

# Excellence in der öffentlichen Verwaltung. Schweizer Qualitätswettbewerb 2010

Bern – Switzerland (CH), 26 November 2010



## *The EPSA - Lessons learned and a taste of the future*

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Showcasing and Rewarding European Public Excellence

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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. 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.
- **Vision:** To create an arena in which Europe's public sector institutions can excel and become an exemplar for the rest of the world.



# The EPSA 2009– Institutional & cofinancing partners

**EU Commission**



**Bulgaria**



**Denmark**



**Germany**



**Spain**



**Italy**



**Cyprus**



**Lithuania**



**Luxembourg**



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# The Four EPSA 2009 Themes



## THEME 1

Performance Improvement  
in Public Service Delivery

Mr Tore Chr. Malterud (NO)  
EIPA Maastricht

## THEME 2

Citizen Involvement

Mr Tony Bass (IRL)  
EIPA Maastricht

## THEME 3

New Forms of  
Partnership Working

Mr Michael Burnett (UK)  
EIPA Maastricht, in co-leadership with  
Mr Alexander Heichlinger (AT)  
EIPA Antenna Barcelona

## THEME 4

Leadership & Management for Change

Ms Herma Kuperus (NL)  
EIPA Maastricht



# Applications per Country *(incl. non-eligible applications)*



 Austria	27	 Germany	25	 Norway	2
 Belgium	24	 Greece	4	 Poland	21
 Bulgaria	8	 Hungary	5	 Portugal	4
 Cyprus	7	 Ireland	2	 Romania	45
 Czech Republic	1	 Italy	37	 Serbia	1
 Denmark	1	 Lithuania	14	 Spain	32
 Estonia	1	 Luxembourg	3	 Sweden	4
 Finland	6	 Moldova	1	 Switzerland	2
 France	7	 Netherlands	11	 United Kingdom	6
				 Pan-European	3

**TOTAL**

**304**



# The EPSA 2009 Results – In Detail



Applications by Thematic Area		without non-eligible	
Performance Improvement in Public Service Delivery	127	2	125
Citizen Involvement	51	0	51
New Forms of Partnership Working	82	1	81
Leadership and Management for Change	44	1	43
<b>Total</b>	<b>304</b>	<b>4</b>	<b>300</b>

Applications by governmental level	
Local	125
Regional	79
National	82
Pan-European	14
<b>Total</b>	<b>300</b>

Applications by size of organisation	
1-25	17
25-50	20
50-100	47
>100	216
<b>Total</b>	<b>300</b>



# The EPSA 2009 Evaluation and Validation Process



## **STEP 4: Jury meeting**

to select and decide on the four EPSA winners per theme.

*Date: 7 July 2009*

## **STEP 3: On-site validation visits**

to 28 short-listed projects for verification.

*Period: 15 June-2 July 2009*

## **STEP 2: Consensus meeting**

to reach a commonly agreed list of ranked projects per theme – the best practice certificate recipients; and to agree on 28 projects to be verified during on-site visits.

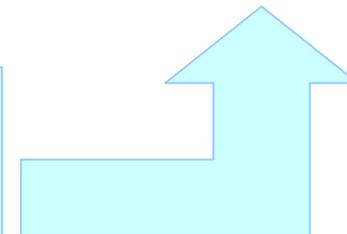
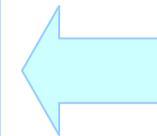
*Period: 25-26 May 2009*

## **STEP 1: Individual online evaluation**

by each evaluator, in isolation and remotely based. Each project has been evaluated by three evaluators (triple evaluation).

*Period: 20-24 April 2009*

The *EPSA 2009 team* provided a provisional ranking list based on the **total** and **mean** scores reached during online evaluation and consensus meeting.



# The EPSA 2009 Winners



## THEME 1

Performance Improvement  
in Public Service Delivery

**e-Bourgogne (France)**

## THEME 2

Citizen Involvement

**Cologne Participatory  
Budget  
(Germany)**

## THEME 3

New Forms of  
Partnership Working

**Oldham Local Strategic  
Partnership  
(United Kingdom)**

## THEME 4

Leadership & Management for Change

**Sant Cugat City Hall Project  
(Spain)**

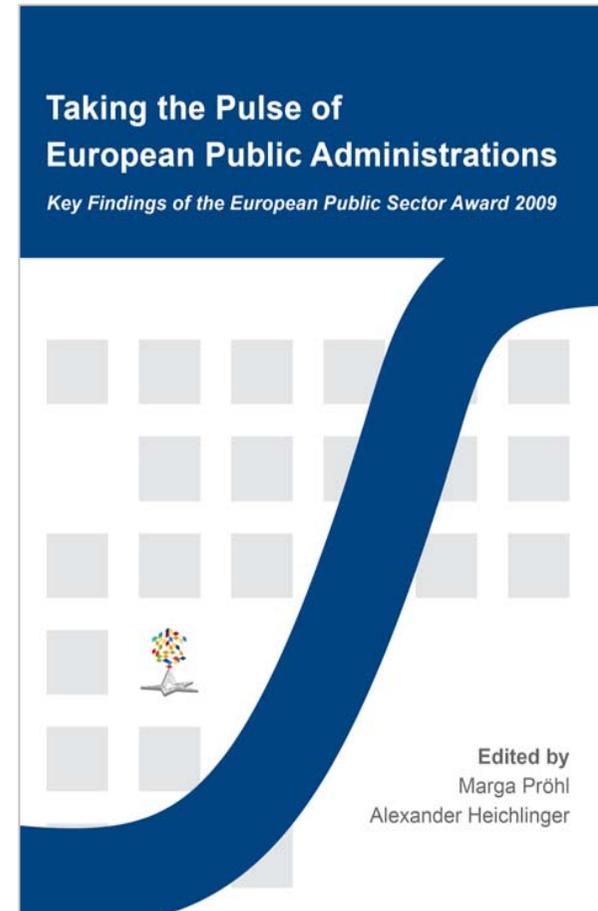


# The EPSA 2009 Publications



## *EPSA 2009 Project Catalogue*

## *EPSA 2009 Research Report*



## THEME 1 (Key messages and recommendations): *Performance Improvement in Public Service Delivery*

1. Increasing trend of **ICT as a tool** for performance improvement of public administrations – Important to be aware of the risks of exclusivity, possible risks to privacy and its costs
2. **Online-based integrated services** of front offices, especially for cross-cutting issues (e.g. change of residence, birth, enterprise creation)
3. Interest shift from back offices to **front offices** and adoption of a **stronger citizen-focus** and concentration on citizens' needs



# Baby-Document-Service by the City of Graz (AT)

- **Registrating infants** or moving was a **burdensome** activity for citizens in view of the administrative steps required
- In November 2004, the Department for Citizens' Proceedings of the City of Graz started its **restructuring process** with one of the main focuses on the "Life Stage Birth" (Lebenslage Geburt)
- Project enables parents to deal with **all administrative procedures directly during postnatal period** at the hospital (one-stop-shop proceeding for four different registration services)
- The service is offered at all **large obstetric clinics** in Graz and will be expanded towards private hospitals (Sanatoriums)



# Strengths of the Project I

- **Excellent innovative way** for introducing common sense simplification in service delivery, very professionally planned and managed.
- **Public concern** is highly considered within the context of modernising the public administration and increasing the citizens' degree of trust in public services.
- **High significance** because high customer orientation of the project fosters a better level of trust in local government working.



## Strengths of the Project II

- **Highly transferable**, because the project provides the potential for successful replication by other governments. It stimulates improvement in its application and provides mutual learning perspectives.
- **Excellent learning capacity** because the project introduces a new perspective based in value and commitment.
- No increase in budget, but increase in demands from federal government. The project ensures operation under the conditions of limited sources



## THEME 2 (Key messages and recommendations): *Citizen Involvement*

1. **Leadership and dedication** are vital.
2. Partnerships granting **collective support** is crucial.
3. Managing to create a balance of **ownership** is compulsory.
4. **Web 2.0 and other ICT tools** are important but risk exclusivity.
5. **Citizen involvement** has most successfully been used in fields of urban and spatial planning, environmental issues and youth affairs but methods and tools could be highly transferable in other sectors.
6. Moving **from local to national level** will be a challenge.



## Cologne Participatory Budget (DE)

- 2008 pilot project to introduce **e-Participation** in the City of Cologne
- **Goals:**
  - Providing understandable and comprehensive **information about the budget**
  - **Raising awareness** among the population about the complex topic
  - Enriching budget consultancies by additional **input from the citizens** (suggestions, opinions, expectations)
  - Enhancing the **transparency** on budget related matters
  - Establishing an **improved communication** between the administration and the citizens



# Cologne Participatory Budget (DE)

- For four weeks the citizens of Cologne had the opportunity to participate in planning the budget by submitting proposals, comments and assessments in three fields: 'roads, lanes and public squares', 'public green spaces' and 'sports';

<b>Registered participants</b>	<b>10 321</b>
<b>Submitted Proposals</b>	<b>4 973</b>
<b>Comments</b>	<b>9 184</b>
<b>Assessments (votes for and against)</b>	<b>52 746</b>



# Strengths I

- **Highly innovative** project (combination of different ICT solutions to increase citizen' involvement).
- No doubt, participatory democracy, transparency and accountability are of **public concern**. The introduction of participatory democracy and transparency in the field is not only important but necessary.
- In the preparation of the budget the citizens have a great need for information. The internet platform was thus hugely **significant**.
- The **impact** of the project lies in citizen involvement. The project generated a lot of discussion, but also proposals, ideas and corrections.



## Strengths II

- The lessons learned are regarded as **highly transferable**.
- In terms of **the involvement and satisfaction of citizens** in the process, strong involvement has been demonstrated.
- In the category of **balance between process efficiency and governmental effectiveness**, all stakeholders seem to have been duly consulted in the policy-making process, which is important for governmental effectiveness. The procedure was well received by both the administration and the public.
- An evaluation of **cost versus benefits** of new approaches vis-à-vis traditional methods and processes has shown that the project has brought benefits to all stakeholders in a cost-efficient way.



## THEME 3 (Key messages and recommendations): *New Forms of Partnership Working*

1. Political and senior level support for partnerships is important, but they work better when they are primarily driven by **enthusiasm**.
2. **Clarity of objectives** for the formation of the partnership is a key driver of the likelihood of the success of a partnership.
3. **Joint decision making** is a strong indicator of an effective partnership.
4. If a partnership is worth undertaking, it is worth supporting with **resources**.
5. Effective partnerships also show **agility** in response to emerging issues.
6. Importance of **data integrity and security**.



## Stimulating and facilitating regional partnerships for adult learning – Ministry of Social Affairs and Employment (NL)

- **“Knowledge shortage” of highly educated workers** and need for alteration of learning and working periods in 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, educational institutions, employers and employees is at the heart of the project
- **Key values:** regional cooperation, sustainability and concrete action



## Stimulating and facilitating regional partnerships for adult learning (NL)

- Additionally, an **internet portal** and a **communication campaign** were part of the implementation of the project
- **Results:**
  - The **number of partnerships** has steadily grown, consisting of organisations from four broad categories: employers, education providers, local governments and public employment services
- Comparison of quantitative objectives and achieved results:

	Objectives	Real Outcome
<b>Regional partnerships</b>	10	44
<b>Learning programmes</b>	15 000	26 000
<b>Accreditation of Prior Learning Procedure (APL)</b>	20 000	13 000 started + agreements for 12 000
<b>Contact desks</b>	4	N.A.



# Strengths I

- **Public concern** for this project is high because this program is fully in line with the Lisbon agenda and the objective to establish a truly knowledge-based economy.
- With regard to the **significance/relevance** of the project, all the relevant and major actors at both central government level and in the field (employers and employees, education providers, local authorities, public employment and social security national agencies) are brought together.
- The project demonstrates a **very high impact** on the training level. There is evidence that the project has both met its internal objectives and also enabled positive outcomes for citizens and employers.



## Strengths II

- The project is regarded as **fully transferable**, which could be proven in a cross-border project with North Rhine-Westphalia. Moreover, the issues being addressed are common across the Netherlands and wider across Europe.
- In terms of the **appropriateness of partner selection process**, the freedom of local decision making is positive but it can create regional quality discrepancies. However, the success of the project to date indicates that the right partners are involved.
- The project is an example of **effective governance arrangements**, as the project seems to have been able to sustain itself even when there have been changes in national governance arrangements and policy requirements



## THEME 4 (Key messages and recommendations): *Leadership & Management for Change*

1. Some approaches were **not new** for everybody but for a specific group of countries, due to different background.
2. **Leadership** is a part of the change process.
3. **Stakeholders' involvement** is very important but often not all groups were included.
4. In the case of nominees **public concern** is directly related to the organisational reform. Most of the other focus on internal change.
5. Several projects can show real **measured change**.
6. Many of the methods and tools used are **transferable** but have to be adjusted to specific culture & characteristics.



## Inspired by Business – Regional Council of Moravia Silesia (CZ)

- Czech public administration was long marked by a **high employee turnover**, high personnel costs and dissatisfaction of target groups
- With the creation of the Regional Council of the Moravia Silesia Cohesion Region to administer EU funds in 2006, a different approach was chosen as the **majority of the employees** were people from the **business sector**
  - ➔ the Regional Council's team decided to incorporate **planning methods from the business sector** in their public administration.



## Inspired by Business (CZ)

- 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.



# Strengths I

- Even though there are other examples of such kind of projects, there are **2 considerable innovative aspects**:
  - Custom-oriented approach, even a special unit that is responsible for customer issues
  - Organisational structure, created to support corporate objectives (process owners, functional strategies)
- The project has a **very high learning capacity and transferability**, because it is a good example of how to use strategic planning in public organisation and how to measure results.
- The development process and the management procedures of the organisation were mainly designed by the employees, which illustrates a **high employees' acceptance**.



# EPSA 2011 in the starting blocks...



# EPSA 2011: Current partners



**EU Commission**



**Austria**



**Cyprus**



**Germany**



**Hungary**



**Italy**



**Luxembourg**



**The Netherlands**



**Poland**



**Spain**



**Switzerland**



# EPSA 2011 Road-map



**September**  
Commencement of EPSA 2011

**2-3 November**  
1st Steering Committee Meeting

**14 January (tbc)**  
Official launch of EPSA 2011 in Brussels

**14 January to 18 March (tbc)**  
Call for online applications open

**May to September**  
Multi-step evaluation and selection process

**October**  
Preparatory workshop for nominees/finalists

**15-17 November**  
Award ceremony in Maastricht

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# The EPSA 2011 Themes



## Theme I Financial/Crisis theme

- ✓ Service Provision
- ✓ Shared Services
- ✓ Innovation/ Performance/  
Productivity
- ✓ Administrative Capacity  
Building

## Theme II Collaborative Government/ Partnership/ Cooperation

- ✓ Open government/ transparency/  
Open communication and data
- ✓ Cooperation with civil servants  
and citizens
- ✓ Public-Private Partnerships
- ✓ Culture/ Image in Public sector

## Theme III Environment

- ✓ Waste Policy
- ✓ Environmental protection
- ✓ Landscape Preservation
- ✓ Energy Reduction
- ✓ Awareness Building on  
environmental Issues
- ✓ Risk Management



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