address	Rue de la Loi, 227 B-1049 Brussels, Belgium
Country	Spain
Size	50-100
Contact Person	Balma Llansola Diaz
Function	Responsible for Awards
Email	bllansola@delcomval.be
Web address	www.uegva.info

Other applicants

Valencian Regional Government, Valencian Council of Chambers of Commerce, Valencian Federation of Saving Banks, Valencian Federation of Land Banks, Valencian Confederation of Employers Organizations, Valencian Federation of Municipalities and Provinces (FVMP), Intercitrus, Iberdrola, Federation of Irrigation Union Groups of the Valencian Regional Government, Executive Committee of Feria Valencia, Autoridad Portuaria de Valencia, puerto de Alicante, Port Castelló, IFA

Level of government organisations involved

Regional

Type of sector

External relations and aid, development and enlargement

Key words of project

PPP, dissemination of EU policies

Case description

Given its economic development and its efficiency in managing EU structural funds from 2000-2006, the Valencian region achieved a per capita GDP level above 75% of the EU average income, thus making it one of the most competitive regions in Europe. This consequently led to a decrease of more than 65% in European funds for the region for the period 2007-2013. Thus, the Fundación Comunidad Valenciana - Región Europea (FCVRE), a non-profit organisation, was created in November 2003 with the aim of promoting better knowledge of European policies and projects, and facilitating the participation of Valencian civil society, industrial groups, chambers of commerce, financial institutions, local development agencies, educational organisations and other stakeholders in European policies and projects. FCVRE works regularly with regional and local administrations, savings banks, chambers of commerce, universities and professional associations, among other partners. Through several financing programmes, the European Union helps to develop and modernise about 250 regions. In this context, FCVRE encourages Valencian citizens to get involved in searching for and receiving European funds. Since 2007, an active citizenship is even more necessary in order to counterbalance the loss of structural funds.

Since it was created in 2003, FCVRE has been involved in almost 90 European projects and five initiatives, meaning that €123 million has been invested in the Valencian region. Training programs are organised, including an elaborate working plan for European young professionals, civil servants, local representatives and technological institutions in order to provide a wide European-orientated experience. FCVRE has become a necessary tool to promote Valencian interests in Europe. Since its establishment in 2003, the Valencian Region is more influential in Europe and participates in more projects with other regions. The Valencian Regional Office in Brussels guarantees the representation of the Valencian Regional Government to the European Union (EU), delegations of other regions, embassies and related bodies in the European capital. FCVRE carries out a legal follow-up when EU initiatives affect the competences or interests of the Valencian Region. Furthermore, FCVRE provides expert guidance and advice to actors interested in European programmes and helps Valencian agents to find partners in order to develop projects co-financed by the European Union. In addition, it helps the Valencian Regional Government, local authorities and companies to contact European Commission officials.

PERSPECTIVE 2007-2013 - STRATEGIC PARTNERSHIP FOR REGIONAL COMPETITIVENESS AND SUSTAINABILITY

Submitted by Secretaría Autonómica de Cohesión Territorial, Relaciones con el Estado y con la Unión Europea, Consellería de Presidencia, Generalitat Valenciana

Contact details of lead applicant

Organisation Secretaría Autonómica de Cohesión Territorial, Relaciones con el Estado y con la Unión Europea. Consellería de Presidencia. Generalitat Valenciana

Address Palacio de Valeriola
Plaza de Nules, 2.
Valencia E-46003

Country Spain
Size >100

Contact Person Jose Luis Muñoz
Function Director of RFO Perspective 2007-2013

Email munyoz_josbon@gva.es
Web address www.perspective2013.info

Other applicants

State Cancellery. Saxony-Anhalt (Germany), Conseil Regional du Centre. Region Centre (France), and Regional Development Agency. North Great Plain (Hungary), Fundación Comunidad Valenciana Región Europea (FCVRE)

Level of government organisations involved

Regional

Type of sector

Regional policy and development, decetralisation;
Economic affairs competition, SME

Key words of project

Strategic partnership for regional competitiveness and sustainability, exchange of knowledge, cooperation, funding

Case description

Most of the institutions and the majority of the SMEs in the Valencia region (Spain), Saxony-Anhalt (Germany), Region Centre (France), and North Great Plain (Hungary) are not involved in any form of cooperation that could enhance the competitiveness of the organisations involved, since they lack information, trust, experience and initial funding.

The concept behind the Perspective 2007-2013 project is to provide a complex response to these problems with the intention of motivating the regional institutions and SMEs to actively take part in inter-regional cooperation projects and to build an innovative strategic partnership. In order to do so, the partner regional institutions have set up a joint fund supporting small-scale cooperation projects of various regional actors. The regional institutions provided assistance to the potential applicants in identifying the appropriate partners and establishing the partnership. Participation in the small-scale cooperation initiatives has provided a protected environment and a relatively low-risk possibility to test and learn the basics of implementing inter-regional cooperation projects.

The project has allowed the four participating regions to collaborate closely during the last three years with regard to the strategic issues of regional competitiveness, such as the Automotive Supply Industry, Renewable Energy and Waste Management. This has strengthened the effects of inter-regional cooperation and helped to overcome the obstacles of national frontiers by proposing the exchange of experiences between regions and reinforcing the inter-regional cooperation, which involved a modification in the institutional structures and traditional policies. Therefore the project had a positive impact at a political, economic and social level. The project made it possible for bodies and companies from the region to invest in their future, increasing their competitiveness and innovating day after day towards the improvement of society. In this context, a total of 47 bodies have been mobilised as partners in the 18 projects developed within the framework of this initiative. Among others, the following have been developed:

- Provisional studies and comparative analysis regarding further challenges as well as strengths and weaknesses of the participating regions in the fields of competitiveness and sustainability;
- A commission to discuss the common challenges and establish the development priorities of regional policy for the funding period 2007-2013;
- Regional sustainability and competitiveness projects and common innovative solutions in each field;
- A new regional participative methodology to involve the main regional actors from the four regions;
- A wide communication, evaluation and high quality management system to implement the project.

In summary, this initiative has proven to be the perfect instrument for channelling the efforts of the regional governments and for carrying out the principles of solidarity and cooperation between the European regions in order to better compete within a sustainable development framework.

REGISTER OF SOCIAL HOUSING DEVELOPERS

Submitted by Diputació de Barcelona, Gerència de Serveis d'Habitatge, Urbanisme i Activitats

Contact details of lead applicant

Organisation	Diputació de Barcelona (DIBA), Gerència de Serveis d'Habitatge, Urbanisme i Activitats
Address	Recinte de l'Escola Industrial. Edifici del Rellotge / C / Urgell 187, 2na planta 08036 Barcelona
Country	Spain
Size	>100
Contact Person	Maurici Armengou Iglesias
Function	Housing Services, Town Planning and Activities Management Bureau Director
Email	gs.hua@diba.cat
Web address	www.diba.cat

Level of government organisations involved

National

Other sector

Social Housing

Key words of project

Social housing, housing affordability, public-private cooperation

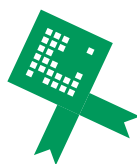
Case description

The difficulty for citizens of Catalonia to access affordable housing is increasing; in particular social housing is a major public concern in this and other European regions.

The Register of Social Housing Developers (Registre d'Entitats Promotores d'Habitatge Protegit, REPHP) was created in 2007 by Barcelona Provincial Council (Diputació de Barcelona, DIBA) with the objective of fostering concerted action with town councils in the Province of Barcelona to develop and manage social housing on municipal land through private developers (concerted developments on land that is not publicly owned and/or that do not have the aim of developing land subject to some type of public protection are expressly excluded). REPHP supports the town councils by means of technical, financial and legal assistance provided by DIBA and it provides a tool that facilitates the coordination of social housing developments with private developers.

REPHP implements a framework of public-private cooperation as it is based on a three-level partnership: 1. Diputació de Barcelona, which is a second-level local government body; 2. the local governments in the Province; with the authority to develop and manage housing, but with uneven capacities and resources. The councils are the beneficiaries of the support programme offered by DIBA; 3. local, national and foreign private developers (profit and non-profit organisations), with proven experience in the construction and operation of social housing. REPHP implements two differentiated stages: 1. an inclusion stage, pre-selection of the developers and registration with REPHP by means of a single tender; 2. award stage; a number of independent procedures for the awarding of specific developments through tenders restricted to developers registered with REPHP. It is organised into a section to develop social housing to be sold (alienation section) and a section to develop social housing for rent or for concession of use (land-use rights/administrative concession section). Thus, in all the developments that are not to be sold, the land continues to be publicly held and the property continues to be owned by the town council. REPHP consists of a special procedure that is regulated by the European Union and institutionally backed by the Government of Catalonia. The legal framework for the procedure is as follows: 1. Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public works contracts, public supply contracts and public service contracts.

Currently, 37 developers are registered in the alienation section and 19 in the right of use or administrative concession section. Seven developments have been awarded, which will mean a total of 185 new social housing units, 63% of which are for rent or cession of use. In the coming months 35 new developments will be awarded, i.e. a total of 969 new homes, 69% of which are for rent or cession of use. Thus, REPHP is making it possible for social housing to be developed in towns where until now resources did not allow such developments. This contributes towards balancing the right to affordable housing for all citizens regardless of the size of the town where they live.





EUROTOWNS NETWORK, THE MEDIUM SIZED CITIES NETWORK

Submitted by Manresa City Council

Contact details of lead applicant

Organisation Manresa City Council
Address Plaça Major, 1 - 08241 Manresa
Country Spain
Size >100
Contact Person Alain Jordà i Pempelone
Function Eurotowns President- Manresa City Council Councillor
Email glozano@ajmanresa.cat
ajorda@ajmanresa.cat
Web address www.eurotowns.org

Other applicants

Medium Sized Cities in Eurotowns: Eskilstuna, Gøvle, Girona, Hasselt, Heraklion, Jerez de la Frontera, Jyvöskylä, Kavala, Leewarden, Manresa, Mikeli, Molndal, Reggio nel Emilia, Sabadell, Sundsvall, Ulm, Varberg, Vigo.

Level of government organisations involved

Local

Type of sector

External relations and aid, development and enlargement

Key words of project

Eurotowns, network, local stakeholders, local action plans, sustainable development, innovation, sustainable mobility

Case description

Nations, regions and big cities have easier ways to represent their interests than do small and medium-sized cities, as they have formal channels of communication with European institutions. Cooperation is essential in order to meet such challenges for small and medium-sized cities since working collaboratively on the same problems enables them to find common solutions and learn about other experiences.

Eurotowns was created with the main aim of being the reference network for medium-sized cities. Today, it includes 19 cities from eight different European countries that wish to represent the interests of medium-sized cities in Europe in order to improve their positions in the European Agenda. The aim is to promote good practice exchanges in the subjects that are of specific concern to the partners, being the same concerns mentioned in the European agendas (environment, sustainability, competitiveness, labour, training etc.) and focusing on the knowledge economy, competitiveness and sustainability.

In this context, an annual programme of activities that helps the network establish a distinctive policy agenda for Europe's small and medium-sized cities has been developed. At the same time, all cities act as a forum for work and collaboration partnership and to facilitate access to funds to develop new projects. An innovative aspect of this network is that it works to improve local policies and translate the big European issues into the territory. Another characteristic is that the system for all the projects is shared by a nucleus of local stakeholders, always composed of public and private companies and citizens. At the moment, the network is working in two specific areas: expanding the knowledge economy and innovation, and providing effective, efficient and sustainable mobility.

One of the best practices and project experiences was 'Capture the Knowledge Network', aiming to optimise business innovation, growth and regional economic development through technology transfer and stimulation of the knowledge-based companies of network members. The activities carried out basically included study visits, staff exchanges, network meetings and master classes with 250 participants. The range of themes that the programme developed was completely adapted to local, complex problems, e.g. innovation, incubation, technology transfer and water technology. The results have led to a strong partnership at a local level between science, business, government and civil society. The diversity of experiences such as incubation for start-ups, creative industries or technology and science parks has provided the network with new strategic lines to develop that have been brought together in the CLIQ project, which started in 2009. This project enables partners to improve the way in which local and regional authorities promote an innovative culture for the whole society. The aim is to optimise innovation in SMEs and among entrepreneurs in medium-sized towns in order to rise to the challenges of globalisation. The long-term perspective of CLIQ is to optimise the benefits of globalisation and innovation for SMEs and entrepreneurs in medium-sized towns for the purpose of strengthening local policy and providing the capacity to support innovation more effectively.



PRIVATE AND PUBLIC SECTORS TOWARDS AN INNOVATIVE EUROPEAN GOVERNANCE

Submitted by Gobierno de Navarra

Contact details of lead applicant

Organisation Gobierno de Navarra
Address Avda. Roncesvalles nº 4, 1º
Country Spain
Size >100
Contact Person Ana M^a Lizarraga Dallo
Function Director
Email alizarrd@navarra.es

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Creativity, innovation, governance, PPPs cooperation

Case description

Public administration is expected to continuously adapt itself to the new era so as to improve the quality of its service to its citizens.

The General Board for International Development is responsible for, among other things, the promotion of all kinds of economic projects, cooperation and partnership in the European and international arena. For this purpose, the International Plan for Navarra 2008/2011 (IPN) has been set in motion, with the objective of improving the search and obtaining projects within the European Union. It intends to cover a wide range of sectors by assisting potential partners in the different stages of the project, such as registering the candidates, developing the proposal, creating the partnership and interpreting the responsibilities and financial operations. Therefore a strategy based on the creation of Public-Private Partnerships (PPPs) has been created, which requires the designation of a specific tool for the management of information on European funds. The organisation itself is usually responsible for the management of information on European funds. However, the assignment of structural funds to the region of Navarra has been gradually reduced and it is therefore necessary to compete in direct calls for cooperation from the European Union, by presenting projects which contribute a higher added value. This new approach calls for a thorough inspection of the current calls for projects announced by all Directorates-General of the European Commission.

In this context, a full picture of all existing European funds and the beneficiaries of the corresponding assistance had to be identified. The software tool consists of a specific database which integrates the whole group of agents and projects involved in the programming period 2000-2006 in Navarra (it includes the information up to the year 2008, thanks to the application 'N+2 rule'). The information extracted by this software is crucial for the optimal management and knowledge of the impact of the regional policy in Navarra. It is a dynamic tool because it allows the flexible exploitation of data, adapted to the different needs for information. The input of the system can be any of the fields introduced: type of assistance, programme, project, type of beneficiary, etc. The system reports provide all kinds of information related to the period, whether global or specific, quantity or quality. Another advantage is that it can be updated quickly and easily since it permits the introduction of new registers through the whole period. As a result, the system always offers updated results.

To sum up, the current volume of European financial aid in Navarra calls for the establishment of this public-private structure in order to give a boost to the regional competitiveness through the creation of work groups for each strategic sector. This allows the achievement of the following:

- Improvement of project management efficiency;
- Easier participation in European projects;
- And to become a reference point in Europe.

JUDICIAL TELEMATIC NOTIFICATION PROGRAMME

Submitted by The Government of Catalonia, Secretariat for Justice Administrations Relations,
Department of Justice

Contact details of lead applicant

Organisation	Directorate General of Modernisation of the Administration of Justice Development Agency
Address	Pau Claris 81 08010 Barcelona
Country	Spain
Size	25-50
Contact Person	Daniel Bartomeus
Function	Director General of Modernisation of the Administration of Justice
Email	daniel.bartomeus@gencat.cat
Web address	www20.gencat.cat

Other applicants

Ministry of Justice of the Government of Catalonia, Ministry of Justice of the Spanish State General, Council of the Judiciary Governing, Office of the Superior Court of Justice of Catalonia, Governing Secretary of the Courts of Catalonia, Council of Associations of Solicitors of Catalonia, Catalan Certification Agency

Level of government organisations involved

Regional

Type of sector

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

Key words of project

Telematic judicial notifications between legal operators

Case description

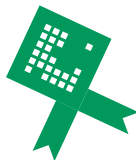
The administration of justice has always been characterised as being a great generator of paper and the use of signatures and stamps.

In order to renew the procedural management information systems the Ministry of Justice of the Government of Catalonia has developed within the framework of the Strategic Plan for the modernisation of justice, a module of secure judicial telematic notification called LexNET. The progressive implementation of LexNET in courts and tribunals of Catalonia has established a new channel of communication between judicial offices and legal operators and allows notifications to be made from judicial offices to professionals.

The project would not have been successful without the active and collaborative participation of the relevant institutions and organisations that were involved in the design, deployment, implementation and consolidation of LexNET. The establishment of agreements with all of the players involved has been key in the deployment and implementation of LexNET. Players involved are: the Ministry of Justice of the Spanish State; the Governing Office of the Superior Court of Justice of Catalonia; The Governing Secretary of the Courts of Catalonia; the Council of Associations of Solicitors of Catalonia; the Catalan Certification Agency; the Ministry of Justice of the Government of Catalonia as a certified electronic signature Registry entity for this Agency.

The objective of the project is to reduce the time and risks of lack of integrity in communications of judicial resolutions to the professionals representing the parties and to reduce costs (of paper and personal availability, both of judicial offices and solicitors). The equality in time of the remission to all of the representatives of the litigating parties in one same lawsuit is guaranteed. LexNET allows the notification to be made directly to the solicitor so that the procedural requisites established by laws on prosecution are duly guaranteed. It is a secure exchange platform for information habitually used by professionals who have to operate with the Administration of Justice in their daily work. A technological environment has been developed that guarantees security in the exchange of communications. LexNET involves the utilisation of the digital signature which ensures the integrity and authenticity of the documents exchanged, which, together with the time marking and encrypting of the data sent, makes it impossible for the communications to be repudiated.

In sum, a legal framework by the law on electronic signatures and the provision of using the telematic means of communication advanced by the law on Civil Prosecution has been created to urge everyone to not only use these computing means, but to give precedence to them. The system may also be integrated into different applications in the market, in order to give professionals the opportunity to offer their clients services with added value. Since the introduction of LexNET in 2007 almost 1.6 million notifications have been made by telematic means.





CROSS-BORDER COOPERATION THROUGH THE PYRENEES

Submitted by Government of Aragon

Contact details of lead applicant

Organisation	Government of Aragon
Address	Presidency Department, D.G. Accion Exterior; Edificio Pignatelli; Paseo Maria Agustin No. 36, CP:50.004 Saragossa
Country	Spain
Size	>100
Contact Person	José Manuel Verdes Lezana Patricia Porta Gracia Pilar Villarig Garrido
Function	Head of service/assistants
Email	jmverdes@aragon.es

Level of government organisations involved

Regional

Type of sector

Regional policy and development, decentralisation

Key words of project

Pyrenees, cooperation, Aragon cross-border region, territorial cohesion agreement, environment, health, education, labour market, partnership

Case description

The importance of taking into account the European goals such as freedoms, priorities of the Lisbon Strategy or Regional Policy objectives, as well as helping to strengthen the connection between regional economic convergence and economic modernisation, have all encouraged the promotion of a framework programme. Nowadays, several regions located in mountainous areas with similar geographical characteristics exhibit various common problems linked to lack of access to public services (communications, healthcare, energy, rural development, tourism, water, etc.) which leads to a discriminatory situation for their populations.

In order to solve these kinds of problems cross-border cooperation between neighbouring regions, in our case those in the Pyrenees (Aquitaine and Midi Pyrenees from France and Aragon from Spain), seemed to be the most suitable level of cooperation; allowing the different regions to take advantage of their respective economies of scale and synergies thereby solving common issues by sharing costs and profits. To achieve these objectives in a multidisciplinary way through public policy, a regional partnership has been chosen for the long term. This level of cooperation requires a legal instrument to formalise the partnership and build a real compromise through participation between public-private sectors. Furthermore, specified indicators enabled the organisation to perform continuous evaluation in terms of quantity and quality.

The first step was the signed Cross-Border Cooperation Agreements for Aquitaine-Aragon and Midi-Pyrenees-Aragon in 2001. This general framework provides a means of support for projects presented by a call for public-private proposals each year (Grant Decree 24/2007 and annual published order). Each year, in addition to the projects, there is an adaptation and evaluation of the priority topics. The topics covered are specific areas related to the principal problems of population, such as the labour market, environment, education, infrastructures, and tourism. Examples of projects include investing in knowledge and innovation, improving employability, better management of energy and communication networks.

The partnership between French and Spanish cross-border regions helps to solve the problems arising in the same areas in a common way. In particular, the specific projects respond to requirements of accessibility, infrastructure, public services (health and education), social inclusion and reduction of discrimination. To conclude, a common solution between social and economic actors at a regional level seems to be the best way to overcome the difficulties of cross-border territories. Coordination is the key word for the successful implementation of an efficient and cost-effective policy in this field, which is obviously necessary between all the partners involved in the complex mechanisms of co-financing.



LOCAL GOVERNMENT NETWORK FOR INTERNATIONAL COOPERATION

Submitted by Las Cabezas de San Juan Town Council

Contact details of lead applicant

Organisation	Las Cabezas de San Juan Town Council
Address	Plaza de la Constitución nº5 41730 Seville
Country	Spain
Size	>100
Contact Person	Francisco Toajas Mellado
Function	Mayor
Email	secretariadealcaldia@lascabezas.es
Web address	www.andaluciasolidaria.org

Other applicants

Ayuntamiento de las Cabezas de San Juan

Level of government organisations involved

Local

Type of sector

Regional policy and development, decentralisation

Key words of project

Decentralised cooperation, territorial networks, governance, social and institutional responsibility

Case description

The Andalusian Fund of Municipalities for International Solidarity (FAMSI) comprises Local Government at different levels: local authorities, groups of municipalities and County Councils together with different entities and organisations such as universities, non-governmental organisations and credit entities. Its aim is to encourage the development of cooperation from the local organisations and support the promotion of solidarity as a basic attitude in Andalusian society. FAMSI acts as an effective tool for strengthening social policies and multiplying their effect, thereby becoming an instrument in the cooperation offered by Local Government, following a model based on partnership and networking. The principles that guide its activity are the defence of a socially fair development model fostering the redistribution of wealth and welfare for everyone, the fight for a healthy environmental development model able to protect nature, guaranteeing the use of sustainable resources and their preservation for future generations, the claim for individual and collective human rights, and special support for measures, actions and proposals against racism and xenophobia and in favour of equal opportunities for men and women.

FAMSI's working experience covers five working areas: Development and Humanitarian Aid; Social Awareness and Communication; Training; Decentralised Cooperation Observatory; and Programmes and Networks. FAMSI backs the action of Local Government by making an inventory, evaluating and disseminating the results of the solidarity carried out from Andalusia, participating at the same time with national and international networks in more extensive programmes that require additional efforts so as to enhance the results. From this point of view, various actions are managed and implemented in coordination with other local entities in order to generate a meeting and dialogue space for European municipalities and for the rest of the world. It is important to emphasise the presence of FAMSI in networks that group local actors at national and international level.

There is still a long way to go but the work carried out by FAMSI has helped to strengthen and promote the international cooperation implemented by Local Government and the Andalusia Territory in general. The project has been internationally recognised as one of the most active in the world, not only because of the economic contribution and the funds managed but for the richness of their actions and the citizenship involvement. The progressive development of FAMSI and its presence in other countries, working together with key actors in the territories and providing human and material resources, is the result of a participative strategy, based on network, partnerships and the commitment of Local Government and public administration in Andalusia to achieve a fairer and more caring world.

VOCATIONAL REHABILITATION SUPPORT PROJECT

Submitted by City of Helsinki

Contact details of lead applicant

Organisation	City of Helsinki, Occupational Health Centre
Address	Box 5603 00099 City of Helsinki
Country	Finland
Size	>100
Contact Person	Ritva Teerimäki
Function	Project Manager Medical Advisor (M.D.)
Email	ritva.teerimaki@hel.fi

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Return to work, collaboration, leadership, occupational health, vocational training

Case description

The City of Helsinki is the largest employer in Finland, employing 40,000 people. Sickness absences have increased in all sectors during recent years and the economic costs and human impact of long-term sickness absences are huge. However, when an employer intervenes in supporting a return to work it can considerably shorten the disability period and speed up the return to work in a cost-efficient manner. Supporting return to work is not only a means of managing sickness absences and extending careers in a meaningful way, but, most importantly, it is a system of managing wellbeing at work, which also improves the employer's public image.

Securing the municipal workers' wellbeing at work and ensuring the availability of a skilled workforce and willingness to work is no easy matter, particularly as the working population is ageing. Thus, the Vocational Rehabilitation Support project organised by the Helsinki Occupational Health Centre (OHC) was set up in 2007, with a coherent action strategy to support an early and safe return to work after a long sickness absence.

The strategy is a definitive tool for supervisors, in which the return to work is seen as a long process that has several stages: opening discussion at the start of the absence due to illness, communication during the absence, active preparation for the return to work, actual return to work, and monitoring. Supervisors can acquire the 48-page handbook guide free of charge. This policy has been adopted by all workplaces of the City of Helsinki and will be integrated in its permanent personnel guidelines, obligating all supervisors to apply the guidelines and policy to all workers. The supervisors' own supervisors will monitor the actual implementation of the established policy in their one-to-one discussions. The supervisors' training on the implementation of this policy began in the autumn of 2008, and is still in progress. Implementing an action strategy for such a large municipal employer will take several years. The policy and its usability in supervisors' work were tested in a three-month pilot project, which included 25 supervisors. The results of the usability testing were encouraging: supervisors said that the policy had helped them in managing wellbeing at work in a humanitarian way and enabled the supervisors to feel more in control of their work. Furthermore, having a common policy worked out in advance ensured that the measures were not perceived as a monitoring system.

A large municipal employer must have a clear policy, which is used in a consistent and fair manner with all workers. This ensures that all parties will come to trust that the employer is committed to supporting working capability and wellbeing at work. Such a policy also clarifies the roles of different stakeholders and strengthens the cooperation between them. The results of this project suggest that creating a unified policy for a large public administration is possible.

CULTURE AND SPORTS PATH KULPS!

Submitted by City of Espoo - Community Education and Culture Unit

Contact details of lead applicant

Organisation	City of Espoo - Community Education and Culture Unit
Address	PL 30, 02070 City of Espoo
Country	Finland
Size	>100
Contact Person	Milena Salonen
Function	Project Coordinator
Email	milena.salonen@espoo.fi
Web address	www.espoo.fi http://english.espoo.fi www.esbo.fi www.opit.fi

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Cultural education policy, equality, cost efficiency, culture as a learning environment, sense of community

Case description

Education must provide pupils with the basis for a broad general education and with the material and stimulus to broaden and deepen their conception of the world. This requires, inter alia, knowledge of feelings, religions, philosophies, history and culture. Teaching must provide aesthetic encounters and experiences in the various cultural fields and the opportunity to develop creativity, skills in handicrafts and sports ability.

As a response to a strong demand and need for an organised, systematic model of cultural education in schools, the culture and sports path KULPS! project was constructed in order to develop, deepen and structure the education of culture and sports inside the comprehensive school system in Espoo. It supports teachers in their work as well as the learning process of the pupils by broadening the learning environment outside the school. There is a strong demand and need for an organised, systematic model of cultural education in schools. Additionally, KULPS! was created to coordinate the cultural services offered by the town.

Some things are best learned in classrooms, but there are other things for which you simply have to leave the school and explore for yourself. Therefore KULPS! takes pupils to sports facilities, cultural locations and libraries and is free of charge, being part of basic education. During nine years of comprehensive school, Espoo pupils will come to know all of the major cultural and sports venues in Espoo. The project includes pupil assignments and teacher instruction by using the Opit online learning platform, which is shared by all pupils and teachers at comprehensive schools in Espoo. The library is a network of knowledge, skills and experiences familiar to and used by children and adolescents. Visits to a public library improve information-finding skills, necessary for studying school subjects, the mother tongue and literature. The library visits include instruction given by library staff. It is recommended that every pupil participate in the so called 'Booktalk' and information management teaching sessions at least once during comprehensive school. If it is difficult to travel from the school to the library, a library employee can also visit the classroom. The bookmobile visits schools according to its own schedule. In summary, learning is more interesting and colourful if pupils have the chance to visit new places and to hear and learn from professionals.

The project improves pupils' working and cooperation skills, thinking, and information management and communication skills. The project augments the children's general knowledge and broadens their view of the world, supporting their development into mature adults and responsible, critical members of society. It offers pupils experiences which, combined with their own creative efforts, constitute an interface between the pupils and the realm of culture. In addition, the project includes two or three visits per year to historical sites, museums, art exhibitions, concerts etc. Furthermore, it offers memorable and positive sports experiences, encouraging pupils to try out different kinds of sports at different times of the year and in different environments.



PUBLIC SERVICES RELAY ARDENNAIS - FROM NATIONAL INITIATIVE TOWARDS A CROSS-BORDER LOCAL APPLICATION

Submitted by Préfecture des Ardennes

Contact details of lead applicant

Organisation Préfecture des Ardennes
Address 1 Place de la Préfecture
 08011 Charleville Mézières Cedex
Country France
Size >100
Contact Person Alain Delatour
Function Representative modernisation
Email alain.delatour@ardennes.pref.gouv.fr

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Public services, relay, local, cross-border, France, Belgium, quality, gathering people from different services

Case description

The French State introduced 'the Public Services Relay' label in 2006 because the prefecture and public services based in the Ardennes wanted to reinforce the presence of public services in rural zones, particularly in the cross-border area. Two thirds of the Ardennes population live along the border between France and Belgium. The improvement of the quality of public services in rural and cross-border areas is at the heart of the implementation of a national initiative to a local-cross-border one.

Co-piloted by the General Directorate for State Modernisation (GDMS) and the Interministerial Delegation for Competitiveness of Territories (IDCT), this plan was to facilitate the access to public services, allowing the state to be more involved, improving the quality of its public services especially in rural zones, and introducing an officer to guide the users in their administrative procedures. Thus, it is now possible to see one person in one place, when gathering information and carrying out administrative procedures coming under several public organisations.

The project has invested considerably in its human and technological resources. One big change is the collaboration of people from different services, who, in a 'win-win' partnership, are now able to work more efficiently together, thereby giving the users of public services a higher quality service, particularly in the cross-border context. The establishment of this partnership was possible due to an improved organisation between the back office (partners of public services), the front office (local authorities) and the middle office in charge of the coordination (prefecture). Each authority still retains its areas of competence when it comes to managing and treating cases with Public Services Ardennes. In addition, each 'Public Services Relay' puts at least one officer at the point of information, who is trained by the partners to welcome and help the users in their administrative procedures, and is responsible for each 'Public Services Relay'. The back office makes a referent available for each Relay, the middle office is in charge of managing and leading the network of 'Public Services Relay', and the front office completes the 'Public Services Relay'. In addition, each 'Public Services Relay' is equipped with a computer connected to the internet and a telephone at the disposal of the users for their administrative procedures. In the future, the network will be equipped with video counters.

This sort of partnership can easily be applied to other situations and can be transposed in other European cross-border areas. Today, this public service label works in French territory, but tomorrow it could easily become a European cross-border label and ultimately it could work throughout Europe. Although the project was only launched in 2008, the results are already significant: 2000 people used the 'Public Services Relay' in 2008.

DÉMARCHE DE DÉVELOPPEMENT LOCAL PAR LES TIC

Submitted by Conseil Général du Cantal

Contact details of lead applicant

Organisation Conseil Général du Cantal
Address 28 avenue Gambetta
15000 Aurillac
Country France
Size >100
Contact Person Fabien Miedzianowski
Function Directeur des Systèmes
d'Information
Email fmiedzianowski@cg15.fr
Web address <http://telecentres.cantal.fr>

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Telecentres, rural depopulation, tele-commuting

Case description

The Cantal, a French 'département', has suffered from rural depopulation. Local development has been chosen to attract new residents. Urban areas suffer from an oppressive over-population situation with increasing problems relating to transportation, sustainable development, purchasing power, etc. While nearly 60% of jobs are in service-related fields, people take two hours of transportation to go to their workplace in order to sit in front of a computer screen, although these activities could be undertaken in the Cantal, in a less stressed and more productive way.

The expected emergence of telework, made possible by the recent evolution of new technologies, is an historic opportunity to achieve demographic balance between urban and rural areas. Thus this project has been launched in order to propose a network of telecentres with each telecentre having a speciality. The aim of the project is to make telecommuting a factor of equal opportunity and economic development: to contribute to the development of rural area business through Information and Communication Technology, to encourage the growth and attractiveness of the Cantal by proposing new ways of working and to contribute to measuring the balanced environment of the flow of migration between urban and rural areas.

Today, five telecentres are open and two more are in the pipeline. The project is now in its second phase: the establishment of a local strategy of outreach and development of the Network of Telecentres of Cantal to develop rural employment, revolving around three main areas - training and information, supporting the Cantal through the establishment of tools, and services for exploration and communication. To this end, an extensive communication plan will be deployed (at conventions, meetings etc.) in collaboration with Cantal Expansion, which will create jobs in Cantal, especially for groups that often face difficulties in recruitment (those geographically isolated, people with disabilities or women wishing to benefit from flexible working hours). Each telecentre has one or more specialities. An initial specialisation is taking place by building each telecentre for a specific offer, for a different target market. This approach builds on the innovations made possible by telecommuting. This will ensure that each territory will have a rapid return on investment by building on the strengths of each territory. For every problem related to telework, there is a specialised telecentre since specialisation simplifies the network structure of the telecentres while improving the skills of each location. Each area will thus strengthen its own strengths and become a value-added specialist in the Cantal network and enhance collaboration between members, by eliminating competition detrimental to immediate effectiveness.

SYNERGY WITH SOCIAL PARTNERS AND DEVELOPMENT OF A COOPERATION NETWORK WITH EUROPEAN AND INTERNATIONAL COUNTERPARTS

Submitted by National Centre for Public Administration and Local Government (EKDDA)

Contact details of lead applicant

Organisation	National Centre for Public Administration and Local Government (EKDDA)
Address	211 Pireos St. GR-177 78 Tavros, Athens
Country	Greece
Size	>100
Contact Person	Georgia Protogerou
Function	Head of the International Affairs, Public Relations and Communication Independent Department
Email	gprotogerou@ekdd.gr
Web address	www.ekdd.gr

Level of government organisations involved

National

Type of sector

Education (higher and lower), training and learning

Key words of project

Social partners, European and International cooperation, decentralisation, training programmes, training needs assessment, civil servants

Case description

Since 2004, the policy of the Ministry of Interior has primarily focused on reforming Administration in order to provide better service to citizens, while expanding and upgrading its services. This target could not be reached without rational utilisation and upgrading of the public sector's human resources, especially through further education and adaptation to new developments, always with due respect to the principles of meritocracy, equality and efficiency. The consensus achieved is marked by the programme contract, signed between the National Centre for Public Administration and Local Government (EKDDA), the Ministry of Interior and the Supreme Syndicate of Civil Servants (ADEDY).

The reform took place in the belief that a crucial interest in the field of education and training must be the creation and forging of cooperation procedures between the Administration, Social Partners and European and international peer organisations, and EKDDA in order to train civil servants all over Greece in the modern tools of administration. A public sector synergy was cultivated with the ambition of delivering a result corresponding better to the real needs of the employees and the citizens in general. This Constitution of Training was established by law (2005) and is accompanied by a Funding Protocol, according to which 0.5 % of the public sector's annual salary expenses is to be allocated to funding training actions.

With the objective of ensuring flexible and effective design and implementation of educational and training programmes, a Coordinating Committee for Education has been established, comprising representatives from the educational/organisational units of Ministries and Public Organisations and of Social Partners. The task was to monitor and coordinate all educational programmes in Public Administration, as well as to unify training methodologies and research, in order to improve the quality and effectiveness of Human Capital Development activities in all levels and organisations of the Public Sector. The main stages for the planning and development of training activities are the following:

- The examination of the reference framework and of the training needs in order to identify the target group of the training programme;
- The identification of the target group, and of the main and specific objectives of the training programme. The modules of the training programme, the educational techniques and the trainers are selected according to these identified objectives.

While implementing this agreement, stakeholders were mobilised in the following fields:

- Establishment of two post-graduate Master programmes for public servants in two Greek universities,
- Development of bi-lateral and multi-lateral collaborations and the development of an internationally respectable Institution in Public Human Capital Development;
- The development of valuable cooperation with prestigious European and international counterparts in the field of exchange of experiences and expertise and in the organisation of training programmes of vital interest to both sides, particularly those on best practices.

ELECTRONIC PUBLIC ADMINISTRATION

Submitted by Somogy County Government

Contact details of lead applicant

Organisation Somogy County Government
Address 7400 Kaposvár, Csokonai u.3
Country Hungary
Size 50-100
Contact Person Dr Lukács Zoltán
Function Head of Department
Email lukacs@som-onkorm.hu

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

e-Administration, info culture, regional cooperation

Case description

In connection with the modernisation of the administration, it can be seen that computer technology and the internet play an important role in certain processes in an increasing number of offices. However, most clients prefer the old way of dealing with administrative cases in person, without using the advantages the internet may provide. How e-Administration will develop and how successful it becomes depends primarily on internal processes that can be adapted.

Consequently, a proper professional methodological background is available to the municipalities for the preparation of the strategy for introducing e-Administration, and besides the central professional and financial help (tenders), the regional cooperation of municipalities is important in order to implement and maintain the new attitude and new systems. The objective of this more comprehensive effort is to make the operation of the institutions of administration client-oriented, efficient and democratic. As a result of the developments concentrating on the ICT-based renewal everybody can access the services of e-Administration of his or her choice. This contributes considerably to minimisation of the effects of the digital gap caused by the use of information technology resources and to a parallel reduction of the gap created by participating in the resultant democratic processes. The goal of creating the e-Administration is to implement the tasks derived from the factors outlined above. The quality of the services improves because administrative matters that once required a personal visit to the office can be solved from home or a public access point using a single-window system where wide access to data is provided. In this way, the processes of administration become available for scheduling, planning and controlling by the users. Effectiveness improves because all information is available for decision making. Paperless internal administration and contact with the client by electronic means enables the required information to be obtained in a simpler way, using fewer steps and saving costs. The results achieved are the following:

- Development of internal network;
- Renewal of IT applications;
- Quicker and more effective connection with the clients and the local population;
- Broadening of local democracy;
- Cutting costs of office work;
- Spreading information in a very effective way;
- Cutting down the amount of paper documentation;
- And speeding up office work.



EQUAL OPPORTUNITY FUNDING POLICY - EXPERT SUPPORT FOR BETTER USE OF STRUCTURAL FUNDS BY ROMA IN THE FIELD OF HOUSING

Submitted by Ministry of Social Affairs and Labour Department for Roma Integration

Contact details of lead applicant

Organisation	Ministry of Social Affairs and Labour Department For Roma Integration
Address	Alkotmány u. 3. H-1054 Budapest
Country	Hungary
Size	1-25
Contact Person	Andor Ürmös
Function	Head of Department
Email	urmos.andor@szmm.gov.hu
Web address	http://szmm.gov.hu http://romaweb.hu

Level of government organisations involved

Local

Type of sector

Regional policy and development, decentralisation;
Public health and social welfare/affairs

Key words of project

Equal opportunity, equal access, integration, expert support, segregation

Case description

Nowadays, about 10-12 million Roma people live in the EU Member States, most of them living in extreme poverty because of low school qualifications and long-term unemployment. Roma people, because of their social and ethnic status, also tend to live in social exclusion, which causes serious problems for them. The segregation hinders equal or sufficient access to basic services as health care, social services and education. The recent experiences (2004-2006) of Eastern-European countries show significant unequal access to major funds by Roma and other people living in extreme poverty influenced by the following reasons: regional deprivation - Roma are living in most disadvantaged regions and in segregated neighbourhoods; Roma do not apply for the resources available; and direct exclusion from EU support. Taking into account these conditions, there is an essential need for new principles in the allocation of funds, particularly EU funds.

For this reason, the Hungarian Government has developed the so called Equal Opportunity Funding Policy (EOFP) in 2007, which was first introduced in the field of public education and urban-rehabilitation and now is also used in the field of housing. EOFP's main goal is to introduce equal opportunity criteria for allocation of EU funds. The implementation of equal opportunity criteria is an obligatory part of all tender proposals in the field of public education and urban-rehabilitation, submitted by municipalities, schools, etc. The main purpose is that the introduction of equal opportunity criteria will contribute to equal access to EU funds by Roma and other people living in extreme poverty. The specific objectives of the expert support are: to provide professional support for municipalities; to ensure that government policy is implemented; to abolish segregation in the field of housing and education; to help disadvantaged persons participate in the labour market and adult training programmes; and to ensure equal access to public services, health and social services. Achieving these aims will not be easy as the issues are interconnected: each problem has an impact on other elements.

As a result of this programme significant measures have been implemented in 167 cities in Hungary, aimed at improving the living standards of people in segregated neighbourhoods. The project involves different levels of government, such as central, local and regional governments.



PLATFORM ENHANCING ADRIATIC REGION LINKS IN EUROPE-PEARL-EU

Submitted by Municipality of Lecce

Contact details of lead applicant

Organisation	Municipality of Lecce, European Office
Address	Via Regina Isabella, 39 73100 Lecce
Country	Italy
Size	1-25
Contact Person	Giuseppe Naccarelli
Function	Director
Email	giuseppe.naccarelli@ comune.lecce.it

Level of government organisations involved

Regional

Type of sector

Regional policy and development, decentralisation

Key words of project

Support of local democracy for the Institutional cooperation

Case description

The project 'Platform Enhancing Adriatic Region Links in Europe-pearl.eu' was founded within the framework of the Adriatic New Neighbourhood Programme INTERREG/CARDS-Phare, oriented to strengthening the institutional collaboration among local authorities of the Adriatic Basin and to promoting a dialogue between the citizens.

The objectives are the following:

- To overcome specific legal, administrative, linguistic and cultural barriers and to contribute to the development of common standards;
- To create and develop cross-border networks between Italian and Balkan local authorities and Local Democracy Agencies (LDA);
- To improve the flow of information through frequent exchanges of information between structures involved in preparing and executing the projects; and to support the local democracy through the reinforcement of the network of the LDA.

In particular, the project aims to strengthen the common competencies of the Italian and Balkan public administration in order to exchange competencies and solutions within the framework of the local and economic development and role of local authorities, responsible and sustainable urban development, integration and rural and industrial development, economic and financial management of the administration, and communication with the citizens. In addition, cross-border strengthening of the activities of research and study shall take place with a view to a legal and administrative homogenisation of public administrations and overcoming legal and administrative barriers. In this regard, international conferences and seminars are taking place that can offer the required international visibility to the project and allow partners to meet and get to know each other better. The exchange of good practices and study visits are an excellent instrument, allowing the exchange of experiences to better resolve the problems existing in the different countries. The method of technical assistance network is the core of the project that allows all the partners to have constant support from the experts involved in the project. Furthermore, LDAs are an excellent instrument to favour stable partnerships between territorial bodies bordering the Mediterranean Sea.



SI.RE.NA

Submitted by Comune di Napoli

Contact details of lead applicant

Organisation	Comune di Napoli
Address	Palazzo san Giacomo Piazza Municipio - Napoli
Country	Italy
Size	>100
Contact Person	Patrizia Ammirati
Function	Staff Assessorato al Personale
Email	sergpat@alice.it
Web address	www.comune.napoli.it

Level of government organisations involved

Local

Type of sector

Transport and infrastructure

Key words of project

Urban redevelopment and historical centre, recovery, cooperation, illegal work

Case description

In 2002, the Building Department of the Municipality of Naples began a programme to promote the restoration of historic buildings by offering economic benefits. The initiative intended to give a meaningful contribution to the recovery and restoration of several buildings and public monument areas, public squares and roads. Thus, a cooperative project between the public and private sector was formed; the public stakeholders were asked to establish the rules, as well as to identify strategic actions and economic incentives in order to make the initiative 'attractive'.

In order to effectively support this initiative and to manage some phases of the programme, a non-profit hybrid public company was established using the same name as the project, SI.RE.NA. (Società per le Iniziative di Recupero di Napoli, the Society of Initiatives for the Recovery of Naples Company). The Sirena Company has been entrusted with the duties of promoting the initiative and providing an interface between administrative bodies and the building owners, managing the point of information and keeping company accounts. In addition, the Sirena Company, amongst other things, promotes written agreements with professionals, banks and insurance companies; organises seminars and research on historic buildings and restoration procedures; and monitors the works and the compliance with the building regulations.

In order to promote health and safety in the workplace in the field of urban recovery and redevelopment, the Sirena project favours and promotes building regulations and the law, especially for those issues concerning health and safety at work and worker wages. To this end, the project closely monitors construction yards and, to qualify for Sirena project funding the contracting parties have to sign contracts containing specific clauses concerned with health and safety at work. Companies willing to hire workers within the Sirena Project must have insurance coverage, and must also show their compliance with fundamental norms and fair treatment of workers. Compliance with these requisites will be controlled upon enrolment of interested companies in a dedicated 'Open list', kept by the Sirena Company. Another mandatory clause is the so-called 'Sirena clause' in which interested companies must report extortion by organised crime, should it occur, to the authorities; companies which fail to do so will be expelled from the Sirena Project.

To date, 985 projects have been funded. Should the Italian government decide to let the involved municipalities have free access to the funds prepared for this initiative, a rotational trust could be established allowing the restoration of many historical city centres all around Italy.



CAR TAX PAYMENT SERVICE THROUGH INTERNET BANKING AND ATM CASH MACHINES

Submitted by Automobile Club d'Italia

Contact details of lead applicant

Organisation Automobile Club d'Italia (ACI) - Public Services Department
Address Via Marsala 8, 00185 Roma
Country Italy
Size >100
Contact Person Vincenzo Pensa
Function ACI Public Services Department Director-General
Email v.pensa@aci.it

Level of government organisations involved

National

Type of sector

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

Key words of project

Easily accessible, user-friendly, time-saving solution, tax administration, car taxes

Case description

A need existed to give taxpayers widespread and round-the-clock access to payment, through channels like the Internet and Automated Teller Machine (ATM) cash machines. Additionally, it was necessary to multiply online payment points, in order to reduce errors and subsequent legal conflict. Since the correct tax amount is based on many factors (region of residence, type of vehicle, engine power, emissions, possible tax credits, etc.) the online payment systems implemented by ACI allows taxpayers to pay the right sum by simply typing the vehicle registration number on the ATM keyboard. The system then automatically connects with ACI tax roll archives.

ACI, the car tax collection system on behalf of many Italian regions, allows individuals and businesses to pay through different channels. In the Provinces of Trento and Bolzano ACI has made an additional agreement with four private banks in order to grant taxpayers easier access to payment through bank ATM cash machines and internet banking. The agreement has been the legal basis for an electronic system and database connection between ACI and the banks (ACI runs the tax roll database and the correct update of the tax calculation software). The agreement also disciplines cash flow distribution among ACI, the banks and the Provinces.

The four banks are authorised to collect car taxes on behalf of ACI, which is appointed to supply the service by the Provinces of Trento and Bolzano. Payments can be made at the ATMs of the banks or through internet banking. The internet connection between ACI, AcilInformatica and the banks must be direct or made through an internet service provider. ACI grants the banks access to the car tax roll database and is responsible for the correct update of the tax calculation software. On a daily basis, the banks transfer the money to AcilInformatica after deducting their commission from the amounts collected. On each following working day, AcilInformatica transfers the money to ACI and to the Provinces of Trento and Bolzano. Help and assistance is provided to the citizens through the ACI call centres. Banks can advertise the service on their websites, listing the address of all authorised ATMs that are required to show ACI and Province logos.

The project started in 2006 in the Province of Trento. In January 2008 it was also launched in the Province of Bolzano. The new service has been highly appreciated by citizens; in 2008 about 38,500 transactions were carried out. In the first three months of 2009 almost 24,000 transactions were carried out. Following this successful experience, ACI aims to extend the service nationwide and is therefore negotiating with more banks and several regions where it runs car tax payment and control systems.



FRIENDSHIP BRIDGES 2008

Submitted by Kedainiai Municipality Administration

Contact details of lead applicant

Organisation	Kedainiai Municipality Administration
Address	J. Basanavicius St. 36 Kedainiai, LT-57288
Country	Lithuania
Size	>100
Contact Person	Egle Mikalauskaite
Function	Head specialist of Strategic Planning and Development Department
Email	egle.mikalauskaite@kedainiai.lt

Level of government organisations involved

Local

Type of sector

Sports, youth, culture and art

Key words of project

Town partner, twinning, meeting, culture, diversity, heritage, collective, Europe

Case description

The festival 'Friendship Bridges 2008' was the continuation of the intercultural dialogue between Kedainiai (Lithuania), Sommerda (Germany), Kohtla-Jarve (Estonia), Brodnica (Poland), Lobež (Poland), Kujawsko-Pomorskie (Poland), Zimnicea (Romania) and Castelforte (Italy). The twin town from Sweden (Svalöv) took part in the meeting as well. The main aim was to present cultural diversity in Europe, distinguish national identity and develop cultural cooperation between twin towns.

The meeting 'Friendship Bridges 2008' promoted the spread of experience in cultural areas, debated about changes in cultures, historical influence and retention of identity after the integration of the European Union. During that meeting the international cognitive programme conference 'Cultural diversity in Europe. The influence of history on the development of towns' took place and each country presented its cultural diversity and explained how history influences the development of its towns. Representatives from the participating cities mentioned above shared their views about their rich cultural life, history and future ideas. The conference attracted a lot of attention from local people and visitors. Over 140 people took part in the event. On the same day the youth music and dance programme 'Train of Friendship' was performed in the City Park, involving youth groups from the representatives mentioned above. Over 130 young guests and over 50 Kedainiai youth groups of folk and modern dance, chamber choirs, folk and music groups represented their cultural singularities. On the same day the male voice choir 'GES' from Schio in the Veneto region of Italy gave a concert at St. Joseph's Church. The next morning a fair of folk artworks was held in the Square Didžioji Rinka, where local artists presented unique handicraft to the community and guests. On the same day the concerts 'Music Bridges' and 'Brass band invites' took place in the City Park. All these performances helped to understand how different we are and how easily we can express our singularity through music, dance and song. The event raised awareness of the richness of the cultural and linguistic environment in Europe. It also promoted mutual understanding and tolerance, thereby contributing to the development of a respectful, dynamic and multifaceted European identity. The activities undertaken gave citizens of different nationalities the opportunity to participate together in common activities.

This meeting gave all participants an opportunity to get to know people from their twinned towns and to develop personal friendships with them, to become familiar with the day-to-day life of people in the twinned towns (schools, local institutions and services) and to experience and share together cultural diversity and common cultural heritage in Europe.



PRO-NATURE CAMPAIGN ‘TIMELESS VALUES NEW OPPORTUNITIES’

Submitted by State Service for Protected Areas under the Ministry of Environment

Contact details of lead applicant

Organisation State Service for Protected Areas under the Ministry of Environment
Address A. Juozapavičiaus str. 9
 09311 Vilnius
Country Lithuania
Size 25-50
Contact Person Indrė Petkevičienė
Function Chief Specialist for Projects
Email i.petkeviciene@vstt.lt

Level of government organisations involved

National

Type of sector

Environment, climate change, agriculture (including food safety) and fishery

Key words of project

Protected areas, partnership

Case description

Lithuania has a developed system of protected areas consisting of strict reserves, national and regional parks, and biosphere reserves. Many landowners such as farmers and forest owners own land in these protected areas and do not recognise the value of the protection status as they merely see the restrictions that limit or prevent the commercial use of their land.

Thus, the State Service for Protected Areas recognised the need to engage with the public in order to promote a more positive attitude towards nature protection and raise awareness of the many advantages provided by these protected areas. In this context, the pro-nature campaign ‘Timeless Values - New Opportunities’ was launched, as a component of implementing the project ‘Raising Qualification Skills for Managers of Protected Areas’. One of the specific objectives of this project was to encourage the participation of non-governmental organisations and other key actors in the process of protected areas administration, management and ensuring the protection regime, since these all are seen as crucial success factors. The aim was primarily to promote public partnership; that is, allow the community, local stakeholders and general population to be actively engaged in the management of the protected areas, encourage small business initiatives, and enhance publicity and media relations to promote the common benefits of parks.

International experience had strongly suggested that the protection would not be sustainable unless it had the support from the people who were involved with the land or who were affected by any changes that the protection required. The media plays an important role in raising public awareness and influencing public opinion and for that reason it played a significant role in the project. Close collaboration with the media was seen as a chance for creating a more positive attitude towards nature protection and spreading straightforward information among people. The park administration could benefit from closer collaboration with the media in many concrete ways. Such collaboration may raise awareness of nature protection goals and objectives, helping to achieve these goals more quickly and to a greater extent. This increased awareness may improve possibilities for generating an independent income, resulting in turn in improved collaboration in municipal planning, and so on.

The project ‘Initiatives of young people in preserving natural and cultural heritage in Anyksciai’, implemented during the first phase of the campaign is an illustrative example of the results achieved. Here, young people were encouraged to actively do something in the campaign for protected areas. Expeditions to old villages in the regional park of Anyksciai were prepared, whereby the participants collected information about the history and traditions. Specialists from the regional park lectured about cultural and nature heritage in the regional park of Anyksciai.



STADSMARINIERS (CITY SECURITY OFFICERS)

Submitted by City of Rotterdam

Contact details of lead applicant

Organisation City of Rotterdam
Security Department
Address PO Box 70012
 3000 KP Rotterdam
Country The Netherlands
Size 50-100
Contact Person Nicole van Well
Function Advisor
Email n.vanwell@bsd.rotterdam.nl
Web address www.rotterdamveilig.nl

Level of government organisations involved

Local

Type of sector

Justice, police, human rights and security

Key words of project

Security

Case description

The city of Rotterdam, the second largest city in the Netherlands, has almost 600 000 inhabitants of 167 different nationalities. In 2002, Rotterdam had eight unsafe neighbourhoods. To improve the safety of these neighbourhoods, the Mayor and Aldermen were advised to make their best people available in the worst neighbourhoods in order to help to solve the problems there.

Thus, the 'Stadsmariniers' (city security officers, literally: city marines) were appointed. They are special super-civil servants with the aim of improving the collaboration between all the authorities dealing with safety and security, such as the police, judiciary and aid agencies.

The 'Stadsmariniers' operate independently of the boroughs and local government services and are directly accountable to the Mayor, Aldermen and the Safety Steering Group. In fact, they work much like the combined forces of a crowbar, oilcan and hauler, that is, as a facilitator. A 'Stadsmarinier': comes up with radical new ways of working and does not hide from confrontation; is able to interpret problems with a sensitivity for relationships and standpoints; allows relevant parties to do their work and allows others to succeed; has an analytical mind and understands how other organisations work; is an expert communicator and gets along with people from all levels; is flexible, result-oriented and innovative. A 'Stadsmarinier' resolves problems; they are not a policy officer or a manager, but are resilient, wholly immune to stress and does not take offence easily.

In the least safe neighbourhoods, 'Stadsmariniers' align all the relevant authorities and eliminate the danger by optimising collaboration. In particular, they determine which problems are urgent, coordinate their approach to those problems, and, in doing so, are able to call on 18,000 civil servants for help. The 'Stadsmariniers' measures and activities are very diverse and concrete, focusing on youth, violence and public nuisances.

The efforts of the 'Stadsmariniers' are now beginning to bear fruit. In the areas of their work, safety has greatly improved. This is also demonstrated by the annual Safety Index, in which all 62 neighbourhoods in the city receive a safety rating ranging between 1-10, based upon registered information of relevant authorities and studies. The safety index of 2008 showed that there were no more unsafe neighbourhoods than in 2007. Remarkably, in 2007 the 'Stadsmariniers' project won the national crime-prevention prize 'Hein Roetgoprijz'.

STIMULATING AND FACILITATING REGIONAL PARTNERSHIPS FOR ADULT LEARNING

Submitted by Ministry of Social Affairs and Employment

Contact details of lead applicant

Organisation Ministry of Social Affairs and Employment
Address Anna van Hannoverstraat 4
2595 BJ The Hague
Country The Netherlands
Size >100
Contact Person Amnon Owed
Function Project Advisor
Email aowed@minszw.nl
Web address <http://project.lerenenwerken.nl>

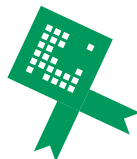
Level of government organisations involved
Regional

Type of sector

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

Key words of project

Adult learning, Lisbon objectives, learning, working, skills development, work-based training, stimulating regional cooperation and collaboration, sustainable partnerships (public-public, public-private), regional infrastructure, accreditation of prior learning



Case description

Adult learning in the Netherlands has been the topic of much talk and very little action in recent years. Clear signals of a 'knowledge shortage' of highly educated workers in the Netherlands have grown stronger. In an economy in which knowledge is quickly outdated, it is extremely important that learning and working alternate and reinforce each other throughout a person's career.

The project directorate Learning and Working has developed a method to successfully translate EU- and national-level goals with regard to adult learning into concrete local-level actions. Stimulating and facilitating regional cooperation between local and regional governments, public employment services like the Centre for Work and Income and the Social Security Agency, educational institutions, employers and employees is the heart of the project and has proven to be the key to its success.

In 2005 the Dutch government acknowledged this and gave a new impulse to adult learning in the Netherlands by starting the project directorate. The objectives of the project were to realise at least 10 regional partnerships, 15 000 work-based learning programmes, 20 000 APL (Accreditation of Prior Learning) procedures and at least four contact desks. The whole financial scheme was implemented in such a way that the project directorate was subsidised with the key values in mind: regional cooperation, sustainability and concrete action. Another important resource was the account managers of the project directorate Learning and Working. Additionally, an internet portal and a communication campaign were part of the implementation of the project. The full commitment of the Dutch central government was also crucial.

The build up of a regional structure for adult learning has been a gradual process. In the first phase relevant partners were found and stimulated to take part in our national goals. Our account managers supported the regional projects through their different roles, e.g. as an architect, a sparring partner, a servant, but also in the role of a subsidiser. The number of partnerships has steadily grown, consisting of organisations from four broad categories: employers, education providers, local governments and public employment services. Hundreds of local organisations are taking part in our effort to take adult learning in the Netherlands to the next level.

The approach has several innovative features: firstly, the role of the national government is both a partner in the region and a subsidiser. Secondly, there is a break with traditional structures at both the local and the national level. Thirdly, through more cooperation between the regional and the national level, we can know what is going on at the local level. Fourthly, the partner selection is organised in an open, inclusive manner that is aimed towards the long-term sustainability of our regional partnerships.

Currently, there are 44 partnerships: an infrastructure covering every region in the Netherlands. A solid Learning and Working infrastructure has been established; 26 000 people started work-based trajectories; more than 13 000 started APL trajectories; and agreements were made for another 12 000 people to follow work-based training programmes.



OLAF ANTI-FRAUD COMMUNICATORS' NETWORK (OAFCN)

Submitted by European Anti-Fraud Office (OLAF)

Contact details of lead applicant

Organisation	European Anti-Fraud Office (OLAF)
Address	Rue de la Loi 200 B-1049 Brussels, Belgium
Country	Pan-European
Size	>100
Contact Person	Jorg Wojahn
Function	Deputy Spokesman
Email	joerg.wojahn@ec.europa.eu
Web address	http://ec.europa.eu

Level of government organisations involved

Pan-European

Type of sector

Justice, police, human rights and security; Taxation, customs, finances

Key words of project

Fraud, corruption, prevention, communication

Case description

The OLAF Anti-Fraud Communicators Network (OAFCN) is a European platform of authorities fighting fraud and corruption involving EU public funds and bringing together 75 public authorities within the EU. In contrast to other tools and channels of communicating EU topics, the OAFCN breaks down the information relevant to each Member State through the cooperation of partners on the ground. The Network is, thereby, able to get its messages across to all audiences and deliver it directly to the citizens.

The OAFCN has a number of objectives: firstly, to deter fraud by informing the public, particularly through the media. Secondly, to raise awareness by informing European citizens of what OLAF and its partners in the Member States are doing, both jointly and individually, in order to protect their taxpayers' money. This includes making all concerned aware of the need for an anti-fraud programme that is global, balanced and effective throughout the territory of the European Union and worldwide. Thirdly, the OAFCN is working with the International Federation of Journalists and its national member organisations on the basis of a memorandum of understanding in order to build mutual trust between anti-fraud services and journalists in Europe. Fourthly, the project creates a dialogue between communicators in EU institutions and bodies (like OLAF, Europol, Eurojust) and their counterparts in the national investigation services, in an effort to learn from each other's best practices. All forms of fraud against the Community's financial interests, from evasion of the taxes and duties that make up the European Budget, to the misuse of financial assistance provided by the Community, entail a real and substantial loss to European taxpayers.

The OAFCN members produce joint media actions to show the national investigative services in the Member States working together with OLAF, illustrating the success of the administrative cooperation in the operational framework. The OAFCN tries to add value to the work of the national investigation services and to highlight, not only the work done in individual Member States, but also their transnational cooperation and the global Community aspect of the fight against fraud. OAFCN members keep each other up to date on issues involving press releases of mutual interest. Equally, it assists journalists in evaluating information forwarded to them by other OAFCN members, regardless of their nationality. Normally, national law enforcement agencies are more effective and more comfortable with their national media than with foreign media. However, one of the purposes is to ensure that the door of each national investigation service with which OLAF cooperates is open to all the international media. OAFCN members provide joint media coverage to illustrate OLAF operational activities with national investigation services. The attention of European citizens needs to be drawn to the protection of the Community's financial interests. In particular, we must provide taxpayers with an assurance that their money is being used to the best effect.



COOPERATION BETWEEN THE HEADQUARTERS OF THE STATE FIRE SERVICE IN MALOPOLSKA, THE FIRE AND RESCUE CORPS IN PRESOV AND THE FIRE AND RESCUE CORPS IN ZILINA

Submitted by Provincial Headquarters of the State Fire Service in Cracow

Contact details of lead applicant

Organisation	Headquarters of The State Fire Service in Malopolska
Address	Zarzecze 106 30-134 Cracow
Country	Poland
Size	50-100
Contact Person	Lukas Buczek
Function	Technician in the Department for International Cooperation and European Funds
Email	lbuczek@straz.krakow.pl
Web address	www.funduszgrantowy.pl

Level of government organisations involved

Regional

Type of sector

Justice, police, human rights and security

Key words of project

Fire and rescue services, public safety

Case description

The borderland of Poland and Slovakia ('borderland') is characterised by floods, intensive road traffic and fires. In order to improve the cross-border cooperation between the Headquarters of the State Fire Service in the different regions, the project 'the Fire and Rescue Corps' has been launched. The project aims to protect the people living in the Polish - Slovak borderland against fire effects, flood and other natural and technological disasters and to improve the safety of the environment. The borderland is a very difficult region in terms of fire protection (this region is very attractive to tourists, as a lot of protected nature zones exist).

Through the project, teams are able to improve environmental protection and care of people living on the borderland in terms of protection against fire, flood, natural and technological disasters. Other purposes are the creation of:

- A fire-fighting equipment centre;
- Permanent knowledge and experience exchange within the scope of fire-fighting and rescue actions;
- Common specialised professional training and fire drills;
- Uniform procedures and standards for fire-fighting;
- A common system for fire-fighting and the liquidation effects of natural and technological disasters. Furthermore, the project aims to receive support and promotion from Poland and Slovakia with respect to fire-fighting and rescue as well as to integrate firemen from Poland and Slovakia.

Direct results of the project are a growth in the safety level of the people living in the borderland. Establishing a feeling of security is very important for these people as well as for entrepreneurs who want to develop tourist areas. In addition, the minimisation of disasters has a very positive influence on the environment. Finally, the improvement of public safety has an advantageous influence on economic development, for example growth of production, employment, investment and revenues.



PARTNERSHIP IN EDUCATION AS A WAY OF BUILDING AN ACTIVE EUROPEAN CITIZENSHIP

Submitted by Gmina Tarnowo Podgórne

Contact details of lead applicant

Organisation The City Hall of Tarnowo Podgórne
Address 115 Poznańska Street
Country Poland
Size 50-100
Contact Person Agnieszka Rzeźnik
Function Officer of the City Hall
Email a.rzeznik@tarnowo-podgorne.pl
Web address www.tarnowo-podgorne.pl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

European citizenship, transfer of ideas

Case description

Tarnowo Podgórne Municipality signed a partnership agreement with seven municipalities, who declared their willingness to cooperate with regard to administration, culture and education. From 30 May 2008 to 1 June 2008 the educational conference 'Partnership in education as a way of building an active European Citizenship' took place in Tarnowo Podgórne. Representatives from the partner municipalities of the following local government and educational areas participated: Ukmerge (Lithuania), Salcininkai (Lithuania), Līvānii (Latvia), Noordenveld (The Netherlands), Rosate (Italy), Cologno al Serio (Italy), Czeskie Skalice (Czech Republic) and Bardo (Poland). The aim of the conference was to extend cooperation in educational, cultural and economic matters. The goal of the educational conference was the exchange of experience in matters connected with the education of young people and cooperation in realising common projects. The transfer of interesting ideas within the area of ecology, culture and history to friends from other countries contributes to increasing the attractiveness of lessons in schools and enriches the knowledge of many different areas of life. The exchange of experience among schools from different countries is an excellent occasion for the improvement of communication between teachers and students of all nations. The exchange of photos and films also encourages young people to learn foreign languages. Furthermore, relations between students become much more informal, friendly and spontaneous.

The general objective of the project was to give citizens from the invited municipalities the opportunity to interact and participate in constructing an ever closer Europe, which is democratic and world-oriented, united in and enriched through its cultural diversity, thus developing cooperation between citizens of the European Union. Representatives of the education sector and local authorities from different European countries had the opportunity to share and exchange their experiences and opinions about the problem of building partnerships in the education sector. In addition, the conference enabled its participants not only to gain some theoretical knowledge but also to take an active part by exchanging good practices. Through the conference the participants gained a better understanding of the problems connected with building an active European citizenship and had the opportunity to build new contacts or to further develop existing cooperation. In addition, the conference provided important opportunities for invited guests to acquire skills and competences through informal and formal learning by participating in a multi-national meeting. Through involvement in the conference, participants took a more active part in democratic decision-making at all levels, especially in areas related to education.



THE BUILDING OF MODERN PARTNERSHIP AND THE ESTIMATION OF CUSTOMER SATISFACTION BY SERVQUAL METHOD

Submitted by Tax Office in Sierpc

Contact details of lead applicant

Organisation Tax Office in Sierpc
Address Piastowska 48, 09-200 Sierpc
Country Poland
Size 50-100
Contact Person Dr Henryka Piekarska
Function Head Director of the Tax Office
Email us1427@mz.mofnet.gov.pl

Level of government organisations involved
Regional

Type of sector

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

Key words of project

Partnership, cooperation, openness, co-participation, transparent, CAF, ISO

Case description

Taxes were and still are regarded as arduous and unjust by taxpayers. The Tax Office in Sierpc has the ambition of improving the quality of its services, such as the whole fiscal administration and the management system according to the European vision of quality, which is based on clear and open partnership and involvement.

Consequently, the aim is to create a friendly and optimum organisation of tax collection, gain public trust and create pro-customer public management. These objectives result from the internal mission to create an office which is open to the needs and expectations of taxpayers, thereby ensuring an active citizens' partnership. The organisation believes that people should become familiar with the Tax Office and they should have the possibility to take part in activities carried out by the Office. It has been realised that customer satisfaction creates a positive picture of public organisation and largely depends on reciprocal relations. Through partnership, it is possible to carry out the basic tasks of the public organisation (collecting taxes) in order to satisfy taxpayers. An informative-educational campaign was carried out, aimed at customer satisfaction (Servqual method) in order to identify the weak areas of the Office and of the service process. Through the Servqual method the level of customer satisfaction of the Office could be qualified. The level was the difference between perceptions and expectations of the customers. The project was undertaken by the Head Director of the Office and his team - the management staff, the press spokesman, the Quality Authorized Deputy and the CAF team. The project was realised in order to cooperate with other institutions, without employing any external consultants.

Three main stages were undertaken in order to achieve this partnership: I. (1991 - 2000) transforming the Office and adapting its activity to the free-market economy, including improving the building and creating a service area for taxpayers, developing the quality of the staff, the use of computers and the involvement of the craftsmen's and merchants' organisations in planning and decision-making processes. II. (2001-2003) improving the way the Office operates in terms of cooperation with the customer by involving economic and social organisations and implementing internal training programmes for employees. III. (2004-2008) improving efficiency through the use of modern management standards which were confirmed by ISO 9001 2000, CAF self-assessment and SWOT analysis and by using patterns of activities which were discussed during international quality conferences. Furthermore, a social dialogue was developed in order to exchange information and to make it possible to put forward suggestions.



GRANT FUND FOR OSTRÓW WIELKOPOLSKI

Submitted by Community and Town of (Gmina i Miasto) Ostrów Wielkopolski

Contact details of lead applicant

Organisation	Community and Town of (Gmina i Miasto) Ostrów Wielkopolski
Address	al. Powstańców Wielkopolskich 18 63 - 400 Ostrów Wielkopolski
Country	Poland
Size	>100
Contact Person	Ewa Janiszewska
Function	Manager Town Promotion Department
Email	prom@ ostrów-wielkopolski.um.gov.pl
Web address	www.funduszgrantowy.pl

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Civil society, social responsibility, self-government

Case description

On 5 October 2004, the commune and town of Ostrów Wielkopolski, PKN ORLEN S.A. and the United Nations Development Programme (UNDP) signed a contract, founding the Grant Fund for Ostrów Wielkopolski (hereinafter Grand Fund). The purpose of this Fund is to financially support projects prepared by non-governmental organisations (NGO). Since November 2004, a Grant Fund information desk has been in place, whereby the Coordinator's assistant could give information on questions relating to the Fund. At the same time, a training course was set up for NGO's and informal groups (of pupils, students, artists, senior citizens, parish circles, and so on), who were interested in getting financial support from the Grant Fund. The purpose of this training was to improve competencies and to help the local social organisations in applying for grant funding. Each organisation wishing to arrange a project (such as a concert, exhibition, open air painting, or sport competitions) could apply for financial support in form of small or big grant. Additionally, groups of people with common hobbies and passions as well as informal organisations could apply. The Committee of Funds has documented all applications, making a ranked list of institutes which were eligible to receive financial support. These organisations have to transfer their ideas to the project, create a budget, foresee expenditures, settle funds, define groups of receivers and promote themselves in media, look for additional sponsors and engage volunteers. Thanks to the funds, several hundred projects were able to be realised and have enriched what the town and region have to offer economically, culturally and also in terms of sports and recreation. The project is an authentic and clear example of how to create and promote a civic society. It is worth adding that donors have had no influence on the distribution of finances. Ostrów Wielkopolski's Grant Fund project received a special award at the domestic stage in the 'European Prize for Enterprise' on 13 February 2009.



INCREASE OF INVESTMENT ATTRACTIVENESS

Submitted by ARAW S.A.

Contact details of lead applicant

Organisation ARAW - Wroclaw Agglomeration Development Agency
Address Ofiar Oswiecimskich 36
 50-059 Wroclaw
Country Poland
Size 1-25
Contact Person Marcello Murgia
Function International Projects
Email marcello.murgia@araw.pl
Web address www.araw.pl

Level of government organisations involved

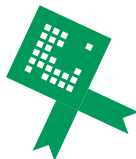
Regional

Type of sector

Economic affairs, competition, SME; Education (higher and lower), training and learning; Employment, labour-related affairs and gender equality; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation; Science, research, innovation; Transport and infrastructure

Key words of project

Competitiveness, technology investments, reliability, support



Case description

Created in 2005 as a public company, Wroclaw Agglomeration Development Agency (ARAW) became a joint-stock with the Wroclaw municipality having the majority of stakes. It was supposed to take over the tasks that had been carried out within the duties in the Office of the Mayor of Wroclaw and the Foreign Investment Support Unit. The Agency is actively committed to promoting development, economic growth and entrepreneurship. These aims represent the crucial framework within which results are meant to be measured and their scope enlarged. After three years of activity, the city of Wroclaw gained great visibility, prestige and credibility as a business-friendly city. Thanks to ARAW's achievements, the agglomeration has been earning a reputation of a dynamic knowledge-driven business centre, with its highly regarded universities and research centres fostering new ideas and innovation. This, in turn contributes to the local market's economic revival and the creation of new workplaces, which is assumed to be the indication of the Agency's success.

Many positive changes have been brought into force, reflected in foreign direct investments attracted to the region, which serve as an exceptional example of the successful strategy that has been implemented in such a short time. For strategic investors, ARAW serves as a one-stop-shop providing high standard investment support and help needed to do business in the region. It organises visits, economic missions, conferences and workshops, where information plays a leading role in determining the company expansion policy. It also arranges meetings and facilitates open communication with the public authorities, the representatives of the local government, and higher education institutions.

Partnership working made it possible to open up to new horizons benefiting not only foreign companies but also home-grown ones. Knowledge and innovation became a much more tangible part of Wroclaw's economic environment, strengthening competitiveness and other strategic assets. The result of these efforts show, that for recent international investments the city of Wroclaw proved to be the ideal place for their settlement. Thanks to the broad spectrum of its activity, ARAW boasts the creation of a unique business culture which favours the creation of new know-how, the development of cutting-edge technologies and the diffusion of knowledge. Together with other private and public institutions, ARAW is a true driver for change helping actors to play on a healthy arena and inspiring them with confidence, good practices and an accurate knowledge of the market conditions. The latter is reinforced by ARAW conducting staff training in the fields of project and risk management, negotiation and problem solution.

With these premises in mind, ARAW believes it will be able to meet the new challenges and prepare Wroclaw for further internationalisation.



SMART - SUSTAINABLE MANAGEMENT AND ACTIONS TO PROMOTE REGIONAL TRANSITION

Submitted by Marshal Office of the Malopolska Region

Contact details of lead applicant

Organisation	Marshal Office of the Malopolska Region
Address	Raclawicka St. 56 30-017 Krakow
Country	Poland
Size	>100
Contact Person	Magdalena Klimczyk
Function	Project Officer
Email	magdalena.klimczyk@umwm.pl
Web address	www.smart-rfo.org

Level of government organisations involved
Regional

Type of sector
Regional policy and development, decentralisation

Key words of project
Regional transition, sustainable development, innovation, international cooperation

Case description

SMART was a mini-programme between the regions Aragon (ES), Saxony (D), Malopolska (PL), and Western Macedonia (EL) that aimed to identify and develop new instruments for regional development in the light of economic transition processes.

SMART was implemented as a Regional Framework Operation within CI INTERREG IIIC South Programme. This type of project enabled the realisation of inter-regional subprojects. In the Malopolska Region 9 subprojects were implemented by eleven institutions. New approaches were developed and tested in areas as follows:

- Promotion of renewable energies;
- Stipulation of innovation and R&D partnership of small enterprises;
- Promotion of entrepreneurship and clustering;
- Exploitation of employment potentials in NGOs;
- Promotion of citizens' participation to design new functions for abandoned sites;
- Improvement of the market access of regional products through labels and product brands;
- Promotion of sustainable tourism;
- And strengthening business parks.

Compared with other SMART partner regions, the budget of all Malopolska's subprojects was much lower, because of the real costs of many services in Poland and because Poland was a new member of the EU at the beginning of the SMART implementation. Learning how to apply effectively for European Funds was a priority for regional authorities. The interest from institutions from the Malopolska Region was huge and many good ideas were proposed. SMART partner regions came together through their desire to address regional economic and social changes more efficiently and to develop better institutional capacities to exploit the opportunities given. Inter-regional networks between subproject partners were created and a number of follow-up activities within other European projects can be reported.

The project was implemented in five working components. The first component, coordination and management, contained all activities of the technical project realisation, including the financial management and daily coordination of the project. A Project Management Team, responsible for the daily work with SMART, an Inter-regional Steering Committee being the highest decision-making organ of SMART, and a Monitoring Committee with the task of observing the project realisation were established. The second component, strategy development, gathered all activities for improving regional strategies in order to manage transition processes. This was the responsibility of working groups, which each region had to set up. The third component was future-oriented change of the economy (internal projects) and cushioning of social and ecological effects (internal projects) was the fourth component. The fifth component, communication and dissemination, consisted of all activities for disseminating SMART and communicating its learning and results.



WITH KANCELARIJA ZA EVROPSKE POSLOVE (KEP) TO THE EU

Submitted by Office for European Affairs

Contact details of lead applicant

Organisation Office for European Affairs
(Kancelarija za Evropske
Poslove)
Address Bulevar Mihajla Pupina 16
21000 Novi Sad
Country Serbia
Size 1-25
Contact Person Sanja Cuturilov
Function Officer
Email euaffairs@gmail.com

Level of government organisations involved
Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

EU accession

Case description

The strategic priority of the Republic of Serbia is EU accession. An essential requirement for the process of EU accession is the existence of a reliable system of public administration at all levels, which would be capable of satisfying and transferring to internal participants a large number of complex requirements for harmonisation with the EU rules. The Executive Council of the Autonomous Province of Vojvodina established the Office for European Affairs on 5 April 2006 in order to implement the European integrative processes and to strengthen the institutional capacities of Vojvodina, aiming at a faster integration of Serbia into major European political and economical processes. It strives to increase the competence of the local and regional public administration in the functioning and actual policies of the EU seen from a Serbian perspective, to provide Vojvodina with the capacity to manage the whole process of EU fund implementation and to establish the operational instruments necessary for programming projects with our regional partners in compliance with EU standards and requirements. The main objectives are the following:

- Design of common projects with regional and other European partners, regarding the use of IPA funds;
- Cooperation with key European and international institutions;
- Promotion of European values.

The cooperation with EU regions has contributed to closer relations between our country and the EU, as well as to a better understanding of complex procedures and the EU institutional structure. The partnership network and the use of structural funds have contributed to the enhancement of employment, as well as to the attraction and promotion of our region. The Office has been recognized as a reliable partner, because of its expertise, dedication and efforts invested into each project being developed with our partners. The Office supports the Europeanisation of Vojvodina through regional networks and partnerships and through the promotion of common European values and ideas. Vojvodina is also involved in promoting EU ideas and standards, opening new investment and employment opportunities in other parts of the country, especially in the most undeveloped municipalities in the south and west of the country, through the Office for European Affairs. Through regional partnerships, the Office for European Affairs aspires to achieve new investment attraction, service culture change, employment protection, successful and effective partnership management and intercultural dialogue.

The main results of the Office's activities are seen through our partnerships. An illustration of this is the cooperation with the Swedish region of Halland, thanks to which a large humanitarian aid delivery for the benefit of persons with disabilities arrived in Vojvodina. An education centre was founded within the premises of the Office for European Affairs. The main beneficiaries of training provided at the centre are the unemployed, persons with disabilities and children without parental care.



ROMANIAN-BULGARIAN CLUB ME AND EU IN GIURGIU

Submitted by European Integration Programmes Department

Contact details of lead applicant

Organisation	Giurgiu Local Council
Address	Street Bucuresti, no. 49-51, Giurgiu
Country	Romania
Size	>100
Contact Person	Mirela Popazu
Function	Executive Manager - European Integration Programmes Department
Email	mirela.popazu@primaria-giurgiu.ro
Web address	www.primaria-giurgiu.ro

Other applicants

Basic School no. 4 'Mihai Eminescu' Giurgiu, 'Education For The 3rd Millennium' Association Giurgiu, 'New Alliance' Ecological Association Giurgiu, 'Open Society' Club Rousse, 'EU Spaces 21', Association Rousse, Culture, Patrimony & Religion Department Giurgiu, Anti-Drug Prevention & Consulting Centre Giurgiu

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Cross-border project, students

Case description

Between December 2006 and November 2008 Giurgiu Municipality, through the European Integration and Programmes Department of Giurgiu Local Council, carried out the project 'Romanian-Bulgarian Club ME and EU in Giurgiu' financed through PHARE - the common fund for small projects for Romanian-Bulgarian cross-border cooperation.

The goal was to create a Romanian-Bulgarian club in Giurgiu for students including four thematic working groups (ecology, democracy and European values, culture and health). Activities were organised to stimulate writing abilities and for the development and implementation of some initiatives and cross-border projects of the students from Giurgiu and Rousse participating in the project. At the same time, some friendships and sustainable cooperation in the fields of the project were established between the groups of students who participated in this project. In every thematic working group, monthly activities were developed, specific to the respective field, the final scope being the realisation of some cross-border projects in partnership with colleagues from Bulgaria and the implementation of some of them. The project furthered local community development and the education of the younger generation in European values. In addition, cross-border meetings took place within every working group.

The project's implementation was realised due to the contribution of the Romanian and Bulgarian partners at all stages of the project activities. The following results were achieved:

- 160 students from Giurgiu and Rousse were trained on many more themes of common interest within the ME and EU Club;
- Four thematic working groups were organised within the newly established club;
- 20 cross-border projects were written in the implementation period of the present project, five projects from every thematic working group, out of which four were awarded and implemented until the end of the project;
- 16 cross-border meetings took place between Romanian and Bulgarian students, organised within four thematic working groups, eight of which were developed in Giurgiu and eight in Rousse, as well as four press conferences at the beginning and the end of the project, organised in Giurgiu and Rousse;
- A bilingual magazine 'ME and EU' was created within the project and 1000 copies were printed. At the end the four projects were awarded and implemented by the Romanian and Bulgarian students, coordinated by the management project team, one for every thematic working group:
- The Ecology working group was awarded the project 'A Healthier Earth';
- Democracy and European values was awarded the project 'Juvenile Violence';
- The Health working group was awarded the project 'A Drugless Day!';
- And the Culture working group was awarded the project 'A Year of Traditions'.



ROADS WITHOUT BORDERS FOR A UNITED EUROPE

Submitted by Botosani County Council

Contact details of lead applicant

Organisation Botosani County Council
Address Botoşani, Piaţa Revoluţiei 1-3
 710236
Country Romania
Size >100
Contact Person Mihai Țăbuleac
Function President
Email balascau.raluca@cjbotosani.ro

Level of government organisations involved
 Regional

Type of sector

Education (higher and lower), training and learning; External relations and aid, development and enlargement; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation; Taxation, customs, finances; Transport and infrastructure

Key words of project

Cross-border project, roads and infrastructure

Case description

The Project named 'Roads without Borders for a United Europe' was implemented within the Romania - Ukraine Neighbourhood Programme 2004-2006, on the PHARE CBC Component. The implementation lasted for 12 months covering the geographical area of Romania (North-eastern Region - Botoşani County) and the Ukraine (Chernivsky Region - Herta District). Its aim was to re-activate a network of roads for the enhancement of economic cooperation between the people living on both banks of the Prut River.

The project was of great importance, given the fact that, after Romania joined the European Union, its border with the Ukraine, measuring 52.1 km, became the European Union's external border with the former Soviet country. When signing the Adhesion Treaty, Romania assumed responsibility for supporting the Eastward enlargement and creating such paths for cooperation was a must. Botosani County has two country borders: with the Ukraine, in the North (through Racovăţ Check Point) and with the Republic of Moldova in the East (through Stanca Customs Point). There was strong evidence that this road network between Botosani County and Herta District had been active in the past and that it had improved commercial exchanges long before historical events drew a border between the two regions. Founded in 1985, the Racovat Simplified Check Point was (and still is) perceived as a 'soul bridge' for the population of the two countries, keeping an active cooperation across the border. After the fall of communism in 1989, the Simplified Check Point in Racovat was a means of connection between the two peoples, making visits, meetings or delegation exchanges possible. The lack of consistent funds for the hard infrastructure had negative effects upon the transport network in the North of Botosani County. As a consequence, the roads were constantly damaged, which made access across the border more difficult. Infrastructure recovery was of a high priority for the progress of the region and the recovery of this route seemed necessary because it was part of the Ninth Pan-European Corridor (Helsinki-Adrianopolis), which crosses the European Union through the East of the Continent. At the same time, this route was the shortest way between Racovat and Stanca checkpoints, saving time, fuel and financial resources for the final beneficiaries.

The recovery works could not be started without a specialised Feasibility Study. The project also paid attention to the human resources necessary for the good course of the activities; in this context two training modules were held for 14 persons from the Herta District administration and 10 persons from the public administration of Botosani County, who acquired common knowledge, teamwork abilities and the capacity to use the terms and language of the European operational system in the Member and Candidate States. The implementation of this action was meant to raise the visibility of the EU intervention in the area and to make the population understand the necessity of correlated and integrated programmes dedicated to this area of common interest.



SIVECO-IT SOLUTIONS FOR A PERFORMANT EUROPEAN PUBLIC ADMINISTRATION

Submitted by Prefect's Institution of Suceava County

Contact details of lead applicant

Organisation Prefect's Institution of Suceava County
Address Stefan cel Mare Street Suceava 720093
Country Romania
Size >100
Contact Person Angela Ioanovici
Function Executive Director
Email angelaioanovici@yahoo.com
 prefsv@rdslink.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

PPP, increased efficiency, decentralisation, IT

Case description

Modernisation of the public administration in Romania is needed in order to bring it up to European standards. The project 'SIVECO-IT solutions' has therefore been initiated with the aim to develop and extend the PC system in order to increase the efficiency and transparency of the public service management activities.

Through the project, citizens will benefit from an accessible high-quality public service; companies will benefit from access to simplified procedures; public servants will have increased efficiency and transparent activity; and the managing team of the town hall will benefit from efficient management of public services. The main activities of the project are preparation of the new key operators of the integrated IT system, acquisition of hardware and software infrastructure, implementation of soft applications, training of the operators, evaluation of system functioning, creation of promotional materials, dissemination of innovative results and audit. The main objective is to continue the reform of public administration aiming at decentralisation and de-concentration of public services. The specific objectives of the project are the development of the public administration capacity and the consolidation of IT management, leading to an increase in the efficiency and transparency of the public services activities provided by the town hall offices.

The choice of the methods used for implementation of the project was considered to be a viable way of making the management of public services more efficient. In practical terms, an expansion of the existing software network was made, so an integrated IT system at Suceava town hall was developed. In 2005, a similar project had been implemented, which created an IT system for the management of documents (electronic registration of documents) and of the work flow interacting with the management of the local budget. In this new project, the IT system was extended to other specialist areas - urbanism, legal assistance, archives and citizen's helpline. The following implementation methods were used: evaluation reports, evaluation questionnaires, internal reports on the operability of the work flow, communication connections, document distribution etc.

In summary, this project introduced modern working methods into the administration sector. In addition, an interface between the citizen and the administration in issues concerning the management of public services has been developed, as an example of participative democracy. The partnership with the Prefect's Institution contributed to accomplishing the main activities of the project and also to disseminating the project results: elimination of bureaucratic procedures and simplification of work methodologies, a better exchange of information between functional compartments, and automation and standardisation of work flows. The impact of the project was exceptional and is an example of good practice for other town halls in the county and for the promotion of partnerships.



TOGETHER FOR TRANSPARENCY

Submitted by City Hall of Timișoara

Contact details of lead applicant

Organisation City Hall of Timișoara
Address Bd. C.D. Loga, nr. 1
 300030 Timișoara
Country Romania
Size >100
Contact Person Adrian Schiffbeck
Function Councillor - Communication
 Department
Email adrians@primariatm.ro
Web address www.primariatm.ro
 www.fundatiavest.ro

Other applicants

Timișoara West Foundation for Regional and Euro-regional Journalism

Level of government organisations involved

Regional

Type of sector

Information society, technology, media and audiovisual

Key words of project

Good governance, responsibility, transparency, communication

Case description

Circulation of information is one of the inevitable stages of democratic development as well as the evolution of healthy relationships between all social partners. Thus, at the end of 2003, Timișoara local authorities launched a long-term programme based on the concept of participatory democracy and focused on sustaining and stimulating direct dialogue between ordinary citizens and administration, both at decision-making level and at executive level, in order to improve the quality and efficiency of local governance. From the very beginning, the West Foundation for Regional and Euro-regional Journalism (WFJ) participated in this programme by developing specific projects aiming at improving interaction between civil society and public bodies.

Since 2004, the partnership of local authorities with WFJ developed a large scale programme entitled 'Together for Transparency' implemented in three complementary stages. The first stage consisted of setting up the so called communicational multiplier, a complex interactive system involving mass media and IT resources, aiming at: gathering, analysing and categorising information regarding citizens' concrete needs and demands as well as suggestions, propositions and ideas to be addressed to local authorities in order to improve the authorities' capacity to answer these issues; keeping local administration well informed; disseminating information throughout the community, aiming at forming public opinion in favour of citizens' concrete needs and demands. The second stage consisted of increasing the responsibility, accountability and transparency of the decision-making process as well as citizens' participation. This was done through live radio broadcastings of all local Council sessions; public debates on the community issues; meetings between representatives of the City Hall and citizens and a daily interactive radio show called 'Timișoara, my neighbourhood'. Here, leaders of district councils and local administration representatives would be guests, focusing on people's concrete needs and demands in each of the 19 neighbourhoods of the city. The third stage consists of developing a complex and coherent programme in the civic educational field (such as seminars, team-building and meetings) in order to maximise inhabitants' awareness of citizenship and the importance of a permanent and fluid dialogue with local authorities. A further aim is to develop citizens' communication skills, orientation and capacity to participate at democratic processes, and to find joint solutions to community problems.

All implemented projects have a strong component addressing young people in order to stimulate and sustain their interest in citizenship and involvement in community problems. The fact that discussions on important issues such as local taxes, the budget, transportation, city planning were broadcasted on radio was a positive point in transmitting information as far and to as many people as possible.



STRATEGIC PARTNERSHIP FOR TRANSPARENCY

Submitted by Salaj County Prefecture

Contact details of lead applicant

Organisation Salaj County Prefecture
Address P-ta 1 Decembrie 1918 nr 12,
 Zalau, Salaj
Country Romania
Size 50-100
Contact Person Iulia David
Function Public Manager
Email iulia_david_aura@yahoo.com

Level of government organisations involved
 Regional

Type of sector
 Public administration, modernisation, institutional affairs, reform

Key words of project
 Transparency, communication, civil society

Case description

2009 has been declared 'the year of economy, efficiency and responsibility' by the Salaj County Prefecture. The effects of the global economic financial crisis and its impact at local level require measures to be undertaken quickly. In this context, the urgent necessity of coordinating the measures adopted locally needs to be emphasised and calls for transparency in decision-making from all of the actors involved.

The Salaj County Prefecture therefore developed the Strategy for Communication and Public Relations with the goal of advancing and fostering a Strategic Partnership for Transparency. This project provides means for partnership between representatives from different sectors. The parties will develop joint products that will contribute to their interests. The objectives are:

- To make public information on key matters more efficient and transparent;
- To stimulate interest for debate on local development;
- Development of social partnership and dialogue;
- Participation in the EU projects on communication/information;
- To implement projects; - to enhance the relationship with civil society;
- And to adapt information and information instruments to the needs of the target group.

In order to implement the project, the partner institutions were invited to sign a partnership agreement with the Prefecture. Furthermore, joint press conferences were held with all the partners to enable them to exchange common interest matters. The first meetings under the Partnership were called and subjects such as the option to apply for EU structural funding were discussed. Up to now, 30 partnership agreements have already been secured and the media already provide coverage on some of the matters discussed at the meetings.

SOCIAL CAMPAIGN 'REDIRECT 2% OF THE INCOME TAX FOR THE BENEFIT OF THE MARIE CURIE CHILDREN'S HOSPITAL'

Submitted by Prefecture of Bucharest

Contact details of lead applicant

Organisation Prefecture of Bucharest
Address Bd. Regina Elisabeta no.47, sector 5, Bucharest
Country Romania
Size 50-100
Contact Person **Simona Andries**
Marian Cioltan
Function Counsellor
Email simona.andries@mira.gov.ro
marian1cioltan@yahoo.com
Web address www.prefecturabucuresti.ro
www.scheherazadefoundation.ro
www.mscurie.ro

Level of government organisations involved

Local

Type of sector

Public health and social welfare/affairs

Key words of project

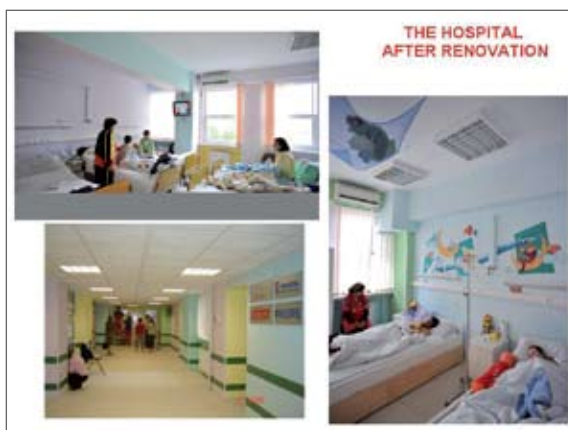
Civic awareness, active citizenship, public health services, PPP, social participation, aid of children, rights of the taxpayers.

Case description

The average number of patients that the medical centre 'Marie Curie' admits every year is 50,000 children. However, the medical centre urgently needed renovation and new acquisitions in order to provide better services and to improve the sanitary conditions. Since the financial resources allocated by the government were not sufficient to support the renovation of the building, the Prefecture of Bucharest and Scheherazade Foundation implemented a strategic information and communication partnership meant to encourage taxpayers to redirect 2% of their income tax for the benefit of the Marie Curie children's hospital. The partnership was also supported by the Ministry of Public Health as well as by different local institutions subordinated to the Prefecture.

The mission of the Scheherazade Foundation is to improve the living conditions of children. The Prefecture of Bucharest is a mediator institution having all the necessary instruments to transmit information to citizens in diverse and very efficient ways, and this was the reason for entering into this partnership and acting as a coordinator of the information and communication campaign for redirecting 2% tax of the global income for the benefit of the Marie Curie children's hospital. The experiences gained by the Prefecture of Bucharest through similar projects played an important role in engaging the information activities in 2008, since it was already aware about the possible risks or obstacles and thus was able to prevent the communication errors. The objective of renovating a hospital for children was to assure a lot of support from the population from the beginning. Though there were sensitive and stringent problems in various other domains, this was a very visible and emotional one and it must be admitted that the redirection of the 2% tax of income would not have had the same success if the goal had been too technical or sustained a less popular issue.

The partnership between the Prefecture of Bucharest and the Scheherazade Foundation not only managed to gather the necessary money for the renovation of the Surgery section of the paediatric hospital, but also succeeded on a much more important scale, raising the awareness of the population and teaching the citizens how to help themselves and how to contribute to the good care of their children. The sum of the redirected income taxes contributed to the complete renovation of the Marie Curie hospital, in addition to other financial aid (sponsorships and donations). Donations made it possible to acquire new medical equipment which was not available in any other pediatric hospital in Romania, such as an endoscope for the treatment of urological infections, congenital malformations and sediment in the urinary system. Furthermore, the fact that a large number of employees decided to redirect their 2% income tax for the benefit of the hospital showed an increased awareness of the community and the wish to participate and support the public welfare leading to a change in mentality.





PRESENT IN SCHOOL, ABSENT IN JAIL - LOCAL PARTNERSHIP TO PREVENT AND COMBAT JUVENILE DELINQUENCY AND CHILD VICTIMISATION

Submitted by Prefecture of Neamt County

Contact details of lead applicant

Organisation Prefecture of Neamt County
Address Piatra Neamt, 27, Alexandru cel Bun Street, Neamt County
Country Romania
Size 50-100
Contact Person Silvia Apostol
Function Counsellor
Email integrare@prefecturaneamt.ro
Web address www.prefecturaneamt.ro

Other applicants

County Inspectorate of Police (main partner); Prefecture of Neamt County (the Institution of the Prefect - Neamt County); County School Inspectorate Neamt; County Council of students within the County School Inspectorate; City Hall of Piatra Neamt; General Directorate for Social Assistance and Child Protection Neamt; County Gendarme Inspectorate Neamt; National Anti-drug Agency Neamt; County Youth Directorate Neamt; Public Health Authority Neamt; Neamt County Tribunal (Taking of Evidence Service); County Library 'G.T. Kirileanu'; Organisation 'SAVE THE CHILDREN' - Neamt branch; Organisation AQUILA, Piatra Neamt - the County Library 'G.T. Kirileanu'; Local media

Level of government organisations involved

Local

Type of sector

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

Key words of project

Juvenile delinquency, criminal risk prevention, children and young people

Case description

In recent years, juvenile delinquency has recorded an alarming rate of children being involved in criminal activities. In 2007, the number of juveniles involved in the preparation of anti-social acts increased from by a rate of 11% from 2006. Aspects such as school abandonment, lack of activities and alternative leisure, and lack of family authority are all factors that cause young people to commit acts sanctioned by criminal law.

In order to reduce the number of juveniles involved in criminal activities and to gain awareness, the local partnership project for the prevention of juvenile delinquency and victimisation of children was initiated in 2008 by the Police Inspectorate and the Prefecture of Neamt County. The project aims to reduce criminal risk and activities among minors, mainly through the elaboration and development of partnership projects to prevent juvenile delinquency and child victimisation, which contain educational, social, economic and cultural activities.

Since these problems often exceed the skills of one single public institution, the support of other public or private institutions from Neamt County was needed. The idea was to set up an integrated system to solve these problems, each with its own resources, but with a sole purpose: the prevention of child victimisation. New partnerships, mostly representing NGOs, were established and collaboration with other institutions involved in child protection was improved. In addition, the partnership between the police and civil society was strengthened in order to develop an educational process against delinquency and victimisation. During the implementation of the project, regular meetings of the Working Group took place which monitored the project and developed new tasks.

The first step of the project was the involvement of children in voluntary activities for the members of the Neamt County Council of Youth. They receive a training programme for which the financial support is provided by the partnership. A summer camp for children volunteered by the Police Inspectorate will for instance be organised in order to gain the necessary skills to spread the information concerning juvenile delinquency and child victimisation. The project team will continue the specific inter-institutional activities focused on vulnerable groups. The project also intends to identify some alternatives for leisure activities. The aim of the project is to set up a long-term and effective communication system between different public and private donors to improve the specific activities of juvenile delinquency and child victimisation, by using both the institutional partnership and volunteering as a form of mobilisation of local community resources.





PRE AND POST-ACCESSION PARTNERSHIP

Submitted by Institution of the Prefect - Timiș County

Contact details of lead applicant

Organisation	Institution of the Prefect - Timiș County
Address	Bv. Revoluției din 1989 No. 17 Timișoara, Postal Code 300034
Country	Romania
Size	50-100
Contact Person	Mihaela Boran
Function	Head of Department for European Affairs, International Relations, Communication and PR
Email	mihaela.boran@prefecturatimis.ro
Web address	www.prefecturatimis.ro

Other applicants

Timișoara Chamber of Commerce, Industry and Agriculture (TCCIA)

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Business community, employment of labour force, social inclusion, European Funds, social - economic development, investments

Case description

The partnership between the Institution of the Prefect - Timiș County ('Institution of the Prefect'), as leader of the dispersed public services of the ministries and other central public administration agencies (DPS) of Timiș County and the Timișoara Chamber of Commerce, Industry and Agriculture (TCCIA) is essential because: - business information that flows from the TCCIA has to be received in due time by the Institution of the Prefect and the DPS of Timiș County, so that proper decisions can be taken; - legal information should be submitted to businessmen (through seminars, meetings etc.) in the shortest possible time; - representatives of local authorities (mayors) and representatives of Timiș County companies should establish direct contacts in order to identify suitable solutions for creating new jobs and for a sustainable development of Timiș County; - the DPS should understand the problems faced by companies and adjust their working methods in order to comply both with the legal requirements and the needs of the business community.

At the beginning of 2006, the first Cooperation Convention was signed between the Institution of the Prefect, as leader of the DPS of Timiș County, and TCCIA, based on a good inter-institutional partnership, as well as on a sound and lasting people-to-people relation based on: - a common interest for the social economic development of Timiș County; - a need for common action in order to disseminate information about the proper means to attract and absorb EU funds in Timiș County; - a determination to improve the business environment in order to attract and sustain investments in the region through specific methods, within the framework of partnerships established with Romanian and foreign partners. According to the Cooperation Convention, the signatories agreed upon the following: - the annual elaboration of a Joint Action Plan (JAP); - sharing of databases of the Institution of the Prefect and TCCIA for creating certain documents of mutual interest; - supporting all TCCIA initiatives by the Institution of the Prefect - Timiș County, in order to improve the local business environment; - providing organisational and logistical support necessary for TCCIA to carry out events within the framework of the JAP; - providing lecturers through the DPS and seminars specialised in the fields and topics decided upon by the Institution of the Prefect, which were included in the JAP.

The Cooperation Agreement signed in 2009 includes:

- The elaboration of the JAP for 2009;
- Joint efforts to organise the Top of Companies of Timiș County;
- Efforts to obtain financial resources for the mutually designed project 'Multimedia Center for the improvement of the communication between the Institution of the Prefect, the DPS, the TCCIA and the economic community of the Timiș County';
- To start the activities included in the project entitled 'Creating the Permanent Technical Secretariat of the Regional Pact';
- The West Region V' through the implementation of joint strategies in the field of social inclusion and labour market. During the three years of partnership 57 events of interest to the business community in Timiș County were successfully organised, being highly appreciated by the 3,682 participants.



SUPPORT FOR AGRICULTURAL DEVELOPMENT IN BACAU COUNTY

Submitted by Bacau County Council

Contact details of lead applicant

Organisation	Bacau County Council
Address	Marasesti, no. 2, Bacau
Country	Romania
Size	>100
Contact Person	Oana Deaconu
Function	Counsellor
Email	oana.deaconu@csjbacau.ro

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform; Environment, climate change, agriculture (including food safety)

Key words of project

Agriculture, animal breeding, know-how, experience, training, good-practices, competences, modern technologies, communication, multipliable, farmer, valuation

Case description

The year 2007, when Romania joined the European Union, ushered in a new era in the agricultural economy and rural development of the country. In order to be part of the internal market of the EU, Romania must rapidly adapt its agricultural economy. Although Romania has a very important agricultural capital, this sector has relatively poor productivity and contributes very little to the economic development of the country. Romanian agriculture is characterised by an excessive land division and a lack of modern equipment, with the result that agricultural producers cannot exploit the land efficiently. This situation was intended to be solved by a policy of mapping all agricultural land and encouraging peasants to transform their facilities into family agricultural farms.

Within this context, the project 'Support for agricultural development in Bacau County' was launched with the aim of supporting Bacau County in modernising the agricultural and animal breeding sectors and creating a favourable institutional environment in order to achieve sustainable development in these sectors. The main objective is to promote a partnership between Bacau county and the Limousin region of France, with a view to developing new mechanisms and ways of supporting the definition and implementation of agricultural and rural development policies for Bacau county. In this regard, the following activities were undertaken: an evaluation mission to assess the agricultural land in Bacau county, training of specialists in agriculture in the Limousin region, a training session in the Limousin region for farmers in Bacau county, an evaluation mission for methodological support in order to draft the agricultural professional training plan in Bacau county, a mission to implement a development instrument in Bacau county suitable for sheep and cattle breeding, and seminars on agricultural professional training.

The implementation of the project took 20 months (15.03.2007 - 15.11.2008) and the following results were achieved:

- A report on specific solutions for improving the existing pastures;
- 12 farmers from Bacau county benefited from 'The farmer' and SAPARD programmes and attended training sessions in the Limousin region;
- Eight agricultural specialists participated in training sessions in the Limousin region on methods of animal breeding and introducing their meat to the market;
- 52 agricultural trainers and consultants attended the seminar on professional agricultural training;
- 52 evaluation and assessment records of the satisfaction of the participants in the seminar;
- 20 media releases: press releases, articles, interviews, news, reports;
- Six press conferences;
- one seminar on agricultural professional training that took place in Bacau;
- three evaluation missions in Bacau county, carried out by French partners, on agriculture and sheep and cattle breeding in Bacau county and professional training in the field;
- Two sessions of professional formation in Limousin region;
- 500 Mestizo animals in Bacau county, as a result of artificial insemination from Limousin cattle (beef cattle), and transfer of know-how.



ECO PREFECTURE

Submitted by Institutia Prefectului Municipiului Bucuresti

Contact details of lead applicant

Organisation Institutia Prefectului
Municipiului Bucuresti
Address 47 Regina Elisabeta Blv., sector 5,
Bucharest
Country Romania
Size 50-100
Contact Person Paula Vitriuc
Function Public Manager
Email paula.tanasescu@mira.gov.ro
Web address www.prefecturabucuresti.ro

Level of government organisations involved

Local

Type of sector

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

Key words of project

Public administration, environment, partnership, pollution, recycling

Case description

The Prefecture of Bucharest considers that a clean environment is the key to enhancing and sustaining our quality of life. It strongly believes that we should not only keep internal and external clients informed, but also engage them in all the processes of achieving environmental goals, no matter how insignificant the activities may seem.

This is why the Prefecture has decided to turn 'green' and run the Eco Prefecture project, in the wider context of the present Government's programme and the objectives set out by the Lisbon Strategy. The goals are to promote energy and resource conservation, reduce consumption, implement a waste minimisation and recycling programme across the prefecture, meet environmental legislation, regulations and other adopted policies and strategies, raise awareness and train clients on environmental topics and support environment-related partnerships and activities. In this context, our position as a public sector organisation, the Romanian legislation, the environment culture and the economic crisis represent additional challenges.

Although Eco Prefecture is still in its early stages, the following results have been achieved: the development of an environment strategy for the very first time, the establishment of internal regulations concerning environment protection, the initiation of two campaigns which raise awareness, the introduction of a paper recycling system and the improvement of the staff's attitude towards the environment. This could only be achieved with the help of our committed staff and by entering partnerships with organisations from all the three sectors on a win-win basis, with no financial obligations on our part. Through this project, it has been proven that collaboration between the three sectors is possible, beneficial and necessary and notable results have been achieved despite the paucity of resources. Eco Prefecture can be easily replicated in any other Prefecture in the country that shares the belief that public administration modernisation starts with people, implies greater accountability and has to show concern for the environment. The project's objectives and targets are permanently reviewed and monitored, so that actions can continuously build on good practice and reflect any external changes that warrant action.



THE NEXT GENERATION

Submitted by Institutia Prefectului Municipiului Bucuresti

Contact details of lead applicant

Organisation Institutia Prefectului
Municipiului Bucuresti

Address Bd. Regina Elisabeta nr. 47,
Sector 5, Bucuresti,
O.P. 1, C.P. 67

Country Romania

Size 50-100

Contact Person Paula Vitriuc

Function Public Manager

Email paula.tanasescu@mira.gov.ro

Level of government organisations involved

Local

Type of sector

Employment, labour related affairs and gender equality

Key words of project

Cooperation, training and development, mentoring

Case description

In the past, students doing an internship with the public administration only gained general information about the organisation without being actively involved, due to the lack of a training strategy. The training failed to address the students' needs fully, thereby affecting their motivation to pursue a career in public administration.

Consequently, the Prefecture of Bucharest has established a new format of training periods, intended to increase the attractiveness of the civil servant profession, to train a new generation of (potential) qualified public servants, to attract new partners and subsequently to solve the problem of lack of staff and improve the image of the organisation. The overall objectives are: - to promote and develop quality mentoring in terms of training the next generation of public servants, as well as helping them integrate into the culture of the organisation; - to change students' perception of the internships and increase their motivation level; - to identify new partners for the internships and expand the range of faculties that apply for one; - to involve students in our current activities, make their contribution valued and their opinions respected; - to lobby for a civil servant career; - and to use our staff's potential to the maximum and make them feel appreciated.

Firstly, the current internship format was analysed by highlighting its weaknesses. Then those individuals within the organisation having a background in education and mentoring were identified, since they provided a valuable source of information and ideas on how the training sessions should be conducted. Secondly, the resources and the areas that were most likely to attract the students were identified, e.g. communications, public relations, international affairs etc. Then the faculties in these areas were contacted to become partners of the project. Furthermore, an action plan was developed which sets up the format of the training sessions including short lectures given by staff on topics of interest related to the Prefecture and the career of civil servant. Documentation includes a questionnaire on how the student sees public administration and the characteristics of a good/poor civil servant; a 'start-up suitcase'; a daily activity plan for each student (including objectives, expected results and the current activities the student will be involved in); a 'farewell suitcase', a list of things they have contributed to and learned about the organisation, and their most valuable acquisition at the end of the training period, the mentor's report on each student's performance and a student portfolio. The students' contact data are stored and used for administering surveys and for further collaboration, as they are offered the possibility to return during the holidays or after graduating. The training session ends with a meeting of management, mentors and students, and students are offered the chance to discuss their 'suitcases' and provide feedback to the management. In this way the organisation is able to improve the format of the internship for the future groups of students that come to our institution.



URBAN NETWORK FOR INNOVATION IN CERAMICS (U.N.I.C.)

Submitted by Municipality of Cluj-Napoca

Contact details of lead applicant

Organisation Municipality of Cluj-Napoca
Address Motilor Street, NO.1-3, 400001
Country Romania
Size >100
Contact Person Sorin Apostu
Function Mayor of Cluj-Napoca
Email integrare@primariaclujnapoca.ro
Web address www.urbact.eu

Level of government organisations involved

Local

Type of sector

Science, research, innovation

Key words of project

Innovation, partnership, technology, network, growth and job

Case description

In times of economic crisis, dependency on traditional industries is usually seen as a major risk. However, an URBACT network, led by the City of Limoges, called Urban Network for Innovation in Ceramics (UNIC) is investigating the way in which cities can build on their technological and cultural know-how in order to branch into long-term, sustainable 'paths of innovation'. The UNIC network, involving partner cities with strong cultural and economic roots in the ceramics industry, explores how cities can use traditional industries to make 'smart growth' a reality, by implementing new forms of partnerships. In this context, the Municipality of Cluj-Napoca organised a Local Support Group by implementing new forms of partnerships with local stakeholders associated with the project.

The major and specific objectives of the network of partners involved in the project is to organise in many of the cities different Local Support Groups of stakeholders interested in developing specific action plans that will be financed by the European Commission through the Fast Track Network.

The first two working groups set up by UNIC are analysing the ways in which cities can promote innovation within the ceramics sector and/or strengthen it in other ways. In this context, UNIC working groups are exploring how to make best use of public procurement to encourage innovation and strengthen their ceramics industries. Another proposal is to examine the use of geographic labels of origin to both promote and protect high-quality ceramics products. One of the workshops, led by the Porzellanikon Museum, home of the famous Meissen porcelain from Germany, will be looking at how cities can breathe new life into their extremely rich heritage of old factories, kilns and decoration workshops to renew the physical fabric of the city. This working group will also analyse how cities can incorporate certain innovations in ceramics into the built environment, in areas such as urban furniture, public spaces, signposting, facades and pavements. Another related workshop, led by Stoke on Trent, focuses on the artistic and cultural agenda that cities can offer to increase their attractiveness to tourists, considering both the key ingredients for success and the pitfalls associated with the organisation of exhibitions. The final workshop, led by Delft, explores how to involve local stakeholders in updating the city's identity.

The key advantage of the UNIC network is that the partner cities are actively involved in very interesting initiatives in different workshop topics. This provides them with the opportunity to learn from each other about what really works in practice, to adapt the findings to their own context and to apply these to their own local action plans. The results of both the past experimentation and the local action plans are brought together into five reports relating to the tools and practices covered by each workshop.



REGIONAL AND CROSS-BORDER CENTRE FOR PREVENTION AND INTERVENTION IN CASE OF FLOODS

Submitted by Timiș County Council

Contact details of lead applicant

Organisation Timiș County Council
Address Bd. Revolutiei din 1989 nr.17
 Timișoara, Judetul Timiș
Country Romania
Size >100
Contact Person Marieta Mateescu
Function Project Manager
Email marieta.mateescu@cjtimis.ro
Web address www.cpiitimis.ro

Level of government organisations involved

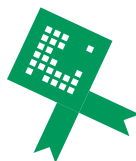
Local

Type of sector

Environment, climate change, agriculture
 (including food safety), fishery

Key words of project

Cross-border, emergency situation management



Case description

In Romania, thousands of hectares of land are flooded every year causing significant losses of infrastructure, land used for economical activities, buildings or even human lives. Due to accelerated global warming the phenomenon is likely to increase. The techniques used for the protection against floods are weak and the capacity of the authorities to address these events is limited.

Thus, the Regional and Cross-Border Centre for Prevention and Intervention in Case of Floods (CRTPI) was initiated. CRTPI is an institutional structure and a coordinating and cooperating logistic backing head office at cross-border and regional level for prevention, personnel training as well as intervention in case of flooding in three Romanian counties (Timiș, Arad, Bihor) and one in Hungary (Csongrad). The active partnership between the four parties is enhancing the efficiency of intervention in case of floods and enables a better collaboration in emergency situations. Target groups of the project are the population, institutions and economic actors located within the flood risk area of the four counties.

The project comprises a series of multiple-level activities: the first group of activities consisted of establishing an agreement between the partners on the procedures of cooperation for prevention and intervention in case of flooding. Another group of activities included the building of the infrastructure of the head office of the CRTPI in case of floods (garages, warehouses for storing means of transportation, accessories and equipment, administrative head office, utilities routes of access). The restorative works resulted in an operational facility to ensure proper storage of all vehicles, materials, equipment and provide an administrative headquarters for the CRTPI. The third group of activities focused on the cooperation between the partners by setting the legal framework for putting into operation public procurement for contracting goods, equipment and means of intervention, information and warning equipment and furniture, as well as outsourcing the activity of creating a website and technical specifications for a unitary database linked with the existing ones of the project partners. The purchased equipment and intervention resources will be used by all counties involved in the partnership, both for real case intervention and drills. Furthermore, a Contingency Intervention Unit will be assembled for regional and cross-border intervention. Another group of activities was intended to improve the professional skills of several Romanian trainers for specific activities of regional and cross-border cooperation for intervention in cases of floods. In this respect training sessions were organised with the support of the Hungarian partner, the Public Utility Company and its collaborator, the County Directorate for Protection against Disasters, Csongrad, involving 20 trainers from the three Romanian counties. The last group of activities was intended to ensure a wider visibility and transparency of the CRTPI by posting measures of prevention and information materials about flood contingency on the Centre's website and distributing informational and educational leaflets.



TIMIȘOARA - LITTLE VIENNA

Submitted by City Hall of Timișoara

Contact details of lead applicant

Organisation City Hall of Timișoara
Address 300010 Timișoara, CD Loga 1
Country Romania
Size >100
Contact Person Alina Pintilie
Function Head of Public Relations/Culture/
 Education/Sports Department
Email alina.pintilie@primariatm.ro

Other applicants

Timișoara City's House of Culture, German Statestheater Timișoara, 'Csiky Gergely' Hungarian Statestheater Timișoara, 'Banatul' Philharmonic Timișoara, different NGO's from Timișoara

Level of government organisations involved

Local

Type of sector

Sports, youth, culture and art

Key words of project

Culture, arts, performance, happening

Case description

In today's society, the ever-decreasing number of spectators attending artistic performances means that alternative solutions need to be found in order to encourage people to take part in cultural events and values.

The cultural project 'Timișoara - Little Vienna' aims to be such an alternative by supporting young and talented people from the art high school and the university of Timișoara to participate in cultural activities by organising artistic events in Union Square, Timișoara. Since the spring of 2004, the young artists have been given facilities to allow them to perform, make their work known and show their abilities. They manifest, create and exhibit their visual arts masterworks, present happenings and performance shows and multimedia presentations in classical music, jazz and blues concerts. Young artists are encouraged to promote their work, to organise their own event and to make a name for themselves. Timișoara City Hall, along with its partners, offers them a venue for events and logistic support. The aim of the project is not to collect funds but to allocate funds in order to promote cultural activities and young artists and to give people free access to cultural events. In this way, citizens and tourists will not only have another opportunity to spend their leisure time attending cultural events, but will also have alternative places to get in touch with art. This project is an opportunity to update and to acknowledge the local cultural resources, by making citizens more aware of the cultural values of the city, by promoting culture among the local community and by encouraging and supporting young artists to express themselves and to highlight the beauty of the city. Bringing arts together reinforces the concept of development of a creative industry, a new concept in Romania. This programme also aims to help artists be more communicative, to express themselves freely and to involve the young generation in the cultural aspects of the city. Promoting art in the open air makes 'Timișoara - Little Vienna' a project with social character, giving people the opportunity to have free access to cultural events. In addition, the project also aims to be an educational project, a mediator between citizens and cultural activities.

After financing for the project was approved by the Local Council, the project was announced on the City Hall's webpage and in the media. The artists have been invited to propose events. At the same time, the City Hall's Communication Department is searching for sponsors. A schedule of events has been organised, posters and flyers advertising the main events have been distributed in the city and a weekly press release has been issued to the media.

The results achieved are: - encouraging young artists to promote their work and to make a name for themselves; - ensuring access to all types of cultural events with a high standard of quality, in an open, free space, during the summer time (since the events take place directly on the streets); - and good use of the architectural diversity and richness of Union Square.



RUPEA - COHALM LOCAL DEVELOPMENT PILOT PROJECT

Submitted by Ministry of Culture, Religious Affairs and National Heritage

Contact details of lead applicant

Organisation Ministry of Culture, Religious Affairs and National Heritage
Address 30, Kiseleff Blvd
 011347, Bucharest
Country Romania
Size >100
Contact Person **Cristina Cotenescu**
Function LDPP Coordinator
Email cristina.cotenescu@cultura.ro
Web address www.coe.int
 www.cultura.ro
 www.addjb.ro

Level of government organisations involved

National

Type of sector

Regional policy and development, decentralisation

Key words of project

Sustainable development, cultural/natural heritage

Case description

The Rupea-Cohalm micro-region in Romania, is one of the three historical areas of Brasov county - a mainly rural territory with a population of 26 804 inhabitants, a diverse ethnic structure and complex religious composition. In terms of administrative units, the area comprises eight communes (Bunești, Cața, Hoghiz, Homorod, Jibert, Racoș, Ticuș and Ungra) and one town (Rupea). The region has an important historical-cultural heritage comprising fortified evangelical churches, memorials, archaeological sites, sections of fortified walls and rural landscapes with typical rural housing. The territory also has an important natural heritage, represented by protected areas, 'natural monuments' and areas certified 'Natura 2000 Sites', containing a great diversity of wildlife habitats.

The Local Development Pilot Project (LDPP), representing the cultural component of the Regional Programme for Cultural and Natural Heritage in South East Europe (RPSEE) for the Council of Europe, has been implemented in the in Rupea-Cohalm micro-region. The main scope of the LDPP is to conceive, within an extended local and national partnership, a joint plan (Development Strategy and Operational Programme) for realising the long-term sustainable development of the selected territory with, at its core, the cultural and natural heritage as key elements of the territory's cohesion and identity. LDPP looks at the selected territory from a partnership, multi-sector and sustainable perspective, with an accent on the involvement of local communities. In this sense, the project has an important experimental dimension as it explores new approaches and methods that reinforced the role of the local community in the decision-making process. As mentioned in the general framework of the LDPP for the Council of Europe, 'the experimental dimension of a Pilot Project is iterative, that is, it allows for trial and error, readjustments and modifications'. In this regard, partners from a local level (the local municipalities from Rupea-Cohalm area and one NGO), from a county/regional level (Brasov County Council, County and Regional Development Agencies, the Evangelical and Orthodox Churches), from a national level (ministries and other institutions) and from an international level (the Council of Europe) are mobilised.

The implementation consists of four phases. The first phase is a preliminary one, comprising: the selection of the pilot territory, the signing of a political declaration at central level, the signing of a Partnership Declaration at local, central and Council of Europe level as part of the terms of reference of the project, pre-diagnosis of territory, setting up of coordination, management and implementation structures (Inter-ministerial Commission, at central level; Local Management Group and Project Implementation Unit, at local level). The second phase involves the elaboration of methodology for the diagnosis of the territory based on pre-diagnosis from the previous phase and also validation of methodology at local level. The third phase can be labelled the 'elaboration of the development strategy'; and the fourth phase as the 'elaboration of the operational programme'. Romania started implementing the LDPP at the end of 2006 and currently finds itself in the second phase of the project: diagnosing the territory.



SOCIAL, MEDICAL AND EDUCATIONAL INTEGRATED SERVICES IN RURAL AREAS

Submitted by Bacau County Council

Contact details of lead applicant

Organisation Bacau County Council
Address Marasesti, no. 2, Bacau
Country Romania
Size >100
Contact Person Oana Deaconu
Function Counsellor
Email oana.deaconu@csjbacau.ro

Level of government organisations involved

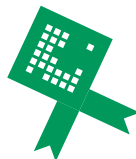
Local

Type of sector

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

Key words of project

Involvement, communication, information, needs, education, change, awareness, alternatives, quality, creative, cost-efficiency



Case description

Around 6.5 million Romanians are living in poverty, with the biggest poverty risk existing in rural areas. In terms of economic development, level of occupation and living standards, the highest risk of poverty is present in the North-East region. Amongst some of the deficiencies found in these areas are: poor economic activity; inefficient medical system due to limited access to health services and medicines; and inadequate level of education.

The project, localised in the poorest area of Bacau County ('The Vale of Tears'), aims to provide a complex, integrated approach in order to respond to the social, medical and educational needs in the most disadvantaged rural areas of Bacau County. This is achieved by networking several relevant actors from local authorities, medical, educational and other sectors, mayors, local councillors, doctors, nurses, school teachers, local community workers and citizens in the targeted communities. Other partners involved in the project are the City Halls of Podu Turcului, Vultureni, Stanisesti, the National Agency Against Human Trafficking and the Bacau Regional Centre.

Among others, the main objectives of the project are to promote community development in rural areas, to create a 'pro-community' attitude - an attitude of involving the community, and to build a communication bridge between high school pupils in town and the children in rural areas, in order to increase their access to education. Thus, in 2001, the Community Support Foundation (CSF), with the support of Bacau County Council and with external financing, laid the foundation of mobile medical assistance and developed activities in the field of family planning in rural areas in almost all the communes in the 'Vale of Tears' by identifying and assessing the needs of population. In 2004, with financing from the EU, the first mobile pharmacy in the country was established in order to solve the problem of limited access to medication. Furthermore, the following main activities were developed in order to reach the objectives: family planning, social services for disadvantaged categories, educational centres, summer schools, publishing and free distribution of the rural community journal 'Valea Zeletinului - rural realities', publishing and free distribution of the volunteers' bulletin 'Among Youth', and an anti-human trafficking campaign.

The active partnership created between public administration and civil society (NGO) in order to diminish or stop the deficiencies in these areas, have succeeded in applying a coherent pattern of socio-medical and educational intervention in a poor area of the country (seven communes where economic under-development, isolation and 'community pessimism' are present), by providing alternatives such as mobile medical assistance and social assistance, as well as by involving this partnership in the educational process, in parallel with exploring the local needs and resources.



PARTNERSHIP WORKING BETWEEN HARGHITA COUNTY COUNCIL AND CIVIL SOCIETY ORGANISATIONS

Submitted by Harghita County Council

Contact details of lead applicant

Organisation Harghita County Council
Address 530140 Miercurea Ciuc Piata Libertatii Nr. 5, Harghita County
Country Romania
Size >100
Contact Person Csaba Borboly
Function President
Email info@harghitacounty.ro
 info@borbolycsaba.ro

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Civil society, NGO

Case description

Harghita county lies on the Plateau of Transylvania in Romania. With an area of 6,610 km², Harghita county is a medium sized county and had 348,499 inhabitants in 1994. Harghita County Council is responsible for the coordination of the local council's activities based on the principles of local autonomy, decentralisation of public services, legal issues and citizen's consultation regarding local problems of great interest. More than 2000 civil organisations are operative in Harghita, helping ill children, tradition keepers etc. In this regard, it is very important to develop the County's 'civil society', with activities in all areas, operating legally and economically, as they react more quickly to the social problems.

Harghita County Council has an accentuated role in supporting the county's civil society with unconvertible finances, organising meetings and training courses for agents of civil organisations to discuss the problems together and find solutions, and to identify and achieve their objectives and purposes more easily. The Programmes and County Development Board, founded in 2004, is maintaining contact with non-governmental organisations (NGOs) as it aims to help NGOs intensify their activities and increase the number of projects at county level. It ensures information exchange, holds training courses and meetings, invites NGOs to a Civil Conference each year, assists in writing projects and sometimes helps in the whole transaction of the project. Harghita County Council, with the collaboration of the Programmes and County Development Board, supports many NGOs in developing the following domains: youth, tourism, sport, social, environmental protection and micro-regions. The partnership between the County Council and civil organisations is the result of a long process; the partners identified the need of this partnership step by step and the partnership was created to reach the common objectives and conceptions. During the last five years the connection system between the autonomy and civil organisations has been continually evolving due to the flexibility and skill receptivity of the County Council.

In this context, a 'Catalogue of Harghita County's Civil Organisations', covering 300 civil organisations, was published in 2005 in order to popularise the activities of civil organisations. The catalogue serves as an important tool for civil organisations to keep in touch with one other; individuals can receive important information about activities, opportunities and solutions. Furthermore, civil training courses for 20-25 representatives of civil organisations are arranged every year, in order to learn about how to write a project and how to realise it, project management and resources. Additionally, a Civil Conference is held each year, aiming to maintain the relationship between autonomies and civil organisations. Within these conferences NGOs have the possibility to exhibit their publications and to advertise their activities.

FLYTTA TILL DALARNA (MOVE TO DALARNA)

Submitted by Region Dalarna

Contact details of lead applicant

Organisation Region Dalarna
Address Myntgatan 2
SE-79151 Falun
Country Sweden
Size 25-50
Contact Person Helene Persson Grafman
Function Project Manager
Email helene.persson.grafman@regiondalarna.se
Web address www.dalarna.se/move

Level of government organisations involved

Regional

Type of sector

Regional policy and development, decentralisation

Key words of project

Migration, depopulation, labour force



Case description

Ageing and declining population is a common and major problem in most of the EU Member States. The Swedish region of Dalarna needs to increase migration (including from other parts of Sweden and from other countries) to the region in order to cope with a lack of future working force supply. In Dalarna an unusually large proportion of the working force will retire in the next 5-10 years. These persons must be replaced.

Therefore, the project Flytta till Dalarna (Move to Dalarna) was started with the aim of motivating people to move to the region. Since the target group was not only to be found in Sweden, new methods and work procedures were needed. The project has arranged two large events. In June 2005 a Call Centre was carried out. The event was preceded by calling on the population in Dalarna to propose names of potential migrants. During one evening around 150 of the region's leading politicians and decision makers from the public, private and NGO sectors (including the Governor!), personally called 2 000 potential migrants and asked them if they were interested in moving to Dalarna - and if so, what assistance they would need. In April 2007 the second contacting was carried out. Around 200 politicians and decision makers gathered to chat with people from all over the world who claimed to be interested in moving to Dalarna. A special web page was set up for this event presenting all vacant job positions, apartments, houses and real estate in Dalarna in order to match potential migrants with the possibilities in Dalarna.

The attitude towards new migrants has been to take the perspective of these migrants. The region has been examined for possible obstacles to inward migration. Personal contact assistance (by telephone or e-mail) - a unique feature of our work - has been offered to the potential new inhabitants to facilitate migration. Many migrants bear witness that this has been the decisive factor for the move to Dalarna.

The work to increase migration to Dalarna has a large and broad support throughout the political and public levels as well as in our business life and other parts of society. This has made it easy to gather several different partners for the project. The key to success is the cooperation between public, private and NGO sectors.

The overall task of the project is to develop methods for work with migration. This new knowledge is spread outside our region through different networks. The work undertaken today is directed towards persons living outside our region: this includes the rest of Sweden as well as a broader scope, with a focus on the EU Member States. The work aimed at the Netherlands has been especially successful since Dutch people have shown a large interest in migration to Sweden. The project supports these emigrants by offering information, contacts and personal counselling. This project shows that the region of Dalarna is highly innovative in its mind, is willing to try new pioneering ways in order to make people move here, and is not afraid of breaking borders.



OLDHAM PARTNERSHIP

Submitted by Oldham Council

Contact details of lead applicant

Organisation	Oldham Council
Address	Oldham Partnership Support Team, Oldham Business Centre, Cromwell Street, Oldham OL1 1BB
Country	United Kingdom
Size	>100
Contact Person	Karen McCrackle
Function	Partnership Coordinator, Marketing and Communications
Email	karen.mccrackle@oldhampartnership.org.uk
Web address	www.oldhampartnership.org.uk

Other Applicants

The partnership brings together organisations from Oldham's public, private and voluntary and community sector. Over 100 organisations are linked to the partnership.

Level of government organisations involved

Local

Type of sector

Regional policy and development, decentralisation

Key words of project

Local strategic partnership, sustainable development

Case description

In the past Oldham was thrown into the limelight as being at the centre of the worst racially motivated riots the UK had seen in over 15 years. Lack of joint working at a local level was highlighted as being one of the key reasons why there has been little sustained improvement of social and physical regeneration or improved public services which actually met the needs of local people: this was at the heart of the civil disturbances. Some of the problems Oldham faced were, e.g. the declining manufacturing industry and high levels of diseases compared to the rest of England.

The Oldham Partnership is the local strategic partnership (LSP) for Oldham and the mechanism for uniting Oldham's strategic leaders around a shared and ambitious vision for a thriving town. The partnership is the key driver for multi-agency service delivery, recognising the need to share priorities and resources. LSP provide a coordinated framework for local public and private organisations and agencies to work together to address the issues which affect the local quality of life and to meet the needs of neighbourhoods. The vision of the Oldham Partnership is to make 'Oldham - a place where everyone is proud to belong' which is possible if we work together in partnership.

Therefore, a dedicated and talented team of community leaders grasped the nettle, driving forwards an ambitious programme of strategic change in Oldham by combining a culture of partnership working with clarity, ambition and effective management to improve the social and economic environment of local residents. The Oldham Partnership Executive includes representatives from the major public sector organisations in the borough as well as Oldham Sixth Form College, the Chamber of Commerce, the Learning & Skills Council, Voluntary Action Oldham, and JobCentre Plus. We have developed the Oldham Partnership Steering Group as the inclusive, policy-making forum of the LSP, which scrutinises the implementation of Oldham's Sustainable Community Strategy (SCS) and Local Area Agreement (LAA). The steering group looks at important decisions that need to be made about Oldham, gives its views and makes recommendations to the executive. The membership of the Steering Group reflects Oldham's commitment to share leadership and decision-making with the local community. Over 70% of the members are representatives of the community, local voluntary sector, and elected members. This includes members of the public who are co-opted on to the Steering Group to represent their ward, neighbourhood and community, as well as the residents of the Borough as a whole.

What also makes this partnership so unique and exceptional is the inclusivity of decision making, transparency of process and the involvement of citizens and elected members in the design and management of services. Through the Community Strategy and Local Area Agreement, Oldham Partnership is driving change and improvement in Oldham by 'Increasing life opportunities for all' to make 'Oldham - a place where everyone is proud to belong.'





COMMUNITY ALCOHOL PARTNERSHIP (CAP)

Submitted by Cambridgeshire County Council Trading Standards Service

Contact details of lead applicant

Organisation Cambridgeshire County Council
Trading Standards Service
Address Sackville House, Sackville Way,
Great Cambourne,
Cambridgeshire, CB23 6HL
Country United Kingdom
Size >100
Contact Person Mark Oliver
Function Lead Officer
Email mark.oliver@
cambridgeshire.gov.uk

Other Applicants

Cambridgeshire County Council Trading Standards Service

Level of government organisations involved

Local

Type of sector

Public health and social welfare/affairs

Key words of project

Alcohol abuse, young people, prevention



Case description

Some headline figures show that alcohol-related crime costs the UK £7.3 billion per year and alcohol-related injuries and illness cost the NHS £1.7 billion per year. These figures mask the impact that alcohol abuse can have on communities and individuals. As local government sets out on its journey to create stronger, safer and more prosperous communities we must ensure that no part of our community is ostracized - be it young people or businesses.

Cambridgeshire County Council developed the Community Alcohol Partnership (CAP) to tackle underage consumption of alcohol through developing new ways of partnership working that brings together agencies and individual groups with a common mission. This collaborative approach illustrates how regulatory services should approach their work to deliver better community outcomes. In terms of local authorities, the partnership represents true multi-agency working, comprising Trading Standards (County Council), Licensing and Street Enforcement (District Council) and Parish/Town Councils, together with their respective councilors. Parents however are also crucial members of the partnership.

The starting point on our journey to implementing the CAP was based in our regulatory service. In 2004 we had failure rates in test purchase operations of nearly 60%. As a result we embarked on a campaign of enforcement, but by using zero tolerance tactics we were only able to bring this rate down to 29%. The Balding Survey of young people added two additional factors which shaped our activities: it showed that direct sales from minors were a small part of the supply chain and that proxy purchasing and parental supplies were more prevalent. As part of a fundamental review of our work in this area we had officers work in retail outlets and engage with young people. In early 2007 we had discussions with the Retail of Alcohol Standards Group to work in partnership with them to tackle the underage consumption of alcohol. From this the CAP was born and a pilot established.

The Partnerships have received high-level support and engagement from the local level. Furthermore, the project also set out to influence national policy development for the benefit of our citizens, and to this end we developed a joint lobbying and influencing strategy. From there we developed a toolkit to help other authorities to adopt CAP in their own local areas. Twelve authorities across the country have implemented CAP using the toolkit, which illustrates its applicability to a diverse range of communities. The toolkit identifies key principles and offers solutions to the common barriers, enabling other authorities to maximise the drivers for success.

In sum, the CAP represents a truly collaborative approach to tackling an issue of national concern. By aligning the work of local authorities, and with government bodies and law enforcement sending one clear message to young people and communities, the CAP has achieved a reduction of the incidence of underage sales and a change in the behaviour and culture of young people; thereby delivering long-term benefits, by involving, inter alia, parents, children, schools, youth clubs and the police.



CIVIC ALCOHOL FORUM (CAF)

Submitted by Derry City Council

Contact details of lead applicant

Organisation Derry City Council
Address 98 Strand Road, Londonderry
 Northern Ireland, BT48 7NN
Country United Kingdom
Size >100
Contact Person Philip O'Doherty
Function Chief Environmental Health Officer
Email philip.odoherty@derrycity.gov.uk

Other Applicants

Derry Healthy Cities, PSNI, WHSSB, WHSCT, PBNI, DSD, WELB, CRJ, NIHE, Divert, ILEX, (a wide range of NGOs)

Level of government organisations involved

Local

Type of sector

Public health and social welfare/affairs; Sports, youth, culture and art

Key words of project

Alcohol abuse prevention, alcohol culture change, young people

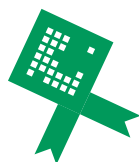
Case description

A number of reported statistics show that ca. 100 people per month were entering accident and emergency (A&E) as a result of drink-related violence. Countless more were requiring surgery for liver, heart, stroke and cancer-related problems linked to alcohol misuse. Anti-social behaviour, social isolation, violence in schools, debt, teenage pregnancy, road deaths and risk taking behaviour were all on the increase.

In 2004 the Civic Alcohol Forum (CAF) was set up: a unique group of statutory, community and business organisations mobilising the community by collaborating to tackle a negative image and culture of alcohol-related harm in the Derry City Council area. It has delivered a number of action-orientated initiatives resulting in a safer area that has engaged all key stakeholders to achieve cultural change on alcohol. The CAF seeks to develop best practice in a partnership approach to address the misuse of alcohol. An Action Plan has been developed which focused on delivering objectives in a practical way. A steering group of representatives from key agencies meets ten times per year to ensure Action Plan delivery. The CAF vision is 'a clean, safe and vibrant region with a responsible attitude to alcohol that protects future generations from alcohol-related harm'. Its aims are to raise awareness of the need to change alcohol culture, to create a responsible position for alcohol use within society, and to initiate cultural change. The objectives are, inter alia, to create a collective approach harnessing the support, commitment and enthusiasm of all stakeholders, to reduce and eradicate access by children to alcohol, to provide alternative entertainment, treatment and support services, as well as maintaining and monitoring standards for best practice in the operation of licensed premises.

The CAF has delivered a number of initiatives tackling alcohol harm, e.g. Off Licence Code of practice - the CAF worked with off licences to introduce a code of practice on responsible retailing. More than 98% of off licences, including national supermarkets have signed up to the code and the initiative has been adopted by other Councils in Northern Ireland. A scheme to ensure that only five types of identification are accepted in alcohol sales to reduce underage drinking has been established. This has successfully led to improved management of licensed premises. A 'Respect the Shamrock' initiative to encourage responsible drinking around the national feast of St. Patrick has led to a significant decrease in disorder throughout the City Centre during the event. A 'Just add Water' campaign has been introduced in restaurants to provide free water when alcohol is ordered to encourage responsible drinking, as well as a Charter of Commitment to ensure stakeholder engagement in the project. A Responsible Server initiative for those selling alcohol is being linked to a Gold Standard Award scheme for licensed premises.

Furthermore, a Bluetooth messaging system has been introduced to target community awareness in alcohol. In addition to these initiatives the project has received recognition by winning the William Johnson Memorial Award in 2006 and by presenting at the European Alcohol Conference in Barcelona in 2008.





Theme IV

Leadership and Management for Change

The top management of public organisations has to balance the interests of all stakeholders, such as politicians, citizens and enterprises, and their employees. They have a role as policy maker and as employer. Each top manager has his or her own qualities, but in order to face the challenges, they also need the input of other members of their management team; thus using the qualities of others in the organisation in an effective and motivational way.

They should perform as leaders instead of only as managers, whilst being able to bring movement and change to the organisation in a way that encourages most of the employees to want to be part of the movement. For the management this will mean: strategic thinking and vision; high values of integrity and ethics; getting the best from people; making a personal impact; self-reflection for continued learning and improvement; focusing on outcome; building relations and supporting teams; and creating shared understanding and values.

Managers have a permanent need to develop their competences, both as individuals and as a team. Due to their very limited time availability and mostly a long period of experience within the organisation, the development of this group demands a special approach; both in terms of content and the methods used.

The composition of the management team also requires special attention, since in many public

organisations there is no balance in the teams between women and men, young and old, cultural or national backgrounds. To face these challenges with an increasingly European and even international dimension, a good diversity balance in the top management of public sector organisations is needed. This requires the renewal of labour conditions for a better work/life balance (e.g. working time arrangements) or better communication (more languages or multicultural tools/trainings), which will be of benefit to all in the organisation, as well as to society in general; thus increasing the attractiveness of public organisations on the labour market.

The projects under THEME 4 demonstrate: increased efficiency and effectiveness of leadership by training/development activities for individuals and/or teams (measured); innovative pilots to improve methods for self-reflection, development and improvement of top managers in public organisations; increased motivation for (permanent) change by good leadership; inclusion of diversity, ethics and the European/international dimension in the top management; the impact on leadership performance of working as a complementary team; the proven advantage of top management creating a strategy, shared vision and shared values by a common process in the organisation; employees' satisfaction with leadership and change being measured, and successful implementation of results.

GENDER MAINSTREAMING HAPPENS IN A TOWN!

Submitted by City of Graz

Contact details of lead applicant

Organisation City of Graz
Address Rathaus, Hauptplatz
 A-8010 Graz
Country Austria
Size >100
Contact Person Mag. Dr Priska Pschaid
Function Gender mainstreaming coordinator
Email priska.pschaid@stadt.graz.at
Web address www.graz.at

Level of government organisations involved

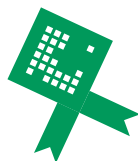
Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Strategic approach, gender equality, public service communal level



Case description

The City of Graz has a long tradition in supporting women's issues. Austria's second largest city had already created the position of an Independent Women's Representative in 1986, which was followed by a cross-party Women's Board, combining all women's initiatives and organisations of Graz. The City of Graz is aware of its responsibility in implementing equal opportunities for women and men at all levels and in all socio-political areas. Thus, it comes as no surprise that the City of Graz decided in 2001 to start the process of implementing Gender Mainstreaming (hereafter GM), thus acknowledging the need to support gender equality: all sectors of administration and all political fields must become more gender-sensitive.

Taking all the City's efforts concerning women's affairs into consideration and also acknowledging that one way to establish equality between the sexes will be to continue promoting positive actions for women, the City had to admit that a strategically based approach for all products and services as well as for internal procedures and processes will prove to be more successful in the long term. The City of Graz thus also adheres to legal necessities, such as the Austrian Federal Constitution, and the Treaty of Amsterdam, the Council Directive implementing the principle of equal treatment of men and women in the access to and supply of goods and services.

From the beginning it was evident that the implementation of GM can only be realised when: there is a clear political declaration towards the implementation of GM; resources are provided; gender expertise is built up; a gender-sensitive based point of view is achieved in all sectors of administration and policy; and the implementation follows a structured procedure and strategic considerations. One of the key differences between active promotion of women at all levels and GM is that the former is a bottom-up-strategy with its historic roots in feminism, whereas the latter is a top-down-strategy based on European primary law regulations. The head of public administration, Mag. Martin Haidvogel is also a nominated Gender Mainstreaming Coordinator of the City. The implementation process has two main objectives: it was agreed that GM should be implemented on an internal level (within the administration) as well as on an external level (concerning all products and services of the City).

The strategic approach can be easily transferred to other organisations and can also easily be adapted to individual organisations' needs. The City of Graz winning the Austrian Award for Innovation in Public Administration in 2008 shows that Graz serves as a best-practice model, assuring other organisations that the implementation is possible, achievable and even demonstrates what steps should be taken. In sum, a clear mandate, strategic planning and resources are needed to achieve a status of sustainability and irreversibility.

BEST ORGANISATION (BEST)

Submitted by Austrian Federal Ministry of Finance

Contact details of lead applicant

Organisation Austrian Federal Ministry of Finance, Dep. V/2
Address Hintere Zollamtsstraße 4
1030 Vienna
Country Austria
Size 25-50
Contact Person Alfred Dittrich
Function Assistant of Directorate V/2
Email alfred.dittrich@bmf.gv.at
Web address www.bmf.gv.at
www.wert-impulse.at

Other applicants

WERT-impulse GmbH, Brunnngasse 13,
2540 Bad Vöslau

Level of government organisations involved

National

Type of sector

Taxation, customs, finances

Key words of project

Organisational optimisation, staff's quality of life, staff enthusiasm, staff integration, participation, principle of democratisation, motivation, customer satisfaction, conflict resolution, management process

Case Description

A paradigm shift can be seen in today's society, mainly in two areas. Firstly, the so-called 'protected fields' such as public administration are increasingly being called upon to apply the same management methods and performance criteria as are widely used in the private sector. Secondly, enormous changes are currently taking place in terms of management approach. Authoritarian management is no longer wanted and is often rejected, but a laissez-faire approach leads to chaos and is clearly not productive either. This is the impasse in which both public sector and private sector managers currently find themselves and there is deep and widespread uncertainty about how to proceed. The situation is almost overwhelming for managers and there has been a marked increase in the number of burnout syndromes, psychosomatic illnesses, skin diseases, and heart attacks. Indeed, far fewer people, and young people especially, want to take on managerial positions.

Consequently, in October 2005 a project was launched with the aim to realise a vision of increased efficiency through organisational optimisation and improvements in both managers' and staff's quality of life. All staff members of the IT Division Directorate V/2 were included when a set of standards was developed which give managers clarity in terms of their management tasks. At the heart of this management philosophy is the principle that a manager must take on several different roles in the course of the management process. The key factors in this process phase are, above all, a cooperative approach based on partnership and coordination to develop proposals. A combination of an 'authoritative' approach and 'laissez-faire' was required depending on the stage of the management process.

The following steps were implemented: management seminars with all managers in the division and therefore also in Directorate V/2 at approximately six month intervals; development of a management philosophy with all staff in the division and therefore also those in Directorate V/2 and special training courses for managers. The following aspects are considered to be particularly relevant: one-to-one discussions with every staff member at the beginning of the project; continuous corporate culture analysis through periodical surveys; gender-specific skills taken into consideration in training courses.

The staff survey results carried out in 2008 showed significant improvements, specifically in soft skills such as communication, the ability to work in a group, conflict resolution and the management approach were decisive for the improvement of hard factors such as working methods, quality management and staff management. The positive example of Directorate V/2 can also be transferred to other organisations. It does not matter at which level of the hierarchy you begin: such processes can be used wherever people work and act together. The processes must simply be adjusted to the corporate culture in question according to ethical principles and the managers must be ready for and want change.



WE KNOW YOU TOO!

Submitted by Austrian Federal Ministry of Finance

Contact details of lead applicant

Organisation Austrian Federal Ministry of Finance
Address Hintere Zollamtsstrasse 2b
 1030 Vienna
Country Austria
Size >100
Contact Person Anita Csenar
Function Knowledge Manager
Email anita.csenar@bmf.gv.at

Level of government organisations involved

National

Type of sector

Taxation, customs, finances

Key words of project

Knowledge management

Case description

'Knowledge' is the cornerstone of the Federal Ministry of Finance because it supports all activities and tasks of the Ministry. External factors such as demographic change, staff saving and e-transformation cause additional and increasing strain on the employees and their managers who especially face the challenge to maintain their employees' willingness, motivation and ability to perform and learn under these circumstances.

As a consequence, the Finance Department implemented the Knowledge Management Project. Managed by two persons who are working with the divisions responsible for organisation development and human resources development, this project is based on both the strategy papers of the Finance Department and on pre-existing instructions for executives carrying out their functions as managers and leaders, such as leadership principles, executive's manual, management training and coaching.

The project was implemented by means of a multi-level process which started with a needs analysis and resulted in a catalogue of strategic knowledge objectives. Goals of this project were, amongst other things, to reduce the time needed in search processes; to accelerate and improve access to information sources; to avoid reinventing the wheel multiple times by sharing knowledge; to increase the readiness to cooperate by promoting the exchange of knowledge; to facilitate the access to experts; to drive forward the safeguarding of knowledge by creating individual incentive systems and promoting knowledge mentoring. These goals were achieved by the conception, implementation and organisation of different knowledge instruments and, in particular, by the constant involvement of the managers.

Such instruments are, for example, study weeks aimed at contributing to both knowledge generation and knowledge distribution and knowledge management days initiating a process of cultural change regarding the treatment of knowledge within the Finance Department. Moreover, by implementing an intranet platform, called Knowledge Platform Taxes & Customs, aimed at reducing the users' time expenditure and displaying, as fast as possible, all information necessary for everyday work, and Knowledge Networks where the generation and division of knowledge takes place during cooperative exchange of knowledge, the process of change has been further supported.

Finally, it can be concluded that the knowledge management project, which became a community of practice in 2008, generated a cultural change in the department and continued a process of change. The aim of making line managers aware of their additional responsibilities as chief knowledge managers, and to give the necessary guidance was achieved. This was confirmed by the results of the 2008 employee survey, in which the line managers received very good marks in all areas.

LILA - CHANGE MANAGEMENT: NEW LEADERSHIP PRINCIPLES AND IMPLEMENTATION APPROACHES

Submitted by Versicherungsanstalt Österreichischer Eisenbahnen und Bergbau (VAEB)

Contact details of lead applicant

Organisation	Versicherungsanstalt Österreichischer Eisenbahnen und Bergbau (VAEB)
Address	Linke Wienzeile 48-52 1060 Vienna
Country	Austria
Size	>100
Contact Person	DI Kurt Völkl
Function	General Manager
Email	kurt.voelkl@vaeb.at
Web address	www.lila-management.com

Level of government organisations involved

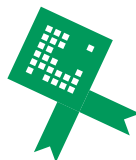
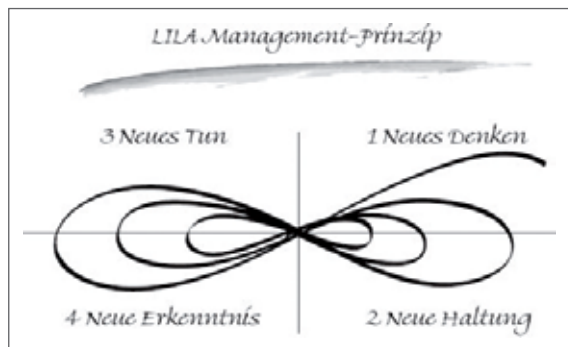
National

Type of sector

Public health and social welfare/affairs

Key words of project

Leadership, good governance, sustainability, learning organisation, cybernetics



Case description

The current economic crisis is the most rapid change ever experienced in the societal and economic system, which demands a new understanding of change management in administration.

In the 'Versicherungsanstalt Eisenbahn und Bergbau' (Railway and Mining Insurance, henceforth VAEB), a new model of change management has been developed, in order to enhance the viability and sustainability of the VAEB. The primary goal was to find a common understanding of the necessity of change. Thus, the 'figure of eight' (∞) as a symbol of change management has been adapted and called 'The LILA Management Principle' (LILA= Lernen in der Liegenden Acht), in the sense of lifelong learning and change, with the 'spiral development' in the sense of 'bringing life and viability into change management'. Furthermore, by using this figure of eight symbol a concept of change management could be developed with four easy-to-remember dimensions covering the whole complexity of change.

The new VAEB change management principle consists of four dimensions:

- Q1-MIND - recognition of the need to rethink the organisation, the business model, the vision and mission. As a result, the 'Viable System Model (Stafford Beer)' was implemented in parts of the VAEB as a totally new principle of organisation structure, and a self-organising, independent 'maverick team' was initiated in order to question the strategy, the organisation and the management of VAEB;
- Q2-HEART - corporate sustainability needs a new attitude of leadership based on new ethics, a set of values, a new understanding of responsibilities, a new form of cooperation and hence, a higher social capital. Thus, new minimum principles of membership were developed in a bottom-up process;
- Q3-MOTION - introduction of new activities to revitalise the workplace, stimulating new forms of communication and viable dialogues on values and principles with management and employees in new forms of communication, such as 'world cafés' and 'one room conferences', reaching approximately one third of the whole VAEB staff;
- Q4-PATTERNS - identification of new insights and patterns to promote a happier, more effective and appropriate organisation.

By implementing the new change management process it was possible to develop a common understanding of change, to discuss change from a totally new perspective and to enter into a dialogue about the content and the process of change.

Consequently, in order to strengthen the first 'cells of development', higher budgets are needed to fund development for the new 'Maverick Team', and a roll-out plan for the first 'health-care-cells' needs to be developed. Additionally, leaders are trained in the new values and principles of leadership and management. However, the key to the success of the LILA principle is the continuous repetition of the whole process: Q1-Mind, Q2-Heart, Q3-Activities, Q4-Patterns.

A.U.G.E.

Submitted by Fonds Soziales Wien

Contact details of lead applicant

Organisation Fonds Soziales Wien
Address Guglgasse 7-9
 1030 Vienna
Country Austria
Size >100
Contact Person Christian Hennefeind
Function Head of Human Resources
Email christian.hennefeind@fsw.at

Level of government organisations involved

Regional

Type of sector

Public health and social welfare/affairs

Key words of project

Social services, lifetime-income balance

Case description

In recent decades the whole range of non-commercial social services has rapidly increased. Both supply and manpower in this range have grown enormously and so has the demand for professional human resources management and for a professional quality rating system. As with all companies, even providers of social services need to become more efficient and more effective whilst supporting their workforce. When developing performance-related systems it is important that operational company-objectives and individual employee-objectives overlap as much as possible. Therefore, the management is confronted with constant changes in the organisation's tasks as well as new challenges in the range of promotion and motivation of the employees.

In order to perform the core tasks of the Fonds Soziales Wien (FSW), which are promoting, financing and providing social services, it is necessary to support the executives and the employees adequately. For this purpose a project was implemented in order to aid the management in its tasks called A.U.G.E. (automation supported integrated development). The basic principle of implementing a standardised schema of wages for all employees - 'equal work, equal salary'- was considered a primary task. Another goal was to shift the balance of lifetime-income in favour of younger employees. Implementation of a variable performance-related portion of wages should also support executives in communicating individual performances to the employees.

The project's objective is to be sustainable, imitable, understandable (fairness and transparency for the employees) and self-financing or even cost-reducing. This is achieved by implementing, amongst others, a new remuneration system which includes a variable performance-related portion. This system serves, on the one hand, as a controlling tool for executives and, on the other hand, makes remuneration more attractive. Furthermore, a management-tool called WINIK, a special software system, is used for the implementation. This system continuously supports the executives in accomplishing their targets and in communicating the individual performance to the employees as it facilitates promotion and evaluation of the employees. Practices, behaviour and effects of employees and executives alike are continuously questioned via a 360-degree-evaluation. This gives the employee the opportunity to holistically reflect on their performance and impression within the organisation and to receive feedback. Using WINIK, the executives have the ability to view the current job description, the current performance analysis and possible future supportive measures, and to make further considerations about training - and thus advancement - of the employees.



ZERO PLUS

Submitted by Fundacion Comunidad Valenciana - Region Europea

Contact details of lead applicant

Organisation Fundacion Comunidad Valenciana - Region Europea
Address 4th Floor, B-1040
Rue de la Loi 227, Brussels
Country Belgium
Size 50-100
Contact Person Cristina Bonafe
Function Head of European Project Department
Email cbonafe@delcomval.be
Web address www.zeroplus.eu

Other organisation

Metal-Processing Technology Institute (AIMME); Foundation of the Community of Valencia-European Region; Innove Verda; University of Valencia General Studies Department of Applied Economics; Department of Administrative Law; Galol, S.A; Anjou Recherche; Générale Des Eaux; ECS International; Armines

Level of government organisations involved

Regional

Type of sector

Environment, climate change, agriculture (including food safety) and fisheries

Key words of project

Environment, pollution, galvanic industry

Case description

Throughout the last few years, the electroplating industry has faced increasingly restrictive environmental regulation, which has led to a wide range of technologies dealing with the different pollutants in the waste water and discharge generated by this industry. The Directive 96/61/EC (Integrated Pollution Prevention and Control) not only demands enterprises to provide an integrated environmental permission for each of their facilities, but points out that threshold discharge values must be related to the application of the Best Available Techniques (BATs).

ZERO PLUS is an international project focusing on using Best Available Techniques (BAT) in the manufacturing process, specifically in the surface treatment industry. It approaches zero discharge from the production chain and promotes compliance with the most stringent requirements of Directives on Industrial Pollution. Consequently, ZERO PLUS defines a management model for liquid waste (wastewater) generated in the galvanic industry. In fact, achieving zero discharge through the application of new techniques in the manufacturing processes is rather a difficult target, due to the generation of refuse flows using the present techniques. This is the reason why the ZERO PLUS project focuses on obtaining two kinds of results. On the one hand, it deals with regeneration at the source of baths and rinsing solutions, recovery of chemicals and water, and reduction of generated waste. On the other hand, it treats the waste flows at the source so as to minimise the ultimate pollution and approach the closest zero discharge.

This factor is what makes the difference between ZERO PLUS and other similar proposed projects, as ZERO PLUS expects to reach an equivalent zero discharge by making the inevitable pollution non-toxic, and by making the COD levels of final discharge compatible to urban treatments.

Moreover, the ZERO PLUS project brings very broad reaching benefits to the wide variety of businesses associated with the surface treatment industry.



IEC-SME

Submitted by Fundacion Comunidad Valenciana - Region Europea

Contact details of lead applicant

Organisation Fundacion Comunidad Valenciana - Region Europea
Address 4th Floor, B-1040
 Rue de la Loi 227, Brussels
Country Belgium
Size 50-100
Contact Person Cristina Bonafe
Function Head of European Project
 Department
Email cbonafe@delcomval.be
Web address www.iecsme.eu

Level of government organisations involved

Pan-European

Type of sector

Economic affairs, competition, SME; Environment, climate change, Agriculture (including food safety) and fishery

Key words of project

Efficient, sustainable energy, energy awareness, saving energy, reducing emissions, energy competence

Case description

The threat of scarce resources, rising prices for fossil energy and the implementation of EU environmental regulations mean that companies' future energy competence is a high priority. However, particularly at the lower end of business, there is considerable room for improvement. Moreover, energy issues are not yet part of the standard agenda of SME business support.

Thus, the IEC-SME project was initiated with the mission of creating a standard procedure to improve energy competence at SME-level that is simple, efficient, transnational, sustainable and non-profit oriented. IEC-SME is a transnational initiative of public (provinces, chambers, universities, energy agencies) and private (SME's, expertise centre, cluster agencies) organisations from all over the EU. The project creates an integrated knowledge-supply chain to improve energy competence at SME company level among and between specialised knowledge suppliers such as universities, corporate education centres, energy agencies and chambers and business interest organisations offering business support services.

The project's objectives are manifold. The project aims to enable business support organisations to provide energy related support to their regional SME-base through trained staff, and to implement a targeted (benchmarking) process supporting in order to understand their energy performance and to draw recommendations for how to better meet their needs. It further seeks to create a sustainable database of sector specific SME energy performance data (the energy performance index EPI), which allows the progress to be closely monitored, and to find opportunities for SME's to improve their energy performance by getting involved in the benchmarking process. A final objective of the project is to provide greater visibility for good practices in improving SME energy performance and benefits resulting from them.

The project will create four training modules for future SME energy advisors as a part of small business support services, training a minimum of 25 trainees from staff in business support organisations. It will construct a web-based benchmarking mechanism for assessing energy performance in five energy intensive industry sectors, and will deliver energy performance assessment and energy reports. A final goal of the project is to prepare a sustainable framework for a sustainable extension of the ICE-SME process beyond the duration of this project and to disseminate and communicate the project.

Project IEC-SME Intelligent Energy Europe

Fundación Comunidad Valenciana-Región Europea (FCVRE)

Key data:

- IEC - SME 2005
- Total budget: 2.642.000 €
- EC contribution: 50% of the budget
- Duration of the project: 31.03.07 - 30.03.09

EN

IEC-SME

The aim is to create a simple, efficient, transnational, sustainable and non-profit oriented standard procedure to improve energy competence at SME-level.

The IEC-SME - Improving Energy Competence of SMEs project is a transnational initiative of public (provinces, chambers of commerce, universities, energy agencies) and private (SME's, expertise centres, cluster agencies) organisations from six EU countries. A total of twenty-three organisations are collaborating to produce simple, efficient, sustainable guidelines to boost European SMEs' competence in using energy more beneficially across their business operations.

IEC-SME is seeking to make a significant contribution to the EU's Energy policy and to help to meet the Kyoto-objectives. It takes its lead from the EU's Intelligent Energy - Europe (IEE) programme, which funds action to move all community members towards a more intelligent use of energy. It encourages "there are many unexploited opportunities to save energy and encourage the use of renewable sources, but that market conditions may not always help" and encourage SMEs to go that way.

The project is in the stage of implementing the activity to create 4 training modules for future SME energy advisors as a part of small business support services. Also, the trainees will further develop their capacities on the basis of e-learning material and prepare for certification. Thus to create opportunities for SME's to improve their energy performance by getting involved in the benchmarking process to provide a critical mass of SMEs.

www.iecsme.eu

BRABO: MANAGEMENT BY OBJECTIVES

Submitted by Province of Antwerp

Contact details of lead applicant

Organisation	Province of Antwerp
Address	Koningin Elisabethlei 22 2018 Antwerpen
Country	Belgium
Size	>100
Contact Person	Kris Bonner
Function	Quality Manager
Email	kris.bonner@admin.provant.be
Web address	www.provant.be

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Management by objectives; management reporting, policy and financial cycle



Case description

In 2003 an in-depth assessment conducted by an external agency defined the major weaknesses and opportunities for improvement of the Province of Antwerp. The Province (Provant) decided to start working on the modernisation of the administration.

Thus, an ambitious project was launched in 2004 and finished in 2008, called the Brabo programme, consisting of the implementation of Management by Objectives (MBO) and the related management processes for the translation of policy into pragmatic strategic and operational objectives at all levels of the Province of Antwerp. A link between the budgeting and policy-making processes has been created in order to evaluate the impact of budget decisions on the established objectives, and the consequences for the budget of the changing objectives.

The project consisted of four different phases that have been carried out from 2004 to 2008 in order to implement MBO: (1) simplification and optimisation of the budgeting process; (2) introduction of connections between policy making and budgeting processes; (3) translation of political aims into targets within a strategic plan, and (4) integration of points 1 to 3 using a Balanced Scorecard (BSC). In the first phase project activities were selected, structured and defined consistently across the organisation, which resulted in a set of activities per business unit. To connect the budgeting exercise with the policy-making process (second phase), budgets were calculated bottom-up, based on the different activities per departmental unit and objectives were set top-down, and in a participative way, through all management levels. This resulted in a set of strategic and operational objectives at the level of each policy domain which enabled the middle manager to link the activities and the operational objectives in order to see which activities were affected by what goal and thereby derive the budget implications. During the third phase, the political ambitions and targets were translated into strategic and derived operational objectives to guide the administration - and by doing so increase the effectiveness of the province's administration. Based on individual interviews and workshops with the top management the strategic objectives were formulated and edited into a strategic plan with a time horizon of six years. Based upon this strategic plan, operational objectives with a time frame of one year were derived per business unit. For each operational objective at least one indicator was selected. The operational objectives were defined in meetings per business unit, chaired by the head of department and quality checked by an external consultant who trained top and middle management in the technique of formulating quality objectives and indicators. The fourth phase involved the implementation of MBO and the related governance and decision-making processes within the administration. Policy and financial management reports on reaching the objectives were drawn up. In order to support these reports, a BSC tool accessible by all data owners who monitor a set of indicators for their business unit has been developed and implemented.

In sum, the province of Antwerp has taken important steps towards an objective-oriented organisation due to the Brabo programme which is now fully integrated in the province's regular operations.



ORGANISATION-WIDE IMPLEMENTATION OF COMPETENCE MANAGEMENT IN THE PROVINCIAL ADMINISTRATION OF ANTWERP ON THE BASIS OF A SELF-SERVICE E-HR SYSTEM

Submitted by Province of Antwerp

Contact details of lead applicant

Organisation Province of Antwerp
Address Koningin Elisabethlei 22
 2018 Antwerpen
Country Belgium
Size >100
Contact Person Peter Sommen
Function Head of the HRM Department
Email peter.sommen@admin.provant.be

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Public administration, modernisation, institutional affairs, reform

Key words of project

Competence management, competence training, HR processes

Case description

In 2005, in the context of the Primavera - HR policy and HR department reorganisation, the province of Antwerp chose to implement competence management as a leading principle for the different HR processes in the organisation. At that time no software package was available to support the different HR processes. Everything was saved in separate Access or Excel lists per department and was not interlinked. Thus, this project was launched, setting up a user-friendly software package whereby managers and employees could smoothly retrieve the required information to take control of their own development.

The project mainly consists of three phases: during the first phase (2007/2008) it was the aim to write competence-oriented job descriptions for all the administration staff. This was achieved by intensively assisting the staff and managers in the writing process as the provincial administration has a diversified workforce in terms of education and employment level. Since competence management should not be a top-down project, the competence-oriented job descriptions were written individually in consultation between superiors and the employees, with intensive assistance from HRM. The aim of the second phase was to manage competence management by means of IT solutions and let staff manage their competence profile by means of an integrated self-service HR package (PeopleSoft/Oracle), especially within the performance and assessment processes and VTO (Education, training and courses).

This phase consists of three sub phases. During the first sub phase, (Bas Compazz) computer access and training is offered to all staff. Computer kiosks were set up at over 20 locations within the administration to be used by employees who do not have a desk with a PC (such as cleaners, reception staff and security, but also technicians). Thus, everyone has physical access to the administration's intranet and by extension to the electronic HR tools which the administration was already using or was preparing to use (competence management in PeopleSoft). Since some employees had no computer experience or skills an intensive training was provided. During the second sub phase, (mid 2008 - March 2009) the standard PeopleSoft application was adapted to the terminology and the characteristics of the administration. In terms of performance management a system was developed which allows the employee and superior to go through the entire one-year cycle together in electronic format in which personal development plans outlining goals and evaluation can be drawn up. Finally, a tool was developed to give managers and employees a better insight into their own abilities, with references to the competency training. The third sub phase (autumn 2009) intends to roll out this application in the organisation. An extensive training phase will again be implemented at this time. A hardcopy manual of the e-HR application is also being developed which should of practical use for every employee, at every level, and which should allow employees to get the most out of the e-HR tool.

GENT 2020

Submitted by Stad Gent

Contact details of lead applicant

Organisation Stad Gent
Address Botermarkt 1
9000 Gent
Country Belgium
Size >100
Contact Person Katrien Van Goidsenhoven
Function Member of Staff
Email katrien.vangoidsenhoven@gent.be

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Strategic planning, creative city, ICT



Case description

The Community Decree has compelled all Flemish cities and communities to draw up an integrated strategic long-term planning methodology. The Board of Mayor and Deputy-Mayors as well as the Management Team of the City of Ghent have thus joined forces to formulate a new mission and long-term strategy for the City of Ghent, called Gent 2020. This mission describes what the city should look like by 2020.

The project Gent 2020 examines in a structured way various planning systems and planning mechanisms (strategic planning, financial planning, staff planning, technical planning, ICT planning). The development and implementation of the project was only possible through the permanent cooperation between policy and administration on the one hand, and the different departments and knowledge areas on the other. Thus, intensive cooperation took place between a project team consisting of six different work groups, as well as intensive deliberation with Digipolis, the ICT-partner of the City of Ghent. The implementation of the Gent 2020 project was constantly adapted in accordance to the feedback of the different parties involved in the organisation. This guaranteed that the approach was well accepted during the implementation phase. To this effect, various communication actions have been undertaken such as: integrated information sessions towards various target groups; articles in the staff magazine 'Moment'; and the workshop 'Gent 2020 for dummies', an interactive workshop in which the mission and the strategic long-range planning are translated into simple terms.

The formulated mission statement for up until 2020 forms the basis of the budget cycle and the long-term strategic planning. Gent 2020 is a web application containing the entire municipal strategic long-term planning, directly linked to budgets and staff members. There is a complete integration and application of the strategic planning cycle, the financial cycle and the staff requirements, as well as a formation cycle. At the moment, an integration regarding facility management and IT development is being realised. Furthermore, 'Gent 2020' contains a dynamic link to 'PRINS' - the Project Inventory System - in which all starting, and current projects are entered and inventoried. In Gent 2020 the projects are planned and budgeted; in PRINS, information can be consulted as regards the project leader, the milestone plan, the project team and the scope.

According to the City's mission, Ghent - a creative city, which, through an effective combination of all creative forces - plays a leading role in the development of a sustainable, solidary and open society. In order to combine creative forces, one has to let the stakeholders reflect on and participate in the long-term vision. This is happening in the project 'Ghent about Tomorrow', a step in the communication and participation project of the mission Gent 2020.



A NEW DEAL FOR ADMINISTRATIVE LEADERSHIP IN THE RENEWED FLEMISH GOVERNMENT ADMINISTRATION

Submitted by Flemish Government

Contact details of lead applicant

Organisation	Flemish Government
Address	Interne Audit van de Vlaamse Administratie, Boudewijnlaan 30 1000 Brussel
Country	Belgium
Size	>100
Contact Person	Mark Vandersmissen
Function	Manager - Auditor
Email	interneaudit@vlaanderen.be
Web address	www.vlaanderen.be

Other applicant(s)

Representatives of the departments of Public Governance and Budget and Finances; Representatives of the cabinets of the Minister-President, the Minister for Public Governance and the Minister of Budget and Finances; Internal Audit of the Flemish Administration (IAFA); Court of Audit of Belgium, Finances Inspection; Representatives of other departments and agencies

Level of government organisations involved

Regional

Type of sector

Economic affairs, competition, SME; Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Environment, climate change, agriculture (including food safety) and fisheries; External relations and aid, development and enlargement; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation; Sports, youth, culture and art; Science, research, innovation; Taxation, customs, finances; Transport and infrastructure

Key words of project

Reform, autonomy, responsibility, accountability, internal control, qualitative citizen-oriented service

Case description

In recent years (2000-2006) the Flemish government administration (FGA) implemented fundamental reforms known as the 'Beter Bestuurlijk Beleid' (BBB, better administrative policy) project in order to become a more transparent and stronger administration.

This BBB project alludes to a style of leadership guided by the two principles of 'primacy of politics' and 'good governance'. Management is given a more pronounced role in policy development, execution and evaluation. This increased autonomy and responsibility demands accountability concerning the efficient, effective and economic use of available resources. Herein, a qualitative citizen-oriented service has a central position. In order to implement this new management, a workgroup has been set up with the task of developing a uniform set of tools to support the FGA's management in obtaining this goal. Illustrative examples of the developed tools are the Guideline Internal Control (GIC) and the informative website. The GIC is an extensive guide of management measures, tips and guidelines on how to set up a highly performing IC system within an organisation and keep it alert and attuned to the specific context of the FGA.

Through the implementation of BBB the FGA has been evolving from a traditional civil service organisation into a professionally managed, top-performing organisation in which management has a bigger responsibility, linked to accountability. The project is situated within the field of New Public Management in which the innovative aspect is primarily expressed in the evolution of the principles of legitimacy, legal security and legal equality towards effectiveness, efficiency, economy, ethics and environment. The close involvement of the various parties in this project, guarantees its acceptance within the organisation. Management appreciates the alignment of the various players and the support for the reference framework. The message has penetrated over the last year that each member of staff is also concerned with the attainment of BBB on a daily basis, even if they are not always conscious of it. After all, accountability, like quality awareness, is a matter for everyone.

Thanks to this project, Management is continuously challenged to develop their organisation by allowing itself to be inspired by good practices shown by colleague organisations. This attitude gradually is driving out the old mentality, whereby entities competed against each other, and is now undeniably leading to more efficient working in the FGA. The project serves the broader BBB-goal, the vision of contributing in a convincing and powerful way to sustainable wealth and well-being for the entire Flemish population by implementing a proactive and effective policy for citizens, companies and organisations. Today, the set of tools is also used by the Flemish provinces and local administrations. The Federal and Brussels public departments have also shown an interest in the FGA's approach. In an international context, government delegations from South Africa, China and South Korea have already been inspired by it.



MAKING STRATEGY TANGIBLE

Submitted by Federal Public Service for Social Integration (FPS SI / POD MI)

Contact details of lead applicant

Organisation Federal Public Service for Social Integration (FPS SI / POD MI)
Address Koning Albert 2 Laan
1000 Brussels
Country Belgium
Size >100
Contact Person Geert Thorrez
Function Head of Department
Email geert.thorrez@mi-is.be

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

CAF, strategic planning, participation

Case description

The Federal Public Service for Social Integration (FPS SI / POD MI) was founded in 2003. In order to increase client and employee satisfaction, the new president wanted to make a management plan for the whole POD MI. This implied that the input of all employees was needed. Thus, a participative and integrated approach was envisaged. The participative approach to a management plan that is owned and shared by all employees has led to an increase in service delivery, client satisfaction and employee motivation. In addition, an integrative approach to the management plan is achieved by utilising the input of different management instruments such as Balanced Score Card, satisfaction surveys, risk analysis and CAF exercises.

Each employee needs to have a clear understanding of how he or she contributes towards the fulfilment of the organisation's mission and vision. This is realised via a so-called iterative funnel-approach, whereby a management plan is developed by firstly discussing the mission, vision and values of the organisation with all employees. Secondly, the strategic axes are discussed and strategic goals are developed. The final step is to decide on operational goals and to discuss processes, projects and initiatives. This approach guarantees the maximum involvement of all employees.

This approach was followed in order to create the first and the second management plan (2004-2006 and 2007-2009). Currently, a third management plan (2010-2012) is in the process of development. This time the explicit input of our main partners is also demanded, as well as adding an extra dimension, namely the strategic goals to which each employee contributes directly in his/her so-called development dossier containing individual goals and individual training schemes.

By 2008, general client satisfaction had risen to 64.4 % as well as an increased rate of employee satisfaction of 59.6 %.



TRAINING PROGRAMMES IN THE BULGARIAN PUBLIC ADMINISTRATION IN THE CONTEXT OF COMPETENCIES FRAMEWORK 2006-2008

Submitted by Ministry of State Administration and Administrative Reform

Contact details of lead applicant

Organisation	Ministry of State Administration and Administrative Reform
Address	1, Akskov Str. Sofia 1000
Country	Bulgaria
Size	>100
Contact Person	Elena Kirova
Function	Senior Expert, Human Resources Management in the State Administration Directorate
Email	elena.kirova@mdaar.government.bg
Web address	www.mdaar.government.bg

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Training programmes, civil servants, capacity building

Case description

More than three years have passed since the establishment of the Ministry of State Administration and Administrative Reform (MSAAR). The Bulgarian society has never before discussed to such an extent the problems of the administration and the reforms pursued in it. This trend will be further enhanced, in line with the growing expectations of the Bulgarian citizens, the business, and our European partners towards a more effective and transparent service delivery by the state institutions. Two of the main priorities of the MSAAR are: modernisation and organisational development of the state administration; and training and development of human resources.

Thus, MSAAR began activities to improve the system of developing professional skills and qualifications of employees in the administration. The adopted strategy for human resources management in the state administration for the period 2006-2013 and the Action Plan for the period 2006-2009 have been developed in compliance with the objective to build an effective, competent, responsible and motivated state administration. The strategy has been developed by a broad working group, involving, inter alia, representatives from all levels of the state administration, trade unions etc. Good practices from the private sector have also been drawn upon.

With regard to the abovementioned priorities, a strategy for training the state administration employees and its implementation plan has been elaborated. The main issues in the strategy are: stronger commitment of the employees and assumption of personal responsibility for their own future professional development through training; and aligning training with the strategic aims for modernisation of the administration. The training focuses on their preparedness for joint work with the EU administrations and on adequate capacity building, which is necessary for the implementation. Therefore, a team has elaborated and implemented training programmes on a large scale with the purpose of developing civil servants' basic and specialised competencies. In particular, the efficiency and service delivery of the state administration shall be enhanced and administrative capacity raised through the development and implementation of a national computer training programme for civil servants of the state administration, national training programmes in foreign languages and specialised management and development training programmes for senior civil servants.

As a result, it is now possible for the civil servants to consider the training as a mandatory element of their professional and career development, and as an important means towards achieving and applying higher standards in the realisation of the administrative activity, as well as an increased involvement, motivation and ambition for their potential development. In sum, the training serves as an important instrument for increasing the work effectiveness through the transfer of the gained knowledge and skills. This leads to improvement of the individual working performance and higher contentment of our clients.

CULTURAL AND ORGANISATIONAL CHANGE IN THE MAINSTREAM OF A META-ETHICS APPROACH

Submitted by Lausanne Municipal Police

Contact details of lead applicant

Organisation Lausanne Municipal Police
Address Rue Saint-Martin 33
Case postale 5354
1002 Lausanne
Country Switzerland
Size >100
Contact Person Lieutenant-Colonel
Pierre-Alain Raémy
Function Replacement Commander
Email pierre-alain.raemy@lausanne.ch

Level of government organisations involved

Local

Type of sector

Justice, police, human rights and security

Key words of project

Change of company culture, durable evolution and development, meta-ethics and deontology, collegial leadership and management, suitable combination of people and skills



Case description

At the beginning of 2000 the Lausanne police noted a rise in resignations by newly appointed police officers and an increased number of public complaints about police behaviour (verbal abuse, inadequate use of force, etc).

Worried about how to support employees whilst maintaining a high-quality public service, the Universities of Lausanne and Sherbrooke were approached to analyse the problem. Accordingly, an applied meta-ethics initiative was introduced with the aim of enabling police officers of any rank, and from all divisions (response, management, administration, etc.) to develop a process of reflection so that they can make the best possible decisions, even in an increasingly complex and risky environment.

A staff survey (2003/04) identified some key management failures including poor definition of errors committed by officers, a lack of model leadership, inequitable approaches to promotion and penalisation of officers. To address these shortcomings, new approaches were developed. In order to improve the corporate culture the initiative focused on limiting the code of silence (omertà) and questioning traditional modes of management and hierarchical leadership. This focus was innovative, courageous and unique in the Swiss police environment. The results were achieved through increased investment in institutions and human resources, by developing a completely new meta-ethics management framework and structure, and by creating delegates and committees for meta-ethics and deontology and new organisational principles and practices (Charter of Values, Code of Deontology and structural functioning regulations). This initiative is also distinguished by an extraordinary investment in applied meta-ethics training (three Masters and 35 university certificates were obtained by employees, and training courses catering for all levels of the force). A wide variety of partners was involved, ranging from politicians, universities and private citizens to the trade union, internal command, management and staff, all participating in developing a new and unique police character.

The initiative gained legitimacy, particularly after winning the Swiss Meta-ethics Prize in 2008. To date, the Vaud state police and 16 city police forces have expressed interest in the initiative. The Swiss Institute of Police appointed the project manager and Lausanne meta-ethics delegate to draft the meta-ethics textbook chapter in 'Meta-ethics and Human Rights' used to train new officers in French-speaking Switzerland. Public surveys conducted in 2000, 2003 and 2008 show an increasingly positive public perception of the police force and an internal staff survey in February 2009 gave very encouraging results, with about 90 % of employees declaring pride in the police force and the majority being satisfied by efforts to improve institutional functioning. Particularly popular was the attention given to diverse 'hot topics' raised in a previous internal survey (2003), such as trust, integration, autonomy and management of errors. The road ahead is long and strewn with pitfalls yet success requires determined perseverance.

INSPIRED BY BUSINESS

Submitted by Regional Council of the Moravia Silesia Cohesion Region

Contact details of lead applicant

Organisation	Regional Council of the Moravia Silesia Cohesion Region
Address	Hrabakova 1/1861 702 00 Ostravaa
Country	Czech Republic
Size	50-100
Contact Person	David Sventek
Function	Director of the Office of the Regional Council
Email	david.sventek@ rr-moravskoslezsko.cz
Web address	www.rr-moravskoslezsko.cz

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Strategy, values, performance, team, user-friendly approach, investment in people



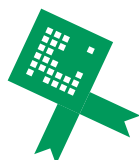
Case description

In the Czech Republic, public sector work is not viewed very positively. This status is caused not only by the country's socialist past, but also by the attitudes of current employers who view their staff as a source of production rather than a strategic element. The performance and quality of public administrations are most responsive to the quality of employees. The consequence of this situation is high employee turnover, high personnel costs and dissatisfaction of target groups.

In 2006, a new organisation, the Regional Council of the Moravia Silesia Cohesion Region (hereinafter RC), was established to administer structural funds in the Czech Republic. Before then, regions did not have any major experience with administering EU structural funds. People with some experience in public administration were chosen as managers; nevertheless, the majority of their experience was in the business sector. Since the world of business uses corporate planning as a basic tool for an organisation's guidance and management, the Regional Council's team decided to incorporate planning methods from the business sector in their public administration.

The innovative approach incorporating planning is positively manifested in many other areas of the organisation and is evident in a number of new, proprietarily developed tools, new methodical approaches and innovative solutions. The success and efficiency of the RC represents a range of new approaches at all levels of the organisation, from top management and corporate strategy to innovative customised IT tools. The organisation has also adopted a pro-client, customer-oriented approach, which is unique for public administration in the Czech Republic. The RC is the only institution with a marketing department in its organisational structure. This department organises numerous research, questionnaire surveys and opinion polls that provide feedback for the RC on the quality and efficiency of provided services. Hence, the satisfaction of the target groups has been turned into a long-term objective and customer service has been entrusted to a designated department.

The RC's human resources strategy demonstrates a very modern approach to employees. The cornerstone of this strategy is the endeavour to find a balance between required employee efficiency, employees' personal development, and the satisfaction resulting from a convenient organisational culture and structure. Employees of the RC are approached individually and each of them has signed a personal development plan, which defines the employee's work aims and objectives, the areas in which he or she needs to develop and what conditions the employer will provide to that end. The agreement is always made as a win-win situation, taking into consideration the individual skills and needs of each employee.



JUNIOR PERSONNEL PROMOTION IN BMAS

Submitted by German Federal Ministry of Labour and Social Affairs

Contact details of lead applicant

Organisation	German Federal Ministry of Labour and Social Affairs
Address	BMAS, D -10117 Berlin
Country	Germany
Size	>100
Contact Person	Doreen Molnár
Function	Assistant Head of Division for Human Resource Development
Email	doreen.molnar@bmas.bund.de

Level of government organisations involved

Local

Type of sector

Employment, labour related affairs and gender equality

Key words of project

Leadership competency, integration, cooperation, junior personnel promotion, social networks, mentor system, ministerial administration



Case description

Junior personnel promotion is a leadership scheme with distinct advantages in the short, medium and long term. The focus is placed on new personnel, who will be the executives of tomorrow and already have to be recruited today, re-trained and promoted in the long run.

The leadership scheme comprises a junior personnel network (as of 2006), a mentoring system, an alumni network of former junior staff, as well as organisation-wide networking through project work and in-house accessibility of individual measures. A major pillar of the junior personnel network is the 18-month qualification programme which addresses different levels: a personal level, in order to improve social and methodological competency and an understanding of human behaviour; a group level, in order to promote team building, conflict management and intercultural communication; an organisational level, to convey an understanding of the organisation's specific goals, structures and procedures and to promote interdepartmental cooperation (dialogue with management, in-house introduction, informational sessions); and an inter-organisational level, to familiarise staff with other organisations, e.g. visits to national public institutions. As another pillar of the junior personnel network, regular get-togethers largely aim towards fostering informal relationships, building mutual confidence and exchanging experience.

Through the mentoring system, the mentors motivate, counsel and support their mentees in a one-to-one relationship that differs from the usual superior/subordinate setup. The mentors receive special schooling on the aims and ideas of mentoring, as well as more in-depth instruction, e.g. on coaching techniques. Drawing on practical experience, the mentors can exchange information on their own approach and suggest improvements to each other. In the ALUMNI network, former junior personnel broaden and deepen their methodological and social competencies, acquire initial leadership abilities and engage in practical interdepartmental project work. Since 2009, interested ALUMNI have been taking part in a series of seminars on leadership and cooperation. This affords them the opportunity in the medium term to prepare for topics such as motivation and leadership, even including reflection on their own personality structure and specific personal leadership potential. As of autumn 2008, individual events in the junior personnel and ALUMNI network are also made available in-house. This enables previously excluded personnel in particular to benefit from a junior personnel network and also facilitates enlarged networking within the ministry. Together with interested personnel, interested network members from the ministry are also involved in interdepartmental in-house projects, e.g. organising events (after-work party, departmental exhibitions) or planning the initial professional job training phase for new personnel.

A survey of personnel, carried out in 2008, revealed that those with a seniority of fewer than five years (that is junior personnel and ALUMNI) are more satisfied with their work, the working atmosphere and cooperation in the organisation than all the others.



ELECTRONIC EMPLOYEE SURVEY

Submitted by Ministry of Finance Baden-Württemberg

Contact details of lead applicant

Organisation	Ministry of Finance Baden-Württemberg
Address	Schlossplatz 4 (Neues Schloss) 70173 Stuttgart
Country	Germany
Size	>100
Contact Person	Tatjana Schmitt
Function	Responsible for controlling and for modernising public administration
Email	tatjana.schmitt@fm.bwl.de

Level of government organisations involved

Regional

Type of sector

Taxation, customs, finances

Key words of project

Electronic employee survey, management by objectives, identification, information, working atmosphere, professional setting, working conditions, advancement, motivation, management feedback

Case description

With over 20 000 state employees, the financial sector plays a substantial role in Baden Württemberg's administration, in particular with regard to performance. Personnel costs make up 90% of the total costs of the financial sector's budget. Employee surveys are both an effective tool to introduce processes of change and to assess to what extent the results of the survey have been realised within an organisation. In addition, surveys are an appropriate method for introducing employees' ideas and proposals for change into the continuous improvement process of the state administration.

Thus, the project 'electronic employee survey' has been initiated and carried out by the Ministry of Finance Baden-Württemberg, which is a direct result of Baden-Württemberg's state administration vision of 1995 describing an ideal and practicable concept for modernising public administration. Three key areas are the main focus of the continuous process: administration as a service provider; cooperative management and working together in an environment based on trust; and shaping operational functions. When Baden-Württemberg adopted the so-called new regulatory procedures in 2001 (NSI, which is an extensive state-wide reform), they introduced modern management tools from the business world throughout the State in order to meet the needs of the public administration. One of these tools is the Balanced Scorecard, which is a relatively new performance management tool (Kaplan/ Norton, 1992) for strategic controlling giving executives a complete overview of the efficiency and effectiveness of their organisation. By using this tool the interests of the stakeholders (e.g. clients and employees) and the interests of the organisation (e.g. processes and financing) are fully taken into account. Traditional corporate management, which is typically characterised by financial interests, can now integrate all relevant aspects of the organisation using the Balanced Scorecard. It also means that more concrete and more specific measures can be developed and implemented to achieve set goals. The public administration of Baden-Württemberg added the perspective of the legal mandate (obligations prescribed by law). After a successful Balanced Scorecard pilot project in 2003 in the regional tax office in Stuttgart, the execution of the project was handed over to the staff unit responsible for modernising public administration at the Ministry of Finance in Stuttgart. Since then they have managed the Balanced Scorecard process in 25 tax offices as well as the regional tax office in Karlsruhe, using their acquired know-how.

As an extension of the Balanced Scorecard process, surveys were carried out on customers and employees in order to determine and improve the needs, wishes and satisfaction of the customers and employees wherever deemed necessary. Following this, local customer surveys were carried out by the tax offices and as of autumn 2009 it will be possible for accountants to participate in a nationwide electronic survey under the auspices of Baden-Württemberg's Ministry of Finance.

FROM BUREAUCRACY TO SERVICE PROVIDER

Submitted by Danish Immigration Service

Contact details of lead applicant

Organisation Danish Immigration Service
Address Ryesgade 53
DK-2100 Copenhagen
Country Denmark
Size >100
Contact Person Morten Bo Laursen
Function Head of Communications
Email mbl@us.dk
Web address www.newtodenmark.dk

Level of government organisations involved

National

Type of sector

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

Key words of project

Customer friendliness, LEAN, value based management, immigration, organisational change



Case description

In 2005 the Immigration Service received serious criticism for being an inflexible administration characterised by faulty work. In addition, there was a general desire to change the Immigration Service to suit the new realities surrounding migration in Denmark, which meant that there were fewer foreigners applying for asylum or family reunification, and more applying for residency in order to work or study.

In this context, the project 'From bureaucracy to service provider' was initiated in 2006 by the Ministry of Refugee, Immigration and Integration Affairs. The project aimed to facilitate the Immigration Service's transformation into a modern public service provider with value-based management style and a focus on public service, effectiveness and flexibility.

During this transformation, senior management has focused on improving communication using strategic, value-based management. The goals and values of the Immigration Service have been re-evaluated, and changes have been instigated to boost internal and external coherence, communication and conformity.

This has been a true turnaround. Not only has the project affected the organisation's stated goals, its whole structure has shifted its focus from administering rules to delivering a public service, with emphasis on the public. The Immigration Service no longer focuses on what it cannot change but rather, on what it is in control of; there has been a marked change from the illusion of a no-error culture to a culture marked by a willingness and ability to involve its customers and transform their feedback into concrete improvements. An important source of inspiration for senior Immigration Service managers has been the 'Public Governance - Code for Chief Executive Excellence in Denmark', developed by the Forum for Top Executive Management as a joint management project for senior managers from across the Danish public sector.

The immediate results are: a marked increase in customer satisfaction; greater trust amongst key stakeholders; shorter application processing times and better service; better image and greater employee satisfaction. Fundamental changes have taken place in the organisation's culture, characterised on the one hand by pride in the results achieved and on the other hand by an open acknowledgement that the organisation can and will be better at performing its work, to the benefit of the public. The negative cycle has been broken and replaced by a cycle of increasing public recognition of results, which motivates employees to focus even more on customer-friendliness.



THE MANAGEMENT STRATEGY OF FUNDACIÓN COMUNIDAD VALENCIANA - REGIÓN EUROPEA

Submitted by Fundación Comunidad Valenciana - Región Europea (FCVRE)

Contact details of lead applicant

Organisation	Fundación Comunidad Valenciana - Región Europea (FCVRE)
Address	227 Rue de la Loi 1040 Bruxelles
Country	Spain
Size	50-100
Contact Person	Balma Llansola Diaz
Function	Responsible for Awards
Email	bllansola@delcomval.be
Web address	www.uegva.info

Level of government organisations involved

Regional

Other organisations

Valencian Regional Government, Valencian Council of Chambers of Commerce, Valencian Federation of Saving Banks, Valencian Federation of Land Banks, Valencian Confederation of Employers Organisations, Valencian Federation of Municipalities and Provinces (FVMP), Intercitrus, Iberdrola, Federation of Irrigation Union Groups of the Valencian Regional Government, Executive Committee of Feria Valencia, Autoridad Portuaria de Valencia, puerto de Alicante, Port Castelló, IFA

Key words of project

PPP, dissemination of EU policies and projects, regional competitiveness

Case description

In 2003 the Valencia government decided to create a specific organisation to train stakeholders and social leaders to adapt to changes, called Fundación Comunidad Valenciana Región Europea (hereinafter FCVRE). FCVRE is a living strategic plan that adapts itself to challenges resulting from globalisation and other aspects. During this time, the region faced a big challenge as it was shifting from Object 1 of the Structural Funds to a new category of more developed regions, which had to be integrated in the new Objective of Competitiveness and Employment. FCVRE was created to help this transition, in order to inform the stakeholders about how to follow European legislation and obtain new funds for direct participation.

The aim is to promote EU policies and actions and foster the participation of a wide range of regional stakeholders in European affairs and projects. FCVRE will offer assistance to the competences of the Valencia Autonomous Government Council regarding its policies related, inter alia, to agriculture, water and sustained development, research, development and innovation.

The management strategy of FCVRE as a participation, development and job-creation tool in the Valencian Region has been a subject of study for other European regions with a high degree of development and competitiveness. These regions consider FCVRE as a case of sustainable successful management and a possible paradigm to promote involvement at local level and to increase regional competitiveness. Likewise, FCVRE promotes the benchmarking of its methodology and spreads enriching exchanges by participating in different forums related to European policies and by managing different funding programmes, inside and outside the EU. Since interregional cooperation and training are regarded as top priorities within FCVRE, other regional offices are offered the possibility to exchange staff and training workers from other regional bodies in order to improve the development of the region. Until now, more than 280 people from different countries have been working for FCVRE in several departments to collaborate with different stakeholders and organisations and have received training in European affairs.

This high level of participation in European projects has made the Valencian region one of the leaders in attracting European eco-technology funds. This year, the innovative nature of the management model of FCVRE has been ranked among the top 5 regional representations, from among 256 offices in Brussels. In 2008, FCVRE was nominated for the European Agenda Awards 2008. In sum, one of the main results has been the exchange of staff that has proved highly beneficial for all parties. Over the last year, more than 280 professionals, students and trainees from 25 different regions have worked at the Office, which boasts a multicultural environment where people from different nationalities and regions work together and help to materialise European projects.

KNOWLEDGE MANAGEMENT EXPERIENCE AND COMMUNITIES OF PRACTICE NETWORK

Submitted by Centre for Legal studies and Specialised Training of Catalonia

Contact details of lead applicant

Organisation Centre for Legal Studies and Specialised Training of Catalonia
Address Carrer Ausiàs March, 40
08010 Barcelona
Country Spain
Size >100
Contact Person Jesús Martínez Marín
Function Responsible for New Training Programmes
Email jmm@gencat.cat
Web address www20.gencat.cat

Level of government organisations involved
Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Knowledge Management (KM), Communities of Practice (CoPs), collaborative network

Case description

Currently, innovative experiences in organisations, and particularly those coming from Knowledge Management (KM), are being received very positively by organisations. Since the mid-90s, a significant number of companies around the world are turning slowly towards executing projects of this kind as a means of improving company efficiency and output. Nevertheless, within public organisations there is less general demand for KM due the particular nature; such as, for example, the absence of threats derived from a potential rival or the rigid employment structure, which are present in these organisations and which have allowed avoiding looking for new strategies through KM in order to ensure their survival. However, different organisations in the public sector are applying a series of interesting KM projects.

In the last three years, a Knowledge Management project has been put into practice in the area of Justice administration under the Catalan government, the Generalitat of Catalonia. From the beginning, this project has been organised around one of the most widely used methodology tools for this kind of initiative: the communities of practice. As happened in many similar case studies, the introduction, smooth running and even the actual survival of these communities of practice has come up against a series of cultural, technological and organisational barriers prevalent in public administration. The project has been developed by a network of communities of practice (CoPs), coordinated by a central figure of new organisational leadership, namely the e-moderator who has the objective of promoting and creating an environment of collaboration so as to facilitate the creation and exchange of knowledge between the teams involved. Two complementary strategies were put into practice to help the e-moderators reach these objectives: 1) the possibility of using a virtual work platform (the 'e-Catalunya' platform); 2) a policy of financial incentives was drawn up and complemented by actions to promote their use among the rest of the community, increase potential users and active participation in the project.

This enabled the organisation to systematically collect all knowledge products generated by the project, which then became the raw material for creating a Best Practices repository. The principal result achieved from the experience focuses on: 1) the creation of the network of Communities of Practice itself, which has achieved the establishing of an annual average of one product of knowledge prepared and applied for each work group; 2) the attainment of tools: a checklist has been obtained for the rapid identification of professional groups that comprise more guarantees for success in the stable and productive training of the communities of practice; and a development model for the CoP lifecycle specifically for the public administration and some indicators for each phase of this cycle (use, impact and quality) has been identified; 3) the overall transforming effect that the experience is having in the organisation.



PILOT PROJECT FOR PERSONALISED DEVELOPMENT OF MANAGEMENT COMPETENCIES

Submitted by Andalusian Institute for Public Administration - Junta de Andalucía

Contact details of lead applicant

Organisation	Andalusian Institute of Public Administration - Junta de Andalucía
Address	Av. Ramón y Cajal, 35 41005 Sevilla
Country	Spain
Size	>100
Contact Person	Carlos M^a Suso Llamas
Function	Head of PA Research and Analysis Department
Email	carlos.suso@juntadeandalucia.es

Level of government organisations involved

Regional

Type of Sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Competencies, management, personalised development, training

Case description

Within the process of continuous improvement, the role of training becomes a basic element to ensure that the personnel working within the public administrations understands the importance of their performance, their professional development and the improvement of their qualifications, in order to facilitate the attainment of the proposed objectives. Improved quality and learning results, which stem from training, will, in turn, lead to greater efforts to improve the system detecting training requirements.

To detect the training requirements of the management two prior studies were carried out; one that determined the competencies of managers, and one in which the competencies of the people in these positions were measured and analysed through critical incident interviews, evaluation questionnaires, and panels of experts. The results of this work showed that personal competencies were high and those items referring to the outcome orientation were good. Meanwhile those aspects for the management of individuals were low; the leadership styles indicated a low level of flexibility, low self-knowledge and there was a negative correlation with the desired work atmosphere. Therefore, between the end of 2007 and 2008, the Pilot Project for Personalised Development of Management Competencies was carried out. The project model started with a 360° evaluation of each of the people participating, by means of questionnaires about competencies, leadership styles and environment. With the results of the evaluations from those participating, a series of workshops were designed to cover the necessities of the whole group, considering that each person would have a personalised training itinerary in three of these workshops. Each of the workshops focused on experience-based learning and followed innovative models that favoured the exchange of experiences and knowledge in such a way that priority was given to the 'learning by doing' method. Each workshop had two sessions: one that consisted of 16 hours of learning and concluded with a personalised work plan for each participant, and one that was held a few months after the first, which was used to compare the results obtained and analyse the experiences when moving from the learning stage to real-life experience. During the project, three sessions of personalised assessment were provided. The programme concluded with an evaluation to assess the results of the work and enable each person to produce a longer term personal development plan.

In terms of competencies, which started with a very high profile, leadership and the development of the people increased the most. Within leadership styles, those with the highest increase correlated with a good work environment. With regards to the environment, the perception of collaborators improved by ten points. Currently, a new Project for the Personalised Development of Management Competencies is in progress, in which 60 executives, as well as civil servants from the Andalusia Regional Government are participating.



CONTINUOUS LEARNING - LEADERSHIP ROUTE

Submitted by Servicio Publico De Empleo Estatal

Contact details of lead applicant

Organisation Servicio Publico De Empleo Estatal (State Public Employment Service)

Address Calle Condesa de Venadito, 9
28027 Madrid

Country Spain

Size >100

Contact Person Alberto J Ramos de Vidarte

Function Responsible for Quality Service

Email alberto.ramos@inem.es

Level of government organisations involved
Regional

Type of Sector

Employment, labour related affairs and gender equality

Key words of project

Training, employment service, management

Case description

In the past, public management of the State Public Employment Service (hereinafter SPES) had many shortcomings since the attention in its offices, as with the Employment office, was always focused on production and on short-term results. The State Public Employment Service is an autonomous body associated with the Ministry of Work and Immigration, which is entrusted with the organisation, development and monitoring of employment policy programmes and measures.

Faced with this fact, in 2005, the SPES undertook the preparation of a Management Plan with the aim of tackling its modernisation. The Plan fundamentally entailed designing a Strategic Human Resource Plan of the SPES, whose ultimate aim was to improve its organisational structure and the labour and remunerative situation of its staff; with the consequent repercussions affecting effectiveness and the level of quality in the provision of services to citizens. Therefore, management courses started to be held for the top managers of each province and the sub directors, as well as for all the Office Managers in order to improve the service to the public. Thus, a Training Plan was designed that considered not just training in technical areas, but also the comprehensive training of individuals, seeking to develop all of their potential (skills or capabilities). In this context, the project 'Continuous Learning, Leadership Route' served as a tool for improving the staff's management skills and abilities. This training model follows the students throughout the learning process, which allows them to evaluate their own rate of progress in putting their knowledge into practice and which stays with them until they succeed in making these new ways of managing a habitual part of their work. The final aim is to cause a change in the organisational culture as far as team management is concerned. The 'Continuous Learning, Leadership Route' project is therefore ambitious as the intention is to go on from classroom training to on-the-job training and from one-off training to continuing learning, both for the individual and for the organisation.

The project is part of a new culture in the organisation, which focuses on quality and understands this to be continuing improvement. The training given has resulted in many changes in SPEE; e.g. it has gone from having a traditional management style with a pyramid structure, to being a more horizontal organisation and from being an organisation focusing solely on short-term results to one that, for the first time, focuses on people and developing their potential.

MANAGEMENT IN SANT CUGAT CITY HALL

BUDGETING THE STRATEGY: A NEW DEAL BETWEEN POLITICAL MANAGEMENT AND POLITIC LEADERSHIP

Submitted by Sant Cugat City Council

Contact details of lead applicant

Organisation Sant Cugat City Council
Address Placa de la Vila n.1
 08172 Sant Cugat del Valles
Country Spain
Size >100
Contact Person Jordi Joly
Function Deputy Mayor
Email jordijoly@santcugat.cat
Web address www.sfo.santcugat.cat
 www.santcugat.cat
 www.tribuna.santcugat.cat
 www.eitsantcugat.com
 http://srv.originalets.com

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Strategic management, employees' motivation, public concern, learning capacity and transferability, accountability, transparency, impact



Case description

The City Council of Sant Cugat, like other public administrations throughout Europe being confronted with a set of global and local challenges, has experienced an urgent need to move from an ineffective administration to an organisation focused on strategies that can be executed effectively and that can have real impacts. Sant Cugat City Council was hindered by its bureaucratic structure; absenteeism and a lack of motivation, incentives and rewards; the inefficient use of public resources; and the difficulty in finding employees with a strong professional work ethic.

As a response, the City Council demonstrated its willingness to reform its public administration and to create innovative solutions to change its political and public management culture and practices. This project was launched to build an innovative city council on the back of an efficient, motivated and well-managed public administration that is fit to meet the challenges of the future. The objective is to create a new political and public management culture aligning organisation and stakeholder involvement in all processes. Further important objectives are: improving management efficiency and leadership in order to create an organisation capable of adapting to changing objectives; the implementation of a code of ethics on which to base new tools and methodologies; defining goals, transparency and responsibilities (accountability) and measuring impact, both inside and outside of the organisation. A systematic restructuring of management processes in the City Council, according to best practices adopted from the private sector, allow today's political leaders to base their decisions on extensive data, understand the relationship between resources and objectives, and help to create a more motivated and professional public workforce. To increase efficiency Sant Cugat moved to a cost culture. Where previously budgets were expended, the new cost culture continually optimises economic resources against objectives. This promotes a political culture in which good policies are based on good resource management. A combination of teamwork and strong leadership enabled the successful implementation of this new regime, in line with practices in private organisations.

The first important phase was the creation of the Strategic Management Institute as a strategic tool for the city, which made it possible to dedicate resources released to the analysis, control and evaluation of the public services and organisations. A second phase was the establishment of the 'new model for alignment and strategic competitiveness' (PACTE), an agreement between political leaders, public managers and technical directors in 2008. Consensus amongst all political parties reflected a clear commitment to progress to a new political and public management culture.

Today Sant Cugat is a city prepared to face the future challenges both on a local and global level. Sant Cugat has created a new political and public management culture that can be considered as a reference for other European cities.



OBSERVATORY OF LOCAL GOVERNMENT

Submitted by Fundació Carles Pi i Sunyer

Contact details of lead applicant

Organisation Fundació Carles Pi i Sunyer
Address via de les Corts Catalanes, 491
Barcelona 08015
Country Spain
Size 1-25
Contact Person Esther Pano Puey
Function Programme Coordinator
Email epano@pisunyer.org
Web address www.pisunyer.org

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform; Science, research, innovation

Key words of project

Local government, public management, information/data management

Case description

The importance of municipalities in our system as well as the lack of comprehensive sources of information bringing together a wide range of aspects related to the municipal sphere, suggested the need to create a flexible, wide-ranging tool that could facilitate research and would become an instrument for improvement within local bodies themselves.

For this reason, in 2003 the Carles Pi i Sunyer Foundation created the Observatory of Local Government, a mechanism to systematically gather information on the municipal situation for the benefit of the municipalities, the supra-municipal authorities, the governments of the autonomous communities and of the state, as well as the scientific community. Its main objectives are to supply information to other levels of government to facilitate the design and evaluation of regulations and public policies, to provide data in order to improve the management of local bodies, and to promote research into local government and administration via empirical methodology based on comparative data.

The implementation process is based on a questionnaire containing more than 6,000 variables that have been subjected to an evaluation and improvement process involving experts specialised in the subjects included, who have also provided their own contributions.

The questionnaire is divided into four blocks: I. Structure and functioning of the Council. II. Instrumental bodies, administrative cooperation, collaboration and coordination. III. Public services. IV. The municipal budget. The survey is carried out twice during each mandate, with an interval of approximately two years between each survey. In order to ensure data quality and to speed up the response process, the questionnaire is given in person to the 611 municipalities. Researchers go to all the municipalities, thereby ensuring that the necessary information is gathered and guaranteeing quality and homogeneity in the answers. Previously, the specialist team from the Observatory carried out a thorough search for the information requested that may have been available from other sources. The aim is to facilitate the work of the councils as much as possible and avoid asking for information that is accessible via other public means.

The data are structured and systemised in a user-friendly database and can therefore be used and analysed in line with the objectives established. In order to ensure the anonymity of the local organisations and avoid any possible improper use of the information, protocols have been established for accessing the information that defines different types of users. The data are provided in such a way that they can be compared, but the councils involved cannot be identified directly. The ways in which the data can be used have been established according to origin, the reason for the query and the purpose of the search. Each of the different profiles established can access a different level of information.

LAPPEENRANTA CONTRACT

Submitted by City of Lappeenranta

Contact details of lead applicant

Organisation	City of Lappeenranta
Address	Villimiehenkatu 1 53100 Lappeenranta
Country	Finland
Size	>100
Contact Person	Päivi Savilampi
Function	Personnel Manager
Email	paivi.savilampi@lappeenranta.fi
Web address	www.lappeenranta.fi

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Cooperation, personnel policy, health at work, remuneration, incentives, praise

Case description

When the Lappeenranta contract was signed by the city of Lappeenranta and the various associations representing its employees, there was a demand for a systematic cooperation regarding issues relating to the city's personnel policy. Regulations and guiding principles were needed and in this regard the Lappeenranta contract, based on responsibility, openness, justice, courage and trust, seemed very practical. The contract is a special system where the personnel have a possibility to take part in the leadership and management of the city of Lappeenranta.

The first Lappeenranta contract, which was a pioneer contract in Finland, was signed 20 years ago, in 1989. However, the contract has since been renewed several times: the first update took place in 1994; the second one was in 2000; and the last one in 2007. This long time span shows that there has been and there still is a demand for this kind of model in personnel cooperation.

The aim of the Lappeenranta contract is to develop the city as a service organisation and to ensure the security of employment of its personnel in situations of change by implementing the joint operative measures described in it. The objective of the contract is to define the means to prepare for future challenges and threats, and to improve the welfare of the city's personnel. The Lappeenranta contract is based on a confident and open dialogue and interaction of the political decision-makers and the management with the personnel and their representatives. The parties to the contract share a genuine desire to succeed together. The main parts of the Lappeenranta contract are: documents defining the personnel policy of the city of Lappeenranta (personnel strategy and the personnel political part of the budget); cooperation and joint operations (parties for cooperation and joint operations, objective of cooperation, implementation of cooperation, objective of joint operations, notification liability regarding cooperation and joint operations, bodies involved in cooperation and joint operations); health at work (health at work and health promotion activities, management and supervisory work, development and competence of the personnel, promoting health and safety); remuneration, incentives and praise (incentives, rewards and motivation for good work, systems of remuneration, idea and initiative rewards and long time of service).

TRAINING PROGRAMMES FOR TOP AND MIDDLE MANAGERS

Submitted by Institute for Public Management and Economic Development (IGPDE)

Contact details of lead applicant

Organisation Institute for Public Management and Economic Development (IGPDE)
Address 20 allée Georges Pompidou
94306 Vincennes CEDEX
Country France
Size >100
Contact Person Ralph Dassa
Function Directeur Général
Email ralph.dassa@finances.gouv.fr
Web address www.institut.minefi.gouv.fr

Level of government organisations involved

National

Type of sector

Education (higher and lower), training and learning

Key words of project

Top and middle managers, operational tools, effective communication, social tools, mix managers, training programmes, civil servants

Case description

In 1998, it became apparent that there was a necessity for movement and change in the French public administration, which could be achieved by efficient management training.

The Institute for Public Management and Economic Development (French acronym: IGPDE) is responsible for the conception, the implementation and the evaluation of leadership and management for change training programmes. The target audiences of these programmes are civil servants who are top and middle managers of the French Ministry of Economy and Finance. The aim of the training programmes is to provide advice and tools to newly appointed top or middle managers. The programmes have common objectives; however they are adapted to the level of function of participants. The purpose is to provide operational tools in order to implement change, to use effective communication in today's management and to manage social relations. Tools designed for the conception, for the follow-up of the implementation and for the evaluation of the project for change are provided. The training programmes aim to mix managers coming from different general directorates in order to exchange information, to create an inter-directorate culture and a network throughout the ministry. The implementation includes seminars and consolidation training organised around a main theme: management of change, communication, daily management and social relations.

Since 2007, each year, a seminar is organised in a European country. Innovation features include the diversity of participants, thus creating an inter-directorate culture; and the content of the courses, which are delivered by high level personalities by implementing innovative pedagogical methods. The training programme for middle managers involves emotional intelligence in management. Professional musicians in the form of a quartet, propose a different approach to management by enlightening managerial questions and offering unusual answers. Little by little solutions begin to appear, and the intellectual approach associated with this out-of-the-ordinary sensorial procedure, gives way to personal fulfilment and new relational vitality. The training programmes for top managers include a theatre performance based on the use of humour and emotions which acts as a springboard for action and aims to help the participants to pave the way for their future development. Since the training programme is inter-directorate, there is a real influence on the cultural orientation of the organisation. Moreover, new methods, styles and forms of working are learned which can be used in the daily work.

As a result of these programmes, the French Ministry of Economy and Finance is able to train a very high number of its managers and to create among all directorates a special feeling and an implicit differentiation between managers who have already followed courses and those who have yet not. Evaluations confirm the usefulness and effectiveness of these programmes as 80 % of the top managers and 84 % of the middle managers who took part in this programme are very satisfied.

THE 'STAIR' MODEL: A SELF-REFLECTION APPROACH FOR MANAGING CHANGE & MODERNISATION WITHIN THE GREEK PUBLIC SECTOR

Submitted by National Centre of Public Administration (NCPA)

Contact details of lead applicant

Organisation National Centre of Public Administration (NCPA)
Address 211 Pireaus Street
 17778 Athens
Country Greece
Size >100
Contact Person Dr Maria Zeppou
 Dr Tatiana Sotirakou
Function Project Team
Email zeppou@ekdd.gr
 tatiana@ekdd.gr
Web address www.ekdd.gr

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Public sector modernisation, organisational change, organisational learning, organisational competences, learning organisation, strategic management, STAIR model

Case description

Globalisation, the impact of the information society, demographic change and persistently high levels of unemployment are placing unprecedented competitive pressures on public organisations and their employees. Modernisation in public organisations is certainly needed in order to achieve efficiency, effectiveness, economy and quality in service delivery. The National Centre of Public Administration (hereinafter NCPA), which is the main provider of training in the Greek public administration, believes that modernisation is tantamount to creating a 'learning public administration'. Managing the transformation process rests on the organisation's ability to continuously enhance the collective capacity to reflect, to learn how to learn, to unlearn old ways of doing things and abandon old habits. How to best navigate the transition from a rigid and conventional mode of thinking towards a creative and strategic one remains a challenge in the current knowledge-based economy.

As a response to this challenge NCPA devised the STAIR (Strategy, Targets, Assignment, Implementation, Results) model, as a change management tool, that can be utilised to effectively modernise Greek governmental organisations. In particular, the STAIR framework consists of three distinct but complementary phases: strategy design (STA), strategy implementation (I) and strategy evaluation (R) - which represent the operational core of the model. Additionally, the STAIR model puts an emphasis on the development of the intangible assets that underpin its operational core e.g. employee commitment, citizen focus, transparency, meritocracy, trust, learning and innovation etc. These intangible elements constitute the cultural core of the STAIR model and are considered to be the cornerstone for perpetual achievement and sustainable results. Based on the results of an ongoing project (2001-present) undertaken within the context of the Greek public sector, the organisation argues that successful modernisation depends on how knowledgeable an organisation is in respect to the strategic running of the two cores of the STAIR model. In other words competence in climbing up the steps of the STAIR can transform organisations into strategically thinking and acting learning entities.

The results of the project highlighted that the STAIR model as a self-reflection tool for managing change and modernisation process within Greek public sector works well. It seems adequate for identifying the organisational learning competences needed to support every stage of the process. Organisational change is not a mechanical process but a unique, organisation-specific process, that must be developed as an internalised continuous process, which is embedded in the organisational culture and is considered by every member of the organisation as a strategic tactic for learning and innovation.

PLAN OF IMPROVEMENT FOR PARTICIPATION IN URBAN QUALITY

Submitted by Municipality of Lecce

Contact details of lead applicant

Organisation Municipality of Lecce
Address Via Rubichi 1
 73100 Lecce
Country Italy
Size >100
Contact Person Raffaele Parlangeri
Function Executive
Email raffaele.parlangeli@comune.lecce.it
Web address www.areavastalecce.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Territorial management, capacity building

Case description

A substantial transformation characterises local public administrations which are responsible not only for traditional administrative functions, but also for new delegated functions for the territorial government.

In fact, they are called to programme and manage integrated actions of development, with regard to real problem resolution and the development of the economic-social and cultural system. In this view, the responsibility of local administrations is increased as well as the range of competences and organisational capacities requested from them, in order to optimise the performances and the supplied services. In this context the Municipality of Lecce intends to increase its ability to influence and realise an integrated and shared strategy of urban and territorial development, in order to guarantee an effective and efficient realisation of the interventions, the quality of the public expenditure and the optimal use of the physical resources and human capital. Thus, a 'plan of improvement for participated urban quality' has been conceived in order to improve performance and strengthen the capacity of local authorities to prepare and implement an integrated and shared strategy for urban and territorial development and to raise the administration's capacity building. This capacity building includes:

- Institutional capacity, as the ability to identify targets through a unified and integrated strategy of urban and territorial development;
- Organisational capacity, as a pro-active systemic approach based on flexible processes, capable of aggregating the various components of an organisation, which converges towards achievement of set goals. The implementation of methodologies, such as Project Management, assures a continuous process of planning, execution and control of differential and limited resources;
- Empowerment, as a process that increases the ability to experiment and to broaden the scope of choices, to confront the surrounding reality by improving the skills and knowledge with a dual perspective: reinforcement of internal capacity, increasing skills available in the administrative organisation, and external capacity, raising the collective social responsibility to ensure the sustainability of policies.

In this context a 'Coordination Committee', made up of the executives involved in local development project planning, has been established. The Committee supervises the self-evaluation process of the organisation, guarantees the connection between the top-management levels, and also disseminates self-evaluation approaches in order to promote operative, financial and territorial integration of development actions. Moreover, it will assure the creation, development and sharing of expertise aimed at supporting innovation processes through a policy learning path. The plan's leading concept consists of conceiving and implementing a system of experimental actions to define an empirical model of work according to an inductive method. This method originates from a motivational-experimental phase that - learning from experience - allows the creation of a methodological guidance of work on planning and implementation of local development projects through a process of abstraction. The plan activates a complex set of experimental actions directly impacting on the institutional organisation and responsibilities.

Ca.PA.Città
 Qualità ed efficienza amministrativa: le città capaci in rete
 Castello Carlo V, Lecce
 30 gennaio 2009 • ore 17,30

Intervengono
RENATO BRUNETTA
 RESPONSABILE PER LA PUBBLICA AMMINISTRAZIONE E L'INNOVAZIONE
RAFFAELE FITTO
 RESPONSABILE PER GLI AFFARI REGIONALI E LE AUTONOMIE LOCALI
PAOLO PERRONE
 SINDACO COMUNE DI LECCE

Moderatore
CARLO MOCHI SISMONDI
 DIRETTORE GENERALE REGIONE PA

Supergroup organizzativa
 OFFICIO DI PIANO STRATEGICO
 Via Rubichi 1, Lecce • Tel. +39-0832-082442 • Fax +39-0832-080050
 www.comune.lecce.it • info@comune.lecce.it
 pianostrategico@comune.lecce.it

EPSA2009053



THE CADASTRAL ECHOGRAPHICAL SYSTEM OF THE UMBRIA REGION

Submitted by Umbria Region

Contact details of lead applicant

Organisation Umbria Region, Direzione Ambiente Territorio e Infrastrutture Servizio Informatico/Informativo: Geografico, Ambientale e Territoriale

Address Via Mario Angeloni 61
06121 Perugia

Country Italy

Size >100

Contact Person Ambra Ciarapica

Function Area Manager

Email aciarapica@regione.umbria.it

Level of government organisations involved

Regional

Type of sector

Regional policy and development, decentralisation

Key words of project

Cadastral echography, GIS, e-Government

Case description

In complex scenarios like those of the public administration (PA), sharing resources between different institutions working together can bring economic benefits and timeliness of responses. Today, the network community of PA is the key to success for a proper policy on the management of public resource.

In this context, the project 'Digitalisation of echographic cadastral maps' was launched to deal with the development of e-Government, and the information society, with the aim of rendering efficient the processes of the PA. The project intends to decompose and also reassemble on a regional scale the echographic data held by the Umbrian Councils, through Applicatory Cooperation Process of the PA. The demand to start this project is to complete and automate the territorial information that Councils hold in fragmentary and poor reference form, by using G.I.S. technologies as a tool for combining different data sets. The following objectives are pursued: to supply a cadastral echographic database; to organise a regional structure, responsible for carrying out regional coordination for both collection and verification of the comparability of cadastral data from each municipal database; to provide maintenance and development of appropriate services to consult an echographical plan, using the tools offered by the region through cooperative application.

The database was created from and by the integration of alphanumeric and spatial data from different sources (earth, aerial photographs etc.), through the use of mixed-type technology GIS / RDBMS. The essential elements of the regional database are identified in the echographic information; the ownership is the council related to the municipal roads, the civic numbering and coded buildings. The database is based on the standard relational scale and structured by class information that has sufficient significance and a degree of autonomy compared to the overall conceptual framework. The conceptual schema of the database is structured in three layers of information: civic numbers, streets and buildings. The software applications are divided into software and management. The software allows for the organising of the relationships between civic numbers, buildings, building units and municipal roads, so one can assign to each unit estate one or more numbers giving access to the various units falling on municipal roads. It allows for adding, editing and displaying of both alphanumeric and geometric data information of the three main layers of the database. The management system is developed through the structuring and control of databases of the municipal street, the civic numbering and single property register, as a census of all buildings and units in the municipality.

This project can increase the quality and quantity of services to business and citizens; improve the productivity of public administration. It can achieve technological development of industries related to processing activities and urban planning as well as involve stakeholders in decision-making processes affecting the spatial transformation. In particular, by using the database, every Umbrian council can cross spatial and tax data and may also have an initial level of information to form the first nucleus of the Municipal Building register.

SISVAL

Submitted by Comune di Napoli

Contact details of lead applicant

Organisation **Comune di Napoli**
Address Palazzo San Giacomo,
Piazza Municipio, Napoli
Country Italy
Size >100
Contact Person **Patrizia Ammirati**
Function Staff Assessorato al Personale
Email patrizia.ammirati@libero.it
Web address www.comune.napoli.it

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Evaluation, enterprise reorganisation, executive management plan

Case description

The management structure of the Municipality of Naples was in need of improvement. Reforms of its administrative apparatus were needed in order to improve its efficiency and to make the most of the skills and know-how of its executives. The main choices towards this objective have involved an enhancement of the evaluation procedures of executive results and strategic control.

In February 2003, the Municipality of Naples reconfigured its organisational structure, dividing it into Central Management Offices, Departments and Autonomous Services Offices in which services and project units have been set up, each of them led by a Central Executive. The Evaluation Board has been founded with the duty to evaluate management performances and to exert strategic control. Furthermore, the management control routines shifted from a centralised approach to one that is more evenly distributed: within each and every main organisational unit, specific professional figures have been created and implemented, to be included in the staff attached to Central Directors, Coordinators and Autonomous Service Executives, with the specific duty to define and monitor their objectives, as well as to provide a link with a Main Office. Another aspect has been to link together the Executive Management Plan (PEG) to the Provisional Programme Report (PPR). Thus, each of the actions carried out by the Municipality in the entirety of its activities is classified according to its proposed objectives and is achieved by: enacting government policies; management innovation; day-to-day, and institutional and professional activity. These activities are carried out by using an appropriate programming model, including the negotiation of expected results and evaluations. The strategies outlined in the PPR are made operational by the objectives informing governmental policies containing high strategic content. These strategic objectives are first-level objectives and are allotted, by means of the PEG, directly by the Town Council to the first-level Directors.

The tool to promote the achievement of objectives and standards consists of the evaluation of professional management performance which will be carried out by using the results of PEG objectives and results of activity standards (what has been achieved); management behaviour (how these results have been reached); and results connected with the Municipality's main aims and/or with the objectives of the relevant first-level structure (thus promoting cooperation between Central Executives). All objectives, standards and evaluation parameters are connected to quantitative indicators showing the effective achievement of the expected results.



EFFECTIVE MANAGEMENT OF PANEVEZYS COUNTY POLICE HEADQUARTERS

Submitted by Panevezys County Police Headquarters

Contact details of lead applicant

Organisation	Panevezys County Police Headquarters
Address	Tulpiu str. 60, LT-35501 Panevezys, Lithuania
Country	Lithuania
Size	>100
Contact Person	Stanislav Tripolskij
Function	Specialist of Public Relations Group, Management Organisation Unit
Email	stanislav.tripolskij@vrm.lt

Level of government organisations involved

Regional

Type of sector

Justice, police, human rights and security

Key words of project

Effective management, police forces, anti-crisis plan

Case description

Since 1 October 2008 the police force system has been going through a period of extensive change. According to Lithuanian Police Commissioner General Vizgirdas Telycenas and Directive Nr. 5-V-300, released on 29 May 2008, the former Panevezys city police headquarters were reorganised by merging it with the district police commissariats of Panevezys, Pasvalys, Birzai, Kupiskis and Rokiskis. The purpose is to achieve more effective management of police units. However, the world's economic crisis brought additional challenges. The budget assigned to the Police Department under the Ministry of the Interior was reduced by 8 per cent, which is a significant financial decrease.

Thus, an anti-crisis plan has been developed, aiming for more effective usage of financial resources assigned to the institution. This plan includes several measures: firstly, it merges the first and second Panevezys city police commissariats into a united one. Each police commissariat has its own operative management as well as separate units of administrative staff; thus requiring additional financial resources. However, by merging them into a united one there is the possibility to spare large financial amounts on salaries paid to operative management and administrative staff. It should be noted that no employee will lose their job as new positions will be offered to everybody. Secondly, the plan concentrates the operative management of police forces in Panevezys into a Joint Operative Management Unit within the structure of Panevezys county police headquarters. Each police commissariat has a separate Operative Management Unit, which receives all information on violations of law and vectors other police units, patrols, and operative groups accordingly. There is a plan to only leave a Joint Operative Management Unit in Panevezys county police headquarters, which will save salaries being paid to employees, thus resulting in more effective control police units in various situations. Furthermore, a new system of working hours for some groups of police officers has been installed. Usually, office hours apply for all non-duty police officers; however, successful completion of some police tasks requires day and night shifting instead of regular office work, so it is planned to switch wardens, responsible for different districts and streets to this type of working schedule. Lastly, the plan includes avoiding unnecessary expenses: the aim is to achieve more effective resource usage. All recourses used by various units will be revised; all unnecessary expenses will be refused. For example, an attempt has been made to transfer the majority of paperwork to an electronic area (i.e. email, fax) with the aim of avoiding postal charges.

Through this project the management of police forces in Panevezys will be much more effective as the police will be better able to deal with new threats posed by consequences of world's economic crisis.



STRATEGIC PLANNING SYSTEM AT STATISTICS LITHUANIA

Submitted by Statistics Lithuania

Contact details of lead applicant

Organisation Statistics Lithuania
Address 29 Gedimino Ave,
 LT-01500 Vilnius
Country Lithuania
Size >100
Contact Person Rimvydas Ignatavicius
Function Deputy Head of Programmes in
 Official Statistics Division
Email rimvydas.ignatavicius@stat.gov.lt
Web address www.stat.gov.lt

Level of government organisations involved

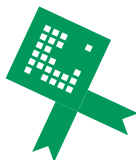
National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Strategic planning, user satisfaction, EFQM, statistics



Case description

Statistics Lithuania is a leading statistical institution producing about 86 % of European statistics in Lithuania and coordinating with other institutions producing official statistics. A growing demand for relevant, accurate and current statistical information impelled Statistics Lithuania to revise its management system and make it more focused and responsive to the changing needs and expectations of users.

To this end, a decision was made at the beginning of 2001 to improve the existing planning system by introducing mid-term strategic planning. A key role in this was played by the Quality Declaration of the European Statistical System (ESS), which for the first time defined its mission, vision and main principles. The mission of Statistics Lithuania is 'to provide society, business, science and institutions with high quality statistical information, necessary for substantiated analysis of phenomena, decision-making and also stimulating discussions on issues pertinent to the country, to participate actively in the development of international statistics'. In order to implement the mission, Statistics Lithuania has set an objective to develop services for users by providing comprehensive and detailed official statistics in the most appropriate form, following the single contact point principle, by using the resources rationally and without increasing the response burden. In 2002, a strategic management system was introduced with the following objectives: to strengthen trust in official statistics; to stimulate cooperation; to stimulate active participation of all stakeholders in decision-making; to set a uniform future vision and shared values; to consolidate personnel, empowering them to be more pro-active and innovative, clearly aware about their personal input in reaching the institution's objectives; and to develop a risk management mechanism, allowing a prompt reaction to the changing environment.

Statistics Lithuania has introduced a range of procedures for strategy elaboration and implementation, such as EFQM (European Foundation for Quality Management) self-assessment of the organisation's top management, a brainstorming seminar, environment analysis to identify the organisation's strengths, weaknesses, opportunities and threats, and a series of meetings on the contents of a strategic paper. Important innovative features of the strategy development process are the integration of different quality management tools, promoting sharing good practice among different statistical areas and setting measurable targets.

Over the last two years, user satisfaction has increased by 13 %, which demonstrates that the strategic provisions implemented have had a direct positive effect on user satisfaction. The results of staff satisfaction surveys also demonstrate positive changes in staff perception. Since the last staff satisfaction survey, the overall staff satisfaction level increased to 77 %.

A PROCESS-ORIENTED ORGANISATIONAL CHART: A NEW PATH, REFLECTING OUR DAILY BUSINESS

Submitted by Long-Term Care Insurance Evaluation and Orientation Unit

Contact details of lead applicant

Organisation	Cellule d'Evaluation et d'Orientation de l'Assurance Dépendance
Address	124 Route d'Esch L-2974 Luxembourg
Country	Luxembourg
Size	25-50
Contact Person	Christiane Schoellen
Function	Quality Manager
Email	christiane.schoellen@igss.etat.lu
Web address	www.mss.public.lu

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Change management, CAF

Case description

The Long-Term Care Insurance Evaluation and Orientation Unit (CEO) is a public service that evaluates whether or not a person is dependent, and determines what service is required in terms of daily activities, domestic tasks, support and counselling measures, technical aids and housing adaptations. Throughout the years, CEO has recruited more than 30 people in order to efficiently respond to the constant increase in requests for long-term care insurance and also to continuously adapt themselves to the specific needs of citizens. In addition, the CAF action plan identified that CEO needs to draw up a new organisational chart with a better overview of its functions and responsibilities.

Thus, CEO thus recognised and formalised the workflow based on key processes and identified the blind spots of the organisational charts. The main goals were to create an organisational chart that matched the CEO's newly defined strategic objectives as well as to fortify its managerial structure. In fact, there was a need to create and formalise the intermediate responsibilities; various heads of service were appointed following a call for applications addressing the entire staff. The call for applications was launched without consideration of career conditions in order to enable people from all hierarchical levels to apply for the given roles. It is noteworthy that this strategy is absolutely new in the civil service of Luxembourg, where it is common for job responsibilities to be closely linked to career profiles, which is based on the person's initial training, education and age of service.

It all started when a pilot group - assisted by a coach - decided to adopt a process-orientated approach and then formalised the mission of the head of the service along with various intermediary roles. For the first time, the employees were informed during the presentation of the CAF report of management's objective to provide them with a means to enable an adaptation of the existing organisational chart. Then, information meetings were planned at every key stage of drawing up the organisational chart. Practically, all of our employees took an active role in this project, which is unquestionably a strong indicator of their acceptance of the project. A second important indicator for group adhesion upon the introduction of the new organisational chart was the number of applications for the various posts. The number of applications was due solely to the motivation shown by a large number of agents to assume responsibilities within the CEO's service structure. Bringing transparency by defining clear responsibilities and emphasis of the assessment of long-term care insurance clients via the organisational chart was also a way to strengthen relations with the partners.

In fact one can say that this new organisation chart emphasised the dynamic processes in the service of CEO. This initiative has intensely mobilised the employees and provides an element of cohesion to the group.

INNOVATION MANAGEMENT OFFICE - IM OFFICE

Submitted by European Parliament, DG ITEC

Contact details of lead applicant

Organisation European Parliament, DG ITEC
Address Plateau du Kirchberg
L-2929 Luxembourg
Country Pan-European
Size >100
Contact Person Ludovic Delepine
Function Innovation Manager
Head of Service
Email ldelepine@europarl.eu.int

Level of government organisations involved

Pan-European

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

IT, innovation management, working process improvement, participation, collaboration, knowledge management, cost efficiency, management strategy, leadership performance, change management

Case description

In January 2009, the Innovation Management Office (IM Office) was launched by the Directorate-General for Innovation and Technological Support (DG Itec) of the European Parliament, in order to set up and manage the IT innovation process. Its main mission is to contribute to the efficient functioning of the European Parliament through the introduction of high-performance IT tools, services and processes aiming to achieve competitive advantages for the institution, maintain its political position and capacity in the EU's legislative triangle and to reinforce its democratic legitimacy vis-à-vis the European citizens.

The structure of the IM Office is closely aligned with its following five key activities: 1) Participation in the definition of the European Parliament's IT strategy, to maximise business value from IT investments and to support the institution's work through high performance, innovative, consolidated, secure and reliable information systems.

Therefore, issues and challenges are strategically identified and collected from the Directorate for Information Technologies (DIT) Units and DIT clients in order to propose adjustments and improvements aligned with the European Parliament's key business domains and its strategic business objectives. 2) Development and management of an IT-enabled innovation process, to implement best-of-breed IT tools and services to support the institution's work and help to reach its objectives. Thus, IM Office encourages and supports the generation and capture of new ideas, as well as contributing towards testing and validating them as strong proposals for innovative projects and initiatives. The support includes setting up and maintaining an idea management system, supporting the definition of business cases for innovative initiatives, and developing interface prototypes of future IT systems and applications. Furthermore, IM Office provides support for planning, testing and rolling out innovative projects or for making existing activities more innovative, with a view to maximising the delivery of benefits for the institution and its customers. Additionally, it is in charge of monitoring the innovation process, and of communicating on the innovation process and on innovative initiatives. 3) Management of the European Parliament's portfolio of IT activities, projects and programmes, aligned with the institution's business and IT strategies and aimed at helping to reach their stated objectives in a cost-efficient way. 4) Contribution to the continuous quality improvement of DIT processes and services, with a view to better serve DIT clients and support the institution's work (coordination, governance, service delivery, etc.). 5) Participation in the definition and implementation of DIT communication activities and reviewing and assessing the DIT communication activities in its five key areas of responsibility (IT strategy, innovation, portfolio management, IT management processes, etc.). This is done by devising and implementing appropriate promotion and communication strategies and plans in its areas of responsibility, using all relevant multimedia communication channels.



EPRACTICE.EU

Submitted by European Commission/IDABC

Contact details of lead applicant

Organisation	European Commission/IDABC
Address	Rue de la Loi 200, Bruxelles, Belgium
Country	Pan-European
Size	>100
Contact Person	Emilio Castrillejo
Function	Programme Manager
Email	idabc@ec.europa.eu
Web address	www.epractice.eu

Level of government organisations involved

Pan-European

Type of sector

Economic affairs, competition, SME; Education (higher and lower), training and learning; Employment, labour related affairs and gender equality; Environment, climate change, agriculture (including food safety) and fishery; External relations and aid, development and enlargement; Justice, police, human rights and security; Information society, technology, media and audiovisual; Public health and social welfare/affairs; Public administration, modernisation, institutional affairs, reform; Regional policy and development, decentralisation; Sports, youth, culture and art; Science, research, innovation; Taxation, customs, finance; Transport and infrastructure

Key words of project

Leadership workshops, e-Platform, self-analysis, network

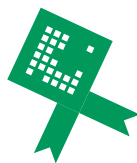
Case description

In order to provide a better service to customers, different Commission activities have been merged. The result is a confirmed improvement in the service to our users and to our top management, helping to create a strategy, shared vision and shared values by a common approach to our customers.

This has been achieved through e-Practice, which is a good practice exchange scheme with a web portal, weekly newsletter, country fact sheets, online library, practitioner profiles, events calendar, testimonials TV section, communities, blogs and monthly workshops created by the European Commission for all public service professionals. Practitioners come from all 27 Member States, EU Candidate States and EFTA countries, and others are welcome to join. The novelty of epractice.eu lies in blending online and offline service delivery (such as workshops, face-to-face meetings and public presentations) and the involvement of many European Commission contractors and studies which now share a common interface to the outside world. A large knowledge base of real-life case studies submitted by portal members is freely available.

The e-Practice scheme aims to increase efficiency and effectiveness of leadership by organising workshops where leaders can meet, share and learn from each other (around two workshops per month, intended for an average of 40 participants). CIP thematic networks and innovative pilots are focused on improving methods of self-analysis, professionals' development and fine-tuning the service offered by public organisations to better suit the changing world.

In 2008, more than 560 portal members attended e-practice workshops, held face-to-face in central locations in Europe, in order to meet other professionals, exchange views and discuss best practices all over Europe. An average of 95% of participants said that they were very satisfied. In addition, several European administrations are considering adopting epractice.eu as their own repository and exchange platform. Moreover, thematic networks issued by CIP PSP calls will use epractice.eu as their exchange website.





EUREFORME - BOTTOM-UP LEADERSHIP FOR REFORM AND CHANGE MANAGEMENT IN THE EUROPEAN COMMISSION OVER THE LAST 10 YEARS

Submitted by EuReforme

Contact details of lead applicant

Organisation EuReforme
Address European Commission
B-1049, Brussels, Belgium
Country Pan-European
Size >100
Contact Person **Giorgio Clarotti**
Function Policy Officer,
Founder of EuReforme
Email giorgio.clarotti@ec.europa.eu

Level of government organisations involved

Pan-European

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Change management, bottom-up, participatory leadership, network

Case description

The Early Years (1998-1999): EuReforme was set up by the Commission in April 1998 as a staff association aiming to analyse, discuss, propose and promote reforms in the internal functioning of the EU institutions. EuReforme initially promoted administrative reform in the Commission, 'to render it more effective, responsible and transparent'. It established several working groups ranging from administrative reform to change management and, critically, contributed to bridging the gap between staff unions and the Commission's administration in the crisis that followed attempts by Commissioner Liikanen to modify the Commission's Staff Regulations without consulting the staff unions.

The Kinnock Reform (1999-2004): In 1999, the Santer Commission resigned due to a report criticising, amongst other points, its lack of accountability. In 1999 Commissioner Kinnock launched a wide ranging reform of the Commission. During this process, EuReforme was 'a critical friend', participating in working groups, making proposals and commenting upon the reform process in its internal newsletter, on its website and - in a few cases - in the external press.

After the Kinnock Reform (2004-2009): After the reform was implemented, EuReforme's nature changed. It modified its Articles of Association and objective, becoming a 'bottom-up network to improve the management in the Commission'.

Since then, EuReforme's activities have developed in line with the situation in the Commission, always with the objective of promoting management reforms with concrete results. EuReforme encourages members to express opinions on key proposals, which it then consolidates and presents to Commissioners and top management, it analyses the issues at stake and the positions of the various actors, organising public debates and meetings, and it endeavours to broaden the debates by disseminating information relating to the Commission and itself.

EuReforme's network of 2000 members and resources (staff working on a voluntary basis) are used for the promotion of best practices in terms of change management and reform, and to support staff in getting involved in improving the Commission's management by submitting ideas and providing information. EuReforme is a network of people working on reforms of all sorts, at all levels of the Commission. This is done through its websites and mailings to members and the contribution of its members in the internal discussion.



TRAINING FOR SUSTAINABLE CHANGE - MANAGING HUMAN CAPITAL AT THE MUNICIPALITY OF PORTO

Submitted by Municipality of Porto

Contact details of lead applicant

Organisation Municipality of Porto
Address Rua do Bolhao,
 192 4000-111 Porto
Country Portugal
Size >100
Contact Person Sofia Alves
Function Human Resources
 Development Director
Email sofiaalves@cm-porto.pt
Web address www.cm-porto.pt

Level of government organisations involved

Local

Type of sector

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

Key words of project

Change management, human capital, CAF, EFQM



Case description

Over the last decade, Portuguese public administration has been facing fast growing changes brought on by the emergence of new needs, increasingly scarce resources, the requirement for continuous improvement, and factors which demand a permanent attitude of pro-activity in order to better satisfy the new demands of the citizens.

For the Municipality of Porto, the modernisation and responsive development of municipal administration has been one of its prime goals, as it is directly related to a better delivery of services to the citizens. The Training for Sustainable Change - Managing Human Resources development project was launched in 2005 when the Common Assessment Framework (CAF) was implemented in the organisation. The implementation of this self-assessment followed a top-down approach led by management embracing movement and change, encouraging all 70 workers directly involved from all the municipal departments, which then prompted a bottom-up driven deployment.

As a result, employees and middle managers were able to learn about the best practices of managing organisations and the importance of measuring and evaluating performance. Successful aspects included the empowerment and official recognition of the involved employees, their commitment and skills, the promotion of team work and information sharing. This project included a coordination team and 12 'field teams' led by pivots, who managed the team and reported to top management and coaching colleagues. For the first time, concepts such as mission, vision, customers, stakeholders, results, and impacts were discussed, by both employees and managers.

Training for Sustainable Change strives for continuous self improvement, by turning managers into leaders that drive change and by stimulating employees to be responsible for the management of their own talent, becoming themselves agents of sustained change. Based on a bottom-up approach, sustainable change can feed itself, independently of political cycles, thus creating continuous improvements. The project includes: the possibility to engage in higher education; internships in European organisations, which can foster new skills and develop self-esteem; evaluation of individual performance to align the Municipality and the individual's goals; and discussing and sharing knowledge so that all participants may learn from each other. In this way, corporate culture affirmed through the celebration of individual and collective actions that contribute to the socialisation process and stimulate the achievement of the mission.

In 2007 this project, formally recognised in Portugal and Europe as a Best Practice of CAF implementation, allowed the Municipality of Porto to achieve the EFQM's (European Foundation for Quality Management) first level of excellence: 'Committed to Excellence'.



FROM (RE)-ORGANISATION TO THE VIRTUAL SECRETARIAT

Submitted by Instituto Politécnico de Leiria (IPL)

Contact details of lead applicant

Organisation Instituto Politécnico de Leiria
Address Rua General Norton de Matos,
Apartado 4133
2411-901 Leiria
Country Portugal
Size >100
Contact Person **Nuno André de Oliveira Mangas Pereira (contact person)**
Pedro Miguel Ramalho Costa
João Paulo Marques
Luciano Rodrigues de Almeida
Function Vice-President
Email nmangas@ipleiria.pt
Web address www.ipleiria.pt

Level of government organisations involved

Regional

Type of sector

Education (higher and lower), training and learning

Key words of project

Organisational change, managing change, decentralised joint service, training and research

Case description

The Polytechnic Institute of Leiria (IPL) is a public higher education institution, composed of several schools and other training and research units. IPL had a high degree of dispersion, with different levels of development among its units, leading to serious problems of coordination and scientific, pedagogic and administrative articulation, both internally and externally. Additionally, schools had developed, for historical and even legal reasons, towards a strongly autonomic culture, which ultimately endangered the unity of the institution as a whole, and constituted a discriminative reality for students and staff.

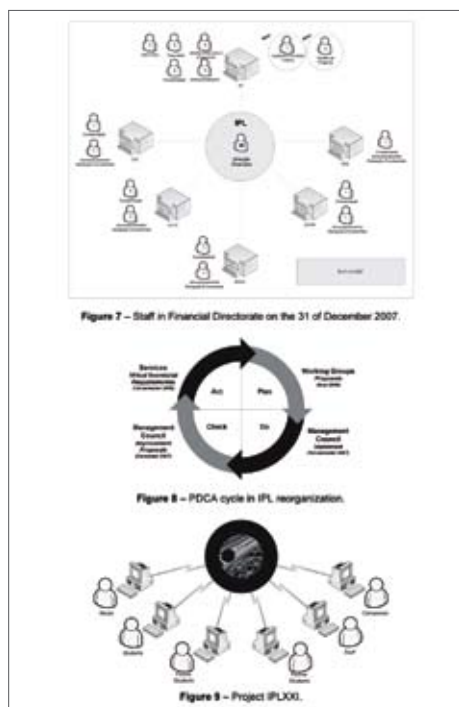
Facing this reality, in 2006 IPL started on its own initiative a wide-ranging process to reorganise its internal services in order to improve its operation, optimise the use of its human and financial resources, and provide the entire academic community with similar services and higher quality. The methodology used in the process of reorganisation of services was:

- The creation of working groups composed of the services staff;
- Survey and characterisation of the situations;
- Proposal for optimisation, harmonisation and improvement of processes;
- Proposal for the reorganisation of services.

The working groups identified the processes and applications for the whole institution; determined the sequence and interaction of processes; determined the criteria and methods needed to ensure the operation and control; and ensured the availability of resources and information necessary to support the operation and monitoring of these processes. Where it was considered necessary, techniques of analysis and trouble solving (TARP) were used, e.g. reengineering, statistic control etc.

For the implementation of the approved reorganisations, directorates of services were established at IPL central level which has at least one post service in the different schools. This way, the service and the introduction of procedures can be done anywhere within IPL, and the subjects can be sent to the department or body with the jurisdiction to deal with them. The effects of this reorganisation were to move from autonomous services to a single decentralised joint service in the different schools or campus.

In the context of strong financial and recruitment restrictions in public administration, as well as of juridical instability due to the change in the legal framework of higher education in Portugal, this process has allowed IPL to do more and better with the same resources and demonstrate that it is possible to change public institutions from the inside, overcoming bureaucratic barriers and streamlining processes by supporting them strongly with information and communication technologies.





IMPROVING PERFORMANCE OF CIVIL SERVANTS

Submitted by Institution of Prefect-Bihor County

Contact details of lead applicant

Organisation Institution of Prefect Bihor County
Address 5th, Traian st., Oradea 410033, Bihor
Country Romania
Size 50-100
Contact Person Berdie Emil
Function Public Manager
Email emil.berdie@gmail.com

Level of government organisations involved

Local

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

CAF, civil servants, performance evaluation

Case description

Like most public institutions in Romania, the management of the Institution of Prefect-Bihor County grants financial rewards in the form of monthly/quarterly prizes and salary merit for its employees. Following the analysis of CAF (Common Assessment Framework) initiated by our institution under the guidance of the National Institute of Administration, it occurred that there was a problem of unfair distribution of pay rewards and merit relating to the volume of work and its importance. There were no criteria, and rewards were allocated on a subjective basis. This practice affected the institutional culture and generated a feeling of frustration within the institution.

The situation described led to the deployment of a project, called 'improving performance of civil servants'. The goal was to have a regulation by which a fair distribution and objective funding awards could be obtained, based on unanimously accepted criteria for stimulating professional performance. The main objective of the project was mentioned in the Multi-annual Plan for Modernisation of Bihor County, Prefect Institution: Better Management of Human Resources. The specific objective was: performance evaluation and award of merit salary, to be awarded on the basis of criteria widely recognised by the employees.

Starting with identifying the problem, the next step was to consult the staff on the criteria for granting merit salary awards and to apply a set of questionnaires and interpreting results. These criteria were presented to the top management and directors in order to be implemented. As a result, the following six criteria of different weights were established to assess each employee: participate in additional activities (activities not included in job descriptions); the effectiveness and efficiency of achieving tasks; number and importance of personal initiatives for improving public services; complexity of the work produced in that month; personal availability to work and additional tasks; assuming of responsibility. Every month, each employee shall complete a simple report, with pre-set criteria and explanations for each. These reports are centralised in departments by their leader, who completes - depending on the individual scores and own analysis - a simple calculation form (Excel format) which is converted into amounts. The amount allocated as a prize fund to that department shall be divided between those employees depending on the individual score. Subsequently, the Prefect can approve or modify (depending on its own analysis) the final individual awards. In determining annual merit salary, it will take into account the individual scores for the entire institution. The main activities were: entering the objective on institution's Strategy; establish, implement and interpret the results of questionnaires of employees; identify common criteria; develop rules for granting awards after consultation with stakeholder; design a model of the individual report; and approval of the Regulation through a Prefect order.



THE MANAGEMENT OF CAREER IN PUBLIC ADMINISTRATION

Submitted by The Prefect Institution of Harghita County

Contact details of lead applicant

Organisation The Prefect Institution of Harghita County
Address P-ța Libertății Nr. 5
Country Romania
Size 50-100
Contact Person Bogdan Romulus Țifrea
Function Counsellor
Email btifrea@yahoo.com
Web address www.prefecturahr.ro

Level of government organisations involved

Regional

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Career management training, young professionals

Case description

In Romania, a low level of career management knowledge and the possibility to construct a career in public administration has been noticeable. However, the public administration is in need of professional people. Talented people must be sought and 'polished' from the very beginning of their entry into the work market.

Thus, it was considered useful to develop an instruction and orientation project, named 'The Management of Career in Public Administration', for high school students from Miercurea Ciuc. During the project 40 students, from the eight high schools in Miercurea Ciuc, participated in two training sessions which allowed them first of all, to change their attitude regarding the active implication in preparing for a professional career in a public function. Hence, a first step was made to attract valuable young people towards public administration. The initiator of the action has been the Prefect Institution of the Harghita County with its partners the Harghita County Council, Harghita County Development Agency, and the Drug Prevention Evaluation and Counselling Centre. The courses of the training sessions were sustained by specialists, and coordinated by the Counsellor of the Prefect Institution from Harghita County.

During the two training sessions the participants obtained knowledge regarding: presentation skills; communication; team work; writing a resume and motivation letter; basic law notions; choosing a healthy way of living without alcohol and drugs, as a premise for a successful career; strategic career planning; time management; negotiation; personal development; and management and leadership in public administration. The working methods used during the training sessions had a strong informal nature. Thus the participants, together with their lecturers, discussed different themes, a hypothetical script was created, and different case studies were presented. Role plays were used and the participants had the opportunity to deliver their own presentations according to what they had learned during the course. During the training sessions the participants also had the chance to visit and learn about different public institutions from Harghita County.

The project will continue with a new training session allowing the participants to obtain knowledge about the way a project is planned and implemented. This training session will follow the 'development project' concept which is a new concept allowing: to proceed with concrete and coherent activities having a determined plan; the possibility to attract the necessary resources for the proceeding of the activities; the possibility to adapt the activities to the identified needs of the chosen group; monitoring and evaluation of the results; the possibility to attract funds from grants; and the opportunity to plan the human and logistics resources of the project.



PERFORMANCE MANAGEMENT IN THE COMPETITION COUNCIL

Submitted by Romanian Competition Council

Contact details of lead applicant

Organisation Romanian Competition Council
Address Bucharest, 1, Piata Presei Libere
Country Romania
Size >100
Contact Person Luminita Popa
Function Public Manager
Email luminita.popa@consiliulconcurrentei.ro

Level of government organisations involved

National

Type of sector

Public administration, modernisation, institutional affairs, reform

Key words of project

Performance assessment, training, organisational change

Case description

Nowadays, everyone is talking about performance. Sometimes performance assessment of one entity/person is approached superficially, being considered as a formality imposed either by law or by internal procedures. In the Romanian public administration, performance of the employees is formally assessed by the managers at the end of every year. The traditional assessment process was, in fact, unilateral, not transparent and very formal.

Thus, a project was initiated in 2006 aiming to describe performance in such a way that the employees would 'practice it' and managers would 'encourage it'. The goal was to change the mentality at the top management level as well as at the employee level. Performance has to be grounded, motivated, and challenging. The project identified the links between performance and career development, organisation's strategy, prioritisation of the tasks, and last but not least, team-building.

Due to the implementation of the project, the employee currently has the opportunity to express her/his opinion, by means of filling in a self-assessment report. Moreover, the interview cannot be carried out unless the employee completes the self-assessment. The interview is no longer a mere formality, because both the assessment report and the self-assessment are discussed and the interview is formally finalised with an interview report. In addition, the employees have the opportunity to submit training proposals in their areas of interest, and to put forward objectives for the following period. Statistics and analysis on the evolution of performance are now available. Thus, transparency of the process has increased significantly. In addition to all these changes which are strictly related to the assessment process, other changes occurred in terms of training process management or diversity and complexity of the human resources data to be reported. The training process is managed in order to satisfy and cover all the necessities and areas required by the assessment reports. This approach gives incentives both in procurement and financial areas (having a coherent procurement programme in respect of training and paying for training services in accordance with the annual budgetary plan, without delays). All the reports and analysis involving human resources data are submitted on time, avoiding any errors. The job descriptions have been reviewed in order to correspond to the established objectives and performance criteria.

Technically speaking, all this happened because of the implementation of a web-based software application dedicated to individual performance assessment, customised for public administration and specifically for the Romanian Competition Council. The software application uses electronic flows to share and transmit information so that communication and approval chains are accomplished online. However, practically speaking, all of this was made possible by an overall change in mentality throughout the organisation.



THE IMPACT OF IMPLEMENTING QUALITY MANAGEMENT IN HIGHER EDUCATION

Submitted by Universitatea Ovidius Constanta

Contact details of lead applicant

Organisation Univerisity Ovidius of Constanta, Faculty of Law and Public Administration
Address Mamaia Street, no.124
Country Romania
Size >100
Contact Person Ph.D Ana Rodica Staiculescu
Function Dean of Faculty of Law and Public Administration
Email staicul@univ-ovidius.ro
Web address www.drept-ovidius.ro

Other applicants

University Lille 2, Droit et Sante, France Academy of Economic Studies

Level of government organisations involved

Local

Type of sector

Education (higher and lower), training and learning

Key words of project

New public management, efficiency, Taylor's principles, quality in education, quality management

Case description

The implementation of quality in higher education is one of the important issues for academic institutions. The need for education in the academic sector (as well as the need for reform) represents a top priority for all the members involved in the higher educational system. Due to the recent global economic crisis, the educational process will have to assure efficiency, efficacy and productivity and must implement these principles itself.

The higher education system must focus and take into account the students' training needs (one of the fundamental principles of the new public management). Organisational behaviour in the public sector was organised (until the 1980s) according to the Max Weber principles. The new public management, called Managerialism, represents an organisational principle of the public sector and implements the Taylor principles. It was initiated in the 1980s in the United States and began to be implemented in the European organisations from the 1990s.

This project intends to assist public managers from the education system to approach some principles called Strategic Quality Management in Education (SQME). SQME is a three-part process based on staff at different levels making their own unique contribution to quality improvement. Senior managers and governors take the lead in strategic quality management by setting out the institution, visions, priorities and policies.

Amongst others, the main objectives are:

- Establishing a good practice Code regarding the implementation of quality management in universities and implementing the 1980s public management principles, according to Friederick Taylor;
- Establishing an efficient know-how transfer between the University of Lille 2, 'Ovidius' University and ASE Bucharest;
- Establishing real partnerships between 'Ovidius' University Constanta, the economic sector and social partners; the Faculty of Law and Public Administration will implement university practice programmes, university and postgraduate training;
- Identifying alternative financial resources for the study programmes;
- Dividing the study programmes in such a manner that the teaching activity of the educational curriculum is carried out in the training programmes of the economic and social sector;
- Monitoring the evolution of the postgraduate's career by developing an online platform named 'Observator' and in order for the student to attain the diploma, certificates and certifications he/she must fulfil the requirements to access this platform;
- Establishing a questionnaire in order to evaluate the training needs of the students; • Establishing a Review Board in which the students' representatives from every study year should be involved in every decision made by the Faculty members;
- Establishing e-kiosks within the multimedia sector, with the help of which, the students can be informed.



TRANSFORMING CHRISTIE SERVICES FOR CANCER PATIENTS

Submitted by Christie NHS Foundation Trust

Contact details of lead applicant

Organisation Christie NHS Foundation Trust
Address Wilmslow Road, Manchester, M20 4BX
Country United Kingdom
Size >100
Contact Person Alicia Custis
Function Head of Communications
Email alicia.custis@christie.nhs.uk
Web address www.christie.nhs.uk

Level of government organisations involved

National

Type of sector

Public health and social welfare/affairs

Key words of project

Cancer research and education, cultural changes, hospital



Case description

In 2005, the Christie cancer centre was in deficit, failing its patient waiting targets, and at risk of merger with a larger NHS Trust.

Therefore, a business approach has been used to transform the cancer centre into a performance-driven and high-achieving organisation. The nine strategic objectives are: to improve clinical outcomes, to develop a network of services and an ambitious programme of cancer research, to ensure the best possible patient experience, to demonstrate excellent clinical quality and financial and operational management, to develop a nationally recognised programme of cancer education, to be an excellent employer and to recruit excellent employees. In particular, Caroline Shaw, the chief executive, has a strong track record of improving patient care through reform and modernisation and has made an influential and lasting impact to NHS and cancer patients through her drive, creativity and exceptional leadership. In just three years, waiting times have been dramatically reduced and patient experience has improved.

The structural, performance and cultural changes at the Christie have been achieved through dedicated collaboration between managers and clinicians, driving service improvements. This has enabled us to pilot Service Line Management, with clinicians identifying opportunities to improve care and reduce costs. Clinicians and managers have worked together to re-organise our wards by cancer type to provide greater specialist care; provide a new assessment unit for faster, more efficient assessment of patients; and create a new research division and new education directorate. Additionally, Lean techniques, balanced scorecards, and monthly performance management meetings across the entire organisation have been introduced and implemented.

The Christie was the first hospital in the country to be awarded the highest risk management level by the NHS Litigation Authority in 2006, confirming it has the safest systems in place for patient care. An ambitious five-year strategy which breaks new ground and is set to transform treatment and care for cancer patients has also been implemented. A £75 million investment plan over the next two years includes a new £35 million patient treatment centre, which will contain the largest early clinical trials unit in the world - and a unique network of £17 million Christie radiotherapy centres in other parts of the area to deliver treatment closer to people's homes. In 2008 the Christie received a double 'excellent' for services and use of resources in the national 'Health Check' results, was rated fourth best hospital in the country in the national patient survey, and was highly commended in the national 'Acute Healthcare Organisation of the Year Award'. It was also the first hospital in the North West of England to introduce robotic surgery. The Christie also became the first UK hospital to be invited to join the Organisation of European Cancer Institutes (OECI) in June 2007. Caroline originally trained as a midwife and won the 'North West Inspiring Woman of the Year' 2007 award (public sector) in recognition of her achievements and the significant benefits they have brought to cancer patients.

