

# Brochure

## European Public Sector Award 2009

Administrative Capacity Building

*Showcasing and Rewarding  
European Public Excellence*





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Dear EPSA participants,

The following pages of this programme brochure contain detailed information on the various activities related to the EPSA 2009 Symposium and Award Ceremony and I am delighted to present this programme to you. Moreover, I am confident that participation in this EPSA 2009 event, and in the thematic best practice workshops in particular, will prove of great interest to practitioners and academics alike.

From the moment it was announced that the Bertelsmann Foundation - organiser of the 2007 European Public Sector Award together with the European Group of Public Administration (EGPA) and the University of Speyer (in cooperation with Germany, Austria and Switzerland) - wished to step down from the EPSA project leadership and funding, I was convinced that the EPSA 2009 initiative would be best placed under the responsibility of the European Institute of Public Administration (EIPA). As a neutral and impartial institute that has established reliable direct links with all EU governments and institutions, it can build on an experience of more than 27 years in leading-edge training, applied research and consultancy regarding issues of European integration and public management.

EPSA has established a learning platform to be used as a reference by European public administrations. Since EPSA will address all public administrations in Europe at all levels, it offers a good opportunity to gain better insight into best practices in different national contexts as well as at EU level and to learn about innovative initiatives.

I would like to take this opportunity to express my sincere thanks to the following bodies and persons, without whose support the EPSA 2009 event would not have been possible: the European Commission, the Province of Limburg, the Municipality of Maastricht, the members of EIPA's Board of Governors, the EPSA Steering Committee, Scientific Advisory Board, Theme Leaders, Evaluators, Jury and, last but certainly not least, all the private and public sponsors.

Special thanks are due to my colleagues at EIPA, for their professional support, enthusiasm and insights and for their contributions in developing ideas for the organisation of this 2009 EPSA event. I am particularly grateful to the members of the EPSA Team: the project leader, Alexander Heichlinger; the Junior Officer EPSA 2009, Melanie Pissarius; and the EPSA Programme Organiser, Chaja van Boesschoten, who have proved to be excellent team partners.

The outcome of the EPSA 2009 event reflects the joint work and efforts of all of those involved directly and indirectly and the EPSA 2009 best practices projects should be considered to be the most interesting examples at present within the four defined themes.

I congratulate the award winners and nominees and the recipients of the best practice certificates, but would also like to give thanks to all applicants for sending in their projects.

I hope that your participation in this EPSA 2009 event will be a useful and rewarding experience and I wish you a pleasant stay in Maastricht.



Prof. Dr Marga Pröhl  
Director-General  
European Institute of Public Administration



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## THE EUROPEAN PUBLIC SECTOR AWARD... MORE THAN JUST AN AWARD!

The EPSA brings together the best, most innovative and efficient performers from the European public sector. Outstanding administrative performances are, after all, produced under different conditions within Europe. By highlighting exemplary models of innovative public performance, the award will serve as a catalyst for continued progress in addressing Europe's most pressing concerns, whilst providing a platform for the public sector innovators behind these cases to disseminate their achievements. The EPSA's objective is to make these valuable experiences transparent, known to the public and usable.

*“EPSA is like the European sky  
in a bright summer night:  
spangled with shining sparkling stars.”*

Koos Roest, Dutch Member of the EPSA Steering Committee,  
Ministry of the Interior & Kingdom Relations

### ASPIRATION

EPSA's vision is to create an arena in which Europe's public sector institutions can excel and become an exemplar for the rest of the world. Against this backdrop, the EPSA aspires to achieve the following goals:

- to contribute to the progress and implementation of the Lisbon Strategy for growth and jobs;
- to create a common European administrative space;
- to devise new administrative problem-solving paradigms;
- to foster constructive competition amongst public sector organisations and reward excellence;
- to learn from the European leading edge;
- to create a network of public excellence and, thus, establish the conditions for a European learning platform on public administration solutions.

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The EPSA themes, which are chosen biannually, promote awareness of key dimensions of public value; in doing so, the EPSA will encourage governments to modernise their administrative structures and practices and address the essential themes of administrative reform in Europe.

### EPSA 2009 THEMES

The four themes for EPSA 2009, which were selected by the EPSA Steering Committee together with EIPA and elaborated with the support of the EPSA Scientific Advisory Board, address Europe's pressing public concerns and allow the various solutions proposed by the European administrations to be identified. They provide an insight into thousands of public administration “lives” who are struggling their way through the “stormy and muddy water” of globalisation, demographic change and a continuous shortage of money and resources.

*“With EPSA, people from all over Europe  
can meet, exchange and learn from each other.  
As society evolves, so must the police.”*

Pierre-Alain Raemy, Deputy Commander, Lausanne Municipal Police



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## 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.

*“EPSA - collecting experiences and sharing best practices to deliver better services to the citizens of Europe. To me it sounds not just like a good idea but as an imperative for public sector institutions.”*

Jens Qvesel, Danish Member of the EPSA Steering Committee,  
Ministry of Finance, State Employer's Authority

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

Thirdly, 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 outside pressures more complex and multi-dimensional. Reform is thus the process of preparing or adapting government to its new role in a changing society. This topic looked for showcase projects based on how public administrations are meeting this new role in society by displaying **performance improvement in service delivery**.

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## THEME II CITIZEN INVOLVEMENT

To adapt private sector models of consumer involvement in business planning and delivery, but also to build on concepts of 'open government' – whereby the business of governments and state administrations should be opened 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 government, 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; enable citizen involvement in debating, discussing, deciding and evaluating on governmental and public administrative decision 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'.

*“Everyone involved in Oldham Partnership is committed to transforming our town for the benefit of all the residents and we are very proud to have our achievements recognised in the European Public Sector Award this year.”*

John Eley, Head of Oldham Partnership, United Kingdom

Partnership is a means to an end and can be established for several possible purposes, such as attracting new investment, protecting employment, changing service culture or accessing EU funds and partner networks. Partnership working is one way of delivering differently or performing public functions; therefore, public servants need to understand when different partnership models work and how to make them work effectively.

*“The European Public Sector Award is a significant platform to support active information exchange by bringing together the best and most innovative ideas. We are very much honoured, that our project has been nominated and we can share our idea with others but also have the possibility to learn from other best practice examples.”*

Nina Pickl, Mobility & Traffic, Austrian Energy Agency

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 have also entered into too many partnerships and have shown signs of suffering from ‘partnership fatigue’ in their inability to realise the benefits of partnerships. There is a clear need to refresh and open mindsets on partnerships. A win-lose approach does not lead anywhere. Instead, there is an urgent need for a partnership-based integrated approach and architecture, combined with strong leadership and an often personal-level commitment in making and implementing public policies and delivering services. This topic looked for showcase projects based on how public administrations are meeting these new expectations by displaying **new forms of partnership working**.

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 need to use the qualities of others in the organisation in an effective and motivational way. They should perform as **leaders** instead of only as managers, while 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; and creating shared understanding and values. The composition of the management team should focus on a 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. As far as this requires renewal of labour conditions for a better work/life balance or better communication (more languages or multi-cultural tools).

*“We are honoured (...) to take part in the EPSA process highlighting the challenges of modern public administration in Europe. We (...) appreciate this opportunity to be inspired by European colleagues for our future efforts of improvement.”*

Mr Henrik Grunnet, Director-General, Danish Immigration Service

This topic looked for showcase projects based on how public organisations are performing in these new set-ups by displaying **improvement and leadership development of the top public managers**.

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## THE EPSA SCIENTIFIC ADVISORY BOARD

The Scientific Advisory Board is composed of an internationally acknowledged group of high level academics in the different public sector fields.



**Univ. Prof. Mag. Dr Franz Strehl MBA (AT)**  
Professor of Strategic Management  
at the Johannes Kepler University Linz,  
President of IIAS.



**Dr Albert Hofmeister (CH)**  
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**Prof. Dr Edoardo Ongaro (IT)**  
Professor of Public Management at the SDA Bocconi School  
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Lecturer of Management of International and Supranational  
Organisations at Bocconi University.



**Prof. Dr Jacques Pelkmans (NL)**  
Jan Tinbergen Chair in European Economic Studies at the College  
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Council Member of the WRR think-tank in The Hague,  
Associate Fellow of the Centre for European Policy Studies in Brussels.



**Prof. Dr Arthur Nowak-Far (PL)**  
Professor at the Warsaw School of Economics  
Department of European Law.



**Prof. Dr Tony Bovaird (UK)**  
Professor of Public Management & Policy Institute  
of Local Government Studies,  
University of Birmingham - School of Public Policy.



## THE EPSA STEERING COMMITTEE

The Steering Committee is composed of an appointed member from each of the 15 European countries officially supporting and co-financing the EPSA 2009.



**Ms Elisabeth Dearing (AT)**

Executive  
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**Ms Lilia Ivanova (BG)**

Director of Administrative Regulation and Service Directorate  
Ministry of State Administration and Administrative Reform



**Mr Ulrich Liechti, lic. phil. (CH)**

Chef Directorate Support  
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**Mr Göran Rodin (SE)**

Deputy Director General  
Ministry of Finance  
Division of Central Government Employer Policy



## THE EPSA 2009 EXPERIENCE AND TROPHY: COLLECTING THE STARS

The EPSA 2009 rewards the best, most innovative and efficient good practice projects of the public sector during a high-level symposium on leading-edge public administration solutions and a festive ceremony. This event is taking place from **Wednesday 4 November until 6 November 2009** in Maastricht, the Netherlands. The event has been organised during the Swedish Presidency and is co-financed by the European Commission - DG Employment and supported by the Province of Limburg and the City of Maastricht.

The EPSA 2009 event presents a unique opportunity for European administrations with innovative performances and achievements to reach an extensive audience and to be recognised as a leading practice at European level.

The most anticipated part of the event will take place in the evening of 5 November. During a two-hour ceremony - to be followed by a celebratory dinner - the EPSA 2009 award winners will be announced and be presented with the EPSA 2009 trophy.



The trophy, consisting of a large cube balancing on a tiny point, represents balance, perfectionism, the very best... Participating countries are called 'the stars'; they create the solid platform. The EPSA logo indicates that this is the place to be. The incomplete image of the cube means that 'we' are in the process of building up, since we are still *collecting the stars (of Europe)*.

*Material used: 24 karat gold; silk and brass; the size of one trophy is approx. 25x25x25 cm*

© EPSA 2009 and B.J. Leyendeckers  
*This image is for graphic purposes only  
and does not fully portray the actual trophy.*

Two EPSA/EIPA publications exemplify the motto '*Assess yourself and learn from the best*':

a research report entitled '*Taking the Pulse of European Public Administrations*' *Key Findings of the European Public Sector Award 2009* and the **Project Catalogue**, which contains descriptions of all 300 projects submitted to the EPSA 2009 contest.








## AWARD NOMINEES AND RECIPIENTS OF BEST PRACTICE CERTIFICATE

### Performance Improvement in Public Service Delivery

#### AWARD NOMINEES



-  The Baby-Document-Service by the Department for Citizens Proceedings  
*City of Graz*
-  C!You - start-learning@Hamburg:  
Online Self-Assessment Service to Assist Career Orientation  
*Senate of the Free and Hanseatic City of Hamburg*
-  Integrated Online Portal for SMEs  
*City of Düsseldorf*
-  Regional Platform of e-Services for all – e-Bourgogne  
*Grouping of Public Interest (GIP) e-Bourgogne*
-  Conflicts between Citizens and Government:  
Towards a Pro-Active, Solution-Driven Approach  
*Ministry of the Interior and Kingdom Relations*

#### BEST PRACTICE



-  Interactive Statistical Pocketbook 2008  
*Austrian Federal Ministry of Science and Research*
-  Gender Mainstreaming in the Vienna City Administration  
*City of Vienna, Chief Executive Office, Executive Group for Organisation, Safety and Security*
-  Dyonipos (Dynamic Ontology Based Integrated Process Optimisation)  
*Austrian Federal Ministry of Finance*
-  The Ecobusinessplan (EBP) Vienna:  
The Environmental Service Package of the City of Vienna  
*City of Vienna - Municipal Department for Environmental Protection*
-  WebDIV: Online Vehicle Registration  
*Federal Public Service Mobility and Transport*
-  Targovishte Municipality on the Way of Excellence  
*Targovishte Municipality*



National Health Portal and Electronic Personal Ambulatory Books  
*Ministry of Health*



One-Stop-Shops at the Service of Citizens  
*Ministry of Finance, Public Administration and Personnel Department*



Promotion Programme for On-Site Energy Audits  
*Bundesamt für Wirtschaft und Ausfuhrkontrolle (BAFA)*



KiBiz.web  
*Ministry for the Generations, Family, Women's Affairs and Integration of North-Rhine Westphalia*



Sigpac: Improving the Effectiveness of Agricultural and Land Management through Technology  
*Generalitat de Catalunya, Department of Agriculture, Food and Rural Action*



The Mobile Counter for Disabled and Elderly People  
*Istituto Nazionale di Previdenza Sociale (INPS) Direzione Generale Organizzazione Roma*



Aida 2009  
*Livorno Municipality*



The Italian Public Administration eMarketplace (MEPA)  
*Consip SpA*



Guichet.lu  
*Ministry of Public Service and Administrative Reform - Service eLuxembourg*



Individual Auction of Applications for Support (Dutch Wmo)  
*Gemeente Spijkensisse*



The Rybnik Spatial Information System (RSIP)  
*Municipality of Rybnik*



Time is... Life (Improving the Romanian Emergency Medical Services)  
*Ministry of Health*



Transformation of the Revenue and Benefits Service in Basildon  
*Basildon District Council*

## AWARD NOMINEES AND RECIPIENTS OF BEST PRACTICE CERTIFICATE

### Citizen Involvement

#### AWARD NOMINEES



Citizen Involvement in Ghent: Ledeberg Leeft!  
*City of Ghent*



Cologne Participatory Budget  
*City of Cologne*



Governance Plan of Cantabria 2008-2011  
*Gobierno de Cantabria*



Ragazzi in Aula  
*Consiglio Regionale del Piemonte*



Gdynia Civic Sector  
*Gdynia City Hall*

#### BEST PRACTICE



Standards of Public Participation, Recommendations for Good Practice  
*Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management*



Kaufbeuren-Aktiv  
*Stadtverwaltung Kaufbeuren*



Better and More in Public Administration  
*North-Plain Regional Labour Centre*



Neighbourhood Consultation Action and Involvement of Citizens  
*City Hall of Timișoara*



NHS North Lancashire Affiliate Scheme  
*NHS North Lancashire*



Preparatory Meeting for the Nominees - Maastricht, Town Hall

## AWARD NOMINEES AND RECIPIENTS OF BEST PRACTICE CERTIFICATE

### New Forms of Partnership Working


#### AWARD NOMINEES



-  klima:aktiv mobil  
*Federal Ministry of Agriculture, Forestry, Environment and Water Management*
-  Present in School, Absent in Jail - Local Partnership to Prevent and Combat Juvenile Delinquency and Child Victimization  
*Prefecture of Neamt County*
-  Flytta till Dalarna (Move to Dalarna)  
*Region Dalarna*
-  Oldham Partnership  
*Oldham Council*
-  Community Alcohol Partnership (CAP)  
*Cambridgeshire County Council Trading Standards Service*

#### BEST PRACTICE



-  Life-Cycle Cost Model  
"New Construction of St. Poelten University of Applied Sciences"  
*University of Applied Sciences St. Poelten*
-  The License to Dig  
*Hessisches Ministerium für Umwelt, Energie, Landwirtschaft und Verbraucherschutz*
-  Sonderabfallmanagementgesellschaft mbH (SAM) - 15 Years of a Successful Private-Public Partnership  
*Ministry of Environment, Forestry and Consumer Protection in Rhineland-Palatinate, Department Waste Management*
-  Tandem in Science: Network for Integration Projects  
*Paul-Ehrlich-Institute (PEI)*

-  Register of Social Housing Developers  
*Diputació de Barcelona, Gerència de Serveis d'Habitatge, Urbanisme i Activitats*
-  Judicial Telematic Notification Programme  
*The Government of Catalonia, Secretariat for Justice Administrations Relations, Department of Justice*
-  Stimulating and Facilitating Regional Partnerships for Adult Learning  
*Ministry of Social Affairs and Employment*
-  Increase of Investment Attractiveness  
*ARAW S.A. - Wroclaw Agglomeration Development Agency*
-  Regional and Cross-Border Centre for Prevention and Intervention in Case of Floods  
*Timiș County Council*
-  Social, Medical and Educational Integrated Services in Rural Areas  
*Bacau County Council*
-  Civic Alcohol Forum (CAF)  
*Derry City Council*

## AWARD NOMINEES AND RECIPIENTS OF BEST PRACTICE CERTIFICATE Leadership and Management for Change






### AWARD NOMINEES



-  Cultural and Organisational Change in the Mainstream of a Meta-Ethics Approach  
*Lausanne Municipal Police*
-  From Bureaucracy to Service Provider  
*Danish Immigration Service*
-  Management in Sant Cugat City Hall - Budgeting the Strategy: A New Deal Between Political Management and Politic Leadership  
*Sant Cugat City Council*
-  Training for Sustainable Change - Managing Human Capital at the Municipality of Porto  
*Municipality of Porto*
-  Transforming Christie Services for Cancer Patients  
*The Christie NHS Foundation Trust*

### BEST PRACTICE



-  Gender Mainstreaming Happens in a Town!  
*City of Graz*
-  Lila – Change Management: New Leadership Principles and Implementation Approaches  
*Versicherungsanstalt Österreichischer Eisenbahnen und Bergbau (VAEB)*
-  ePractice.eu  
*European Commission/IDABC*
-  Inspired by Business  
*Regional Council of the Moravia Silesia Cohesion Region*
-  Strategic Planning System at Statistics Lithuania  
*Statistics Lithuania*



Official Launch of EPJA, October 2008, Paris (FR)



EPJA Information Day, February 2009, Barcelona (ES)

EIPA is a neutral and impartial institute that benefits from reliable direct links with all EU governments and institutions. EIPA has more than 27 years of experience in leading-edge learning & development, applied research and consultancy activities regarding issues of European integration and public management. EIPA, which has three antennae in Luxembourg, Barcelona and Warsaw, is the place where people who deal with European affairs can learn in a multicultural environment, benefiting from a unique combination of practical know-how and scientific excellence. As Europe's leading centre of excellence on European integration and the new challenges faced by public management, EIPA is in an ideal position to host the European Public Sector Award (EPSA) and it would once more like to express its sincere gratitude to all the stakeholders involved.



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**Mr Tore Christian Malterud (NO)**  
*Theme I Performance Improvement  
in Public Service Delivery  
Head of Unit European Public  
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**Mr Tony Bass (IE)**  
*Theme II Citizen Involvement  
Irish Seconded National Expert,  
EIPA Maastricht*



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



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

**Mr Peter Ehn (SE)**  
*Swedish Seconded National Expert,  
EIPA Maastricht*

**Ms Anita Rode (LV)**  
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## EPSA 2009 Institutional and Co-Financing Partners



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