

UNECE TOS-ICP Applied Policy Seminar  
**Innovation in the Public Sector**  
Geneva (CH), 10-11 October 2013



European Public Sector Award

**Session 1: Promoting Public Sector Innovation:  
Trends, Ideas and Practices from the EPSA**

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Showcasing and Rewarding European Public Excellence



# 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 serves 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.

**Target:** EPSA targets all sectors of public administration, with an emphasis on specific themes;

**Scope:** EPSA awards projects which have proven their success by tangible results and impact;

**Focus:** EPSA focuses on recognition and dissemination of good practice.



# EPSA – Themes of 2009, 2011 & 2013



**Performance Improvement in Public Service Delivery**

**Citizen Involvement**

**New Forms of Partnership Working**

**Leadership and Management for Change**



**Smart Public Service Delivery in a Cold Economic Climate**

**Opening Up the Public Sector Through Collaborative Governance**

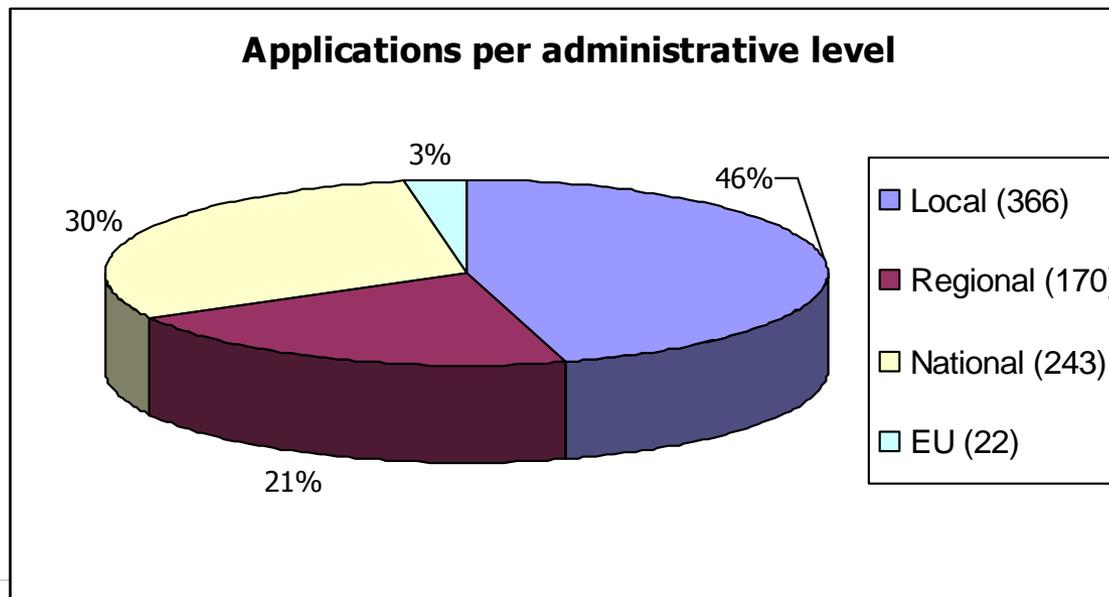
**Going Green: Concrete Solutions from the Public Sector**



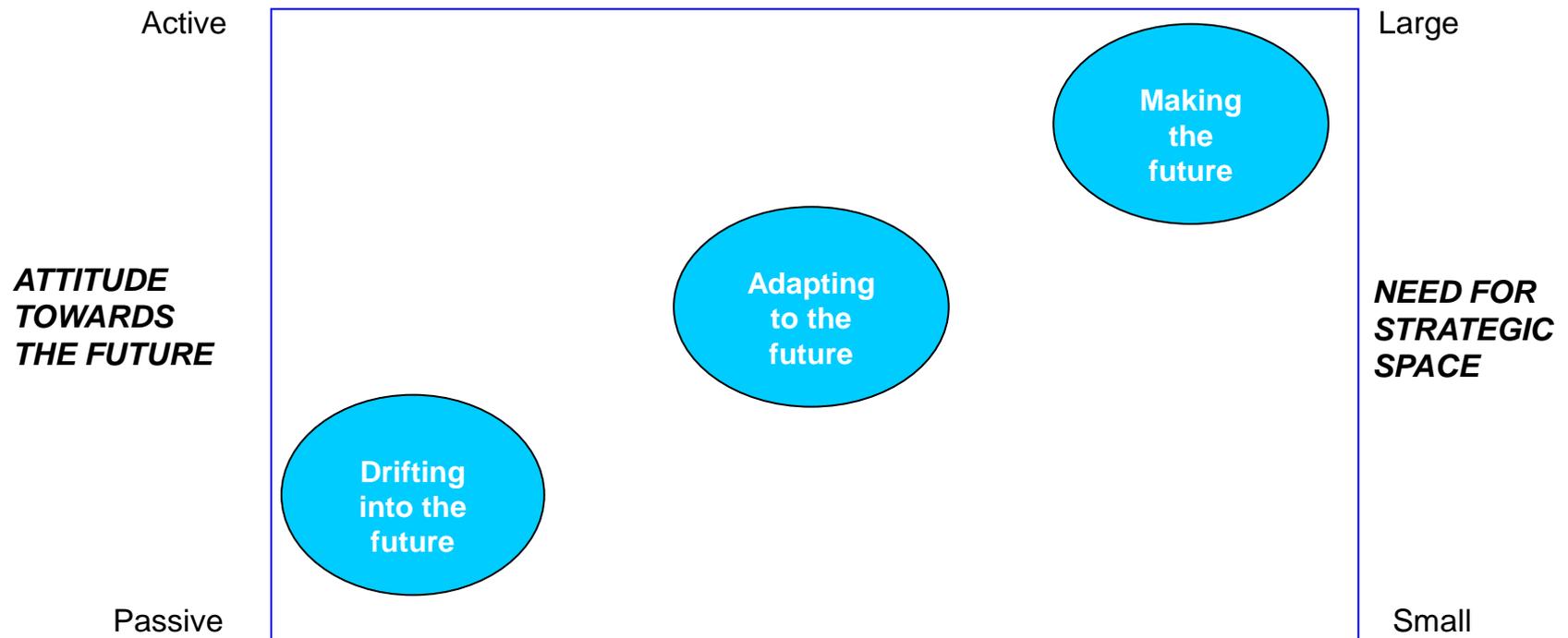
**Weathering the Storm: Creative Solutions in a Time of Crisis**



- **801 applications** have been submitted and were eligible;
- Applications were received from **38 European countries and from EU institutions**;
- Among the "top submitters" were countries such as **Spain, Romania, Poland, Italy, Austria and Germany**.



# Government Foresight: Market Taker or Market Maker?



Source: Määttä & Ojala, 1999



# Roles & challenges of the PS in the 21st century

• *Productivity /efficiency challenge*

• *Innovation challenge*

## **Sustainable Economic Growth**

1. *Public sector as the biggest single "industry" (investor, purchaser, employer)*

*Public sector as a catalyst for well-being, competitiveness and "EXCELLENCE" of its society and actors: people, communities and companies*

2. *Public sector as a policy-maker and regulator*

## **Employment**

• *Learning challenge*

## **Social Cohesion**

3. *Public sector as a key service provider*

• *Sustainability challenge*

## Need for a strategic framework for services & budget reform

- What **public expenditure** level is **sustainable**?
- What level of **public service delivery** is **acceptable**?
- **Clarity of objectives** (linked to ability to set priorities)
- Need to secure a **wider consensus** for the decisions to be made by PA.
- **Co-design** and **production** of services by users and self-management of the outcomes (e.g. in personalised services such as health care).

## Importance of commitment/ dedication at all levels & bold leadership

- Budgeting and service reviews are, in the end political decisions, so **political support** is **essential**.
- A fully-fledged process of reform in a public administration works better when it **engages** those **responsible** for making it work at middle management and operational level (**bottom-up approach**), rather than being imposed on a top-down basis.
- All of the best practice examples were driven by **creative, passionate and dedicated thinkers**, whether political, administrative or from civil society.
- **'True' involvement of users** is most likely to happen at the **local level** because of administrations' physical proximity and relevance for citizens' everyday lives

## Importance of size and level of government

- **Successful processes happen at all levels** of government and in **different political systems**;
- No indication or evidence *per se* that such reviews or reforms are easier or more difficult in a specific form of governmental structure (centralized, decentralized etc.)
- Questions rise about the **extent to which smaller sub-national entities** are likely to **have resources to pursue reforms**.

## Importance of technological innovation, but risk of exclusivity

- Technological innovation can result in significant **improvements in service delivery standards** and/or **reduced costs**.
- However, **web and internet applications** as a sole method **may be extremely exclusive**.
- **Projects embracing a more holistic approach and combining traditional values** and forms of personal contact **with innovative web tools** are generally **stronger** and have a **longer-term impact**
- For a successful take-up, citizens have to value them (high!) right from the start: **communication** and **supporting measures** are of crucial importance.
- Many projects integrated social media tools (*transparency*).

ICT and integration are **not goals in themselves**, but **powerful tools to improve public service (delivery)**; costs have to be weighed against benefits

# ICT-based EPSA 2009 and 2011 Applications



<b>EPSA 2009</b>	<b>Eligible applications</b>	<b>ICT-based applications<sup>1</sup></b>	<b>Awarded cases<sup>2</sup></b>
Theme I: Performance Improvement in Public Service Delivery	128	50	15
Theme II: Citizen Involvement	48	19	6
Theme III: Partnerships Working	81	21	–
Theme IV: Leadership and Management for Change	43	11	–
<b>EPSA 2011</b>			
Theme I: Smart Public Service Delivery in a Cold Economic Climate	103	65	14
Theme II: Opening Up the Public Sector Through Collaborative Governance	115	63	14
Theme III: Going Green: Concrete Solutions from the Public Sector	56	11	–
<b>TOTAL</b>	<b>574</b>	<b>240+</b>	<b>49</b>



<sup>1</sup> Number of applications in which the ICT played a major role.

<sup>2</sup> Number of ICT-based applications having been awarded either as Best Practice Recipient or as Nominee/Winner.



## Ownership

- **Ownership of decisions and processes shifts** from governmental bodies to **individuals or collectivities (of private stakeholders)**.
- Responsibility of decision makers does not change, only the level of **openness**.
- It is only this **shared feeling of ownership** that can lead to the **equally dedicated commitment** of all stakeholders.

## Making lessons transferable-through evaluation

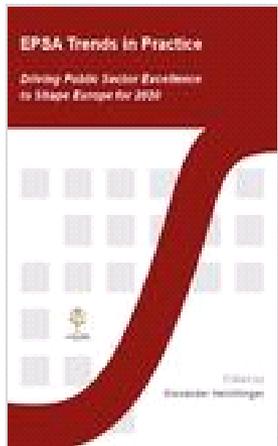
- **Measuring and evaluating outcome** is essential when it comes to transferring knowledge.
- **Satisfaction, disappointment and mistrust** cannot be measured, but are felt during the processes
- Applicants appear to have taken great initiative to present **simple yet effective projects that can be applied to multiple cases**

# A rich harvest: EPSA Publications by EIPA



## EPSA 2011

## EPSA 2009



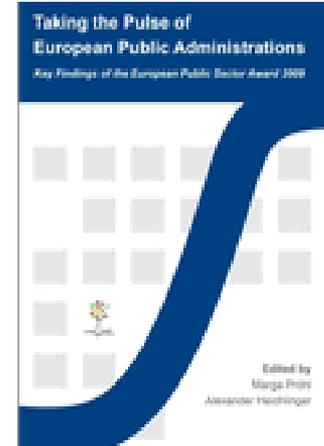
EPSA 2011 Research Report



EPSA 2011 Project Catalogue



EPSA 2009 Project Catalogue

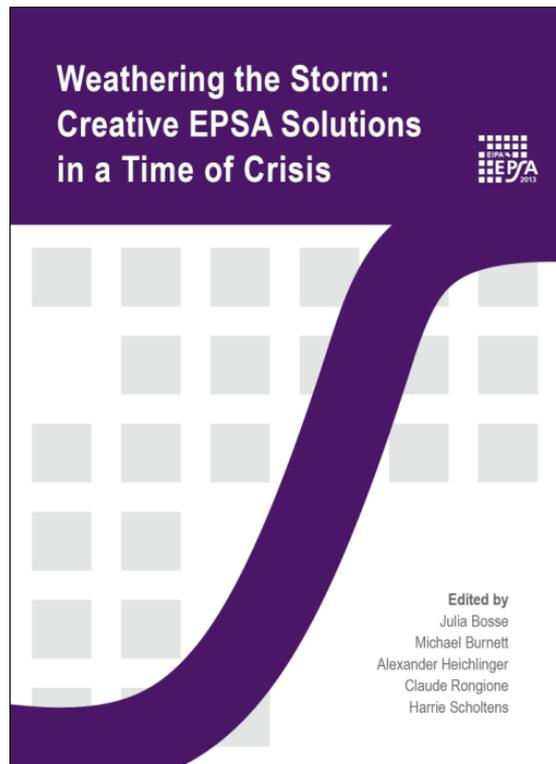


EPSA 2009 Research Report

[www.epsa2011.eu](http://www.epsa2011.eu)

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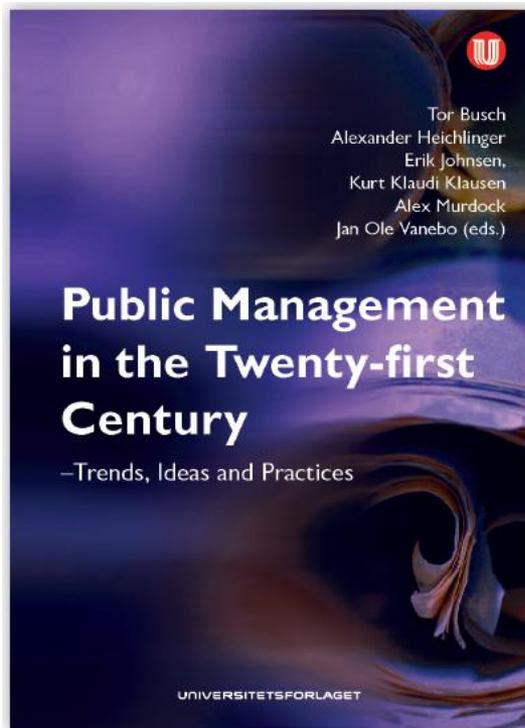


Forth-coming EPSA 2013 book:  
**‘Weathering the Storm – Creative EPSA Solutions in a Time of Crisis’**

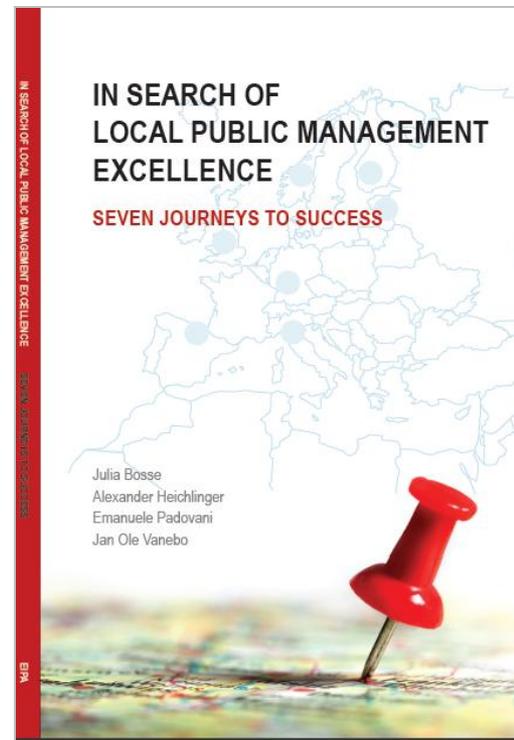
Including:

- A **research part** for each of the administrative categories and general findings, trends etc.
- A catalogue part with **general statistics** and the **executive summaries** of the Winners, Nominees, Honourable Mentions and BPC recipients (47 in total);

# A rich harvest: EPSA Public Sector Innovation Publications by EIPA & Partners



Book 'Public Management in the Twenty-First Century - Trends, Ideas and Practices'



Forth-coming book: 'In Search of Local Public Management Excellence – Seven Journeys to Success'



# Making Public Excellence accessible – The EPSA Knowledge e-Platform



For all European public administrations, EPSA has generated highly valuable know-how and vital results that can be used to the benefit of providing innovative solutions and learning opportunities.

- **Interactive EPSA Learning & Knowledge ePlatform**
- **Access to more than 800 fully structured and thoroughly assessed public cases from 38 different European countries, based on the 2009, 2011 and 2013 EPSA editions**



# Thank you for your attention!



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