



ΚΥΠΡΙΑΚΗ ΔΗΜΟΚΡΑΤΙΑ
ΥΠΟΥΡΓΕΙΟ ΟΙΚΟΝΟΜΙΚΩΝ



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ΕΓΚΥΚΛΙΟΣ ΕΠΙΣΤΟΛΗ

Εκπροσώπηση του ευρύτερου δημόσιου τομέα της Κύπρου στο διαγωνισμό για απονομή του «Ευρωπαϊκού Βραβείου Δημόσιου Τομέα» (European Public Sector Award - EPSA)

Ο Διευθυντής Τμήματος Δημόσιας Διοίκησης και Προσωπικού (ΤΔΔΠ) επιθυμεί να αναφερθεί στο πιο πάνω θέμα και να ανακοινώσει την προκήρυξη του διαγωνισμού για την απονομή του «Ευρωπαϊκού Βραβείου Δημόσιου Τομέα 2011», ο οποίος διοργανώνεται από το Ευρωπαϊκό Ινστιτούτο Δημόσιας Διοίκησης (European Institute of Public Administration - EIPA).

2. Το Ευρωπαϊκό Ινστιτούτο Δημόσιας Διοίκησης ανέλαβε, το 2008, την πρωτοβουλία για διοργάνωση του «Ευρωπαϊκού Βραβείου Δημόσιου Τομέα 2008/09», που στόχο είχε την προώθηση εποικοδομητικού ανταγωνισμού μεταξύ των πιο καινοτόμων δημόσιων διοικήσεων της Ευρώπης και την επιβράβευση πρωτοποριακών/ βέλτιστων πρακτικών/ έργων καθώς και την ανταλλαγή εμπειριών και τη μάθηση από την εφαρμογή βέλτιστων τέτοιων πρακτικών σε ευρωπαϊκούς δημόσιους οργανισμούς. Την εν λόγω πρωτοβουλία στήριξαν οικονομικά 15 χώρες-μέλη της Ευρωπαϊκής Ένωσης, συμπεριλαμβανομένης και της Κύπρου, γεγονός που αποδεικνύει τη σημασία που δίνεται από την Κυπριακή Κυβέρνηση στη συνεχή βελτίωση της λειτουργίας του ευρύτερου δημόσιου τομέα και στην αναβάθμιση της ποιότητας των υπηρεσιών που παρέχονται στους πολίτες.

3. Στο διαγωνισμό συμμετείχαν 28 χώρες και ο συνολικός αριθμός των βέλτιστων πρακτικών/ έργων που υποβλήθηκαν ανήλθε στις 300. Τα βραβεία σε κάθε θεματική ενότητα του διαγωνισμού απέσπασαν οι πιο κάτω χώρες/οργανισμοί:

Χώρα/ Οργανισμός	Τίτλος βέλτιστης πρακτικής/ έργου
Θεματική ενότητα 1: Βελτίωση της αποτελεσματικότητας παροχής δημόσιων υπηρεσιών (Performance Improvement in Public Service Delivery)	
Γαλλία, Grouping of Public Interest e-Bourgogne	“Regional Platform of e-services for all – e-Bourgogne”

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Θεματική ενότητα 2: Συμμετοχή πολιτών (Citizen Involvement)	
Γερμανία, City of Cologne	“Cologne participatory budget”
Θεματική ενότητα 3: Νέες μορφές Συνεταιρισμών (New Forms of Partnership Working)	
Αγγλία, Oldham Council	“Oldham partnership”
Θεματική ενότητα 4: Ηγεσία και Διαχείριση Αλλαγών (Leadership and Management for Change)	
Ισπανία, Sant Cugat City Council	“Management in Sant Cugat City Hall - Budgeting the Strategy: A new deal between political management and politic leadership”

4. Από την Κυπριακή Δημόσια Υπηρεσία υποβλήθηκαν 7 βέλτιστες πρακτικές/ έργα, οι οποίες παρατίθενται πιο κάτω, και στην τελετή απονομής των βραβείων, η οποία πραγματοποιήθηκε στις 4-6 Νοεμβρίου 2009 στο Μάαστριχτ, απονεμήθηκε στο ΤΔΔΠ πιστοποιητικό βέλτιστης πρακτικής (best practice certificate) για το θεσμό των Κέντρων Εξυπηρέτησης του Πολίτη.

Υπουργείο/ Τμήμα/Υπηρεσία	Τίτλος βέλτιστης πρακτικής/ έργου
Θεματική ενότητα 1	
Υπουργείο Γεωργίας, Φυσικών Πόρων και Περιβάλλοντος, Τμήμα Αναδασμού	“Improving communication with citizens through CAF-based self-assessments”
Υπουργείο Συγκοινωνιών και Έργων, Τμήμα Οδικών Μεταφορών	“Reengineering of the processes of the Road Transport Department towards a paperless and interactive e-government internet service provider”
Υπουργείο Εμπορίου, Βιομηχανίας και Τουρισμού, Υπηρεσία Ανταγωνισμού και Προστασίας Καταναλωτών	“Cyprus price level monitoring project (PLMP)”
Υπουργείο Οικονομικών, ΤΔΔΠ	“One-stop-shops at the service of citizens”
Υπουργείο Υγείας, Γενικό Χημείο του Κράτους	“From Laboratory providing analytical services to a scientific centre supporting policies and responsive to society needs”
Θεματική ενότητα 2	
Υπουργείο Εμπορίου, Βιομηχανίας και Τουρισμού, Υπηρεσία Ενέργειας	“Strategic environmental assessment (SEA) concerning hydrocarbon activities within the exclusive economic zone of the Republic of Cyprus”
Θεματική ενότητα 3	
Υπουργείο Συγκοινωνιών και Έργων, Τμήμα Δημοσίων Έργων	“Development and operation of international airports at Larnaca and Pafos”

5. Ως εκ των πιο πάνω, και λαμβανομένης υπόψη της επιτυχίας που είχε η διοργάνωση του «Ευρωπαϊκού Βραβείου Δημόσιου Τομέα 2008/09», το EIPA αποφάσισε τη συνέχιση του διαγωνισμού το 2011. Το «Ευρωπαϊκό Βραβείο Δημόσιου Τομέα 2011» στήριξαν, και πάλι, οικονομικά 11 χώρες-μέλη της Ευρωπαϊκής Ένωσης, συμπεριλαμβανομένης και της Κύπρου, εφόσον κρίθηκε ότι ο εν λόγω διαγωνισμός αποτελεί ευκαιρία για δημιουργία κουλτούρας συνεχούς βελτίωσης στο δημόσιο τομέα της Κύπρου και μέσο εκσυγχρονισμού, καινοτομίας και αλλαγής της δημόσιας διοίκησης.

6. Στο διαγωνισμό μπορούν να δηλώσουν συμμετοχή όλοι οι οργανισμοί του δημόσιου τομέα των κρατών – μελών της Ευρωπαϊκής Ένωσης, οι οποίοι εφάρμοσαν πρωτοποριακές/ βέλτιστες πρακτικές/ έργα σχετικές με τις πιο κάτω τρεις θεματικές ενότητες (Λεπτομερής επεξήγηση των ενότητων παρατίθεται στο συνημμένο Παράρτημα Α' και στην ιστοσελίδα www.epsa2011.eu):

Θεματική ενότητα 1: Smart Public Service Delivery in a Cold Economic Climate

Θεματική ενότητα 2: Opening Up the Public Sector through Collaborative Governance

Θεματική ενότητα 3: Going Green: Concrete Solutions from the Public Sector

7. Τα Υπουργεία /Τμήματα, οι Ημικρατικοί Οργανισμοί και οι Αρχές Τοπικής Αυτοδιοίκησης που έχουν υιοθετήσει πρακτικές ή διεξήγαγαν έργα, που εμπίπτουν στις προαναφερόμενες τρεις ενότητες, και επιθυμούν να δηλώσουν συμμετοχή στο διαγωνισμό, παρακαλούνται όπως συμπληρώσουν **ηλεκτρονικά** τη σχετική αίτηση συμμετοχής (application form), σύμφωνα με τον οδηγό συμμετοχής (**application guide**) που παρατίθεται ως σύνδεση (link) στην ιστοσελίδα www.epsa2011.eu. Η τελευταία ημερομηνία υποβολής αίτησης για συμμετοχή στο διαγωνισμό είναι η **25η Μαρτίου 2011**.

8. Στη συνέχεια, μετά την υποβολή των αιτήσεων, θα ακολουθήσει η διαδικασία αξιολόγησής τους στη βάση συγκεκριμένων κριτηρίων τα οποία επισυνάπτονται στο Παράρτημα Β'. Επισημαίνεται ότι οι αιτήσεις δεν θα αξιολογηθούν από οποιοδήποτε φορέα στην Κύπρο, γι' αυτό παράκληση είναι όπως, για σκοπούς ενημέρωσης και συντονισμού, **διαβιβάσετε στο Τμήμα αυτό αντίγραφο της αίτησης συμμετοχής σας**. Η τελετή απονομής των βραβείων προγραμματίζεται για τις 9-11 Νοεμβρίου 2011 στο Μάαστριχτ.

9. Πληροφορίες σχετικά με τον υπό αναφορά θεσμό παρέχονται στην ιστοσελίδα www.epsa2011.eu. Για περισσότερες πληροφορίες ή/και διευκρινίσεις οι ενδιαφερόμενοι μπορούν να επικοινωνούν στο τηλ. 22601570.

10. Τα Υπουργεία τα οποία έχουν αρμοδιότητα για Ημικρατικούς Οργανισμούς και Αρχές Τοπικής Αυτοδιοίκησης παρακαλούνται όπως μεριμνήσουν ώστε το περιεχόμενο της Εγκυκλίου να περιέλθει άμεσα σε γνώση τους.

Γενικό Εισαγγελέα της Δημοκρατίας,
Πρόεδρο Επιτροπής Δημόσιας Υπηρεσίας,
Πρόεδρο Επιτροπής Εκπαιδευτικής Υπηρεσίας,
Γενικό Ελεγκτή,
Επίτροπο Διοικήσεως,
Επίτροπο Νομοθεσίας,
Επίτροπο Προστασίας Δεδομένων Προσωπικού Χαρακτήρα,
Πρόεδρο Επιτροπής Προστασίας του Ανταγωνισμού,
Επίτροπο Προστασίας των Δικαιωμάτων του Παιδιού,
Γενικούς Διευθυντές Βουλής των Αντιπροσώπων,
Υπουργείων, Γραφείου Προγραμματισμού
και Γενικό Λογιστή,
Αρχιπρωτοκολλητή,
Έφορο Εσωτερικού Ελέγχου,
Έφορο Υπηρεσίας Εποπτείας και Ανάπτυξης
Συνεργατικών Εταιρειών,
Πρόεδρο Εφοριακού Συμβουλίου,
Πρόεδρο Αναθεωρητικής Αρχής Προσφορών,
Έφορο Ελέγχου Κρατικών Ενισχύσεων,
Πρόεδρο Αναθεωρητικής Αρχής Προσφυγών,
Προϊστάμενο Διοίκησης Προεδρίας,
Γραμματέα Υπουργικού Συμβουλίου.

THEME 1: "Smart Public Service Delivery in a Cold Economic Climate"

SPECIFIC CONTEXT OF THE TOPIC

The pressures on public finances currently faced by public administrations across Europe are severe though not unique. For example, the United Kingdom in the 1970s, Ireland in the 1980s and Sweden and Canada in the 1990s faced very painful choices with regard to stabilising public finances.

But what is unprecedented in modern times is the number of European public administrations simultaneously facing these pressures. The recognition of the existence of a crisis in public finances was provoked by the financial contributions needed to stabilise the financial services sector, though in fact there has been an underlying trend towards gradually less sustainable public finances over the past decade arising from some of the factors highlighted above, such as an ageing population, a diminishing working population and increasing competitive pressures from outside Europe. These are in addition to other pressures facing public administrations, such as the need to make governments more responsive to society's needs and demands, and the need to (re-)establish trust between citizens and public administrations. Furthermore, it is widely recognised that there are limits to the extent to which tax increases can be used to stabilise the public finances.

As might be expected in such circumstances, the responses of European public administrations have varied in their scope, scale, nature and effectiveness. However, the need to respond effectively has never been greater - what is at stake here is the preservation of the means to support Europe's social model for future generations.

Can public administrations rise to the challenge of stabilising public finances and preventing another shock from the financial services sector while delivering a high quality of public services? Will this mean abandoning attempts to address diversity issues? Can they also simultaneously protect employment and promote employability? How will this be measured?

This topic is looking for showcase projects based on how public administrations are responding to these challenges and balancing these competing demands in a difficult economic climate.

WHAT PROJECTS/CASES TO SUBMIT?

Projects under **THEME 1** should demonstrate and contain elements of proven evidence on one of the following sub-topics:

1. Successful changes in the means of service delivery between internal and external service delivery or between different types of external service delivery, successful internal re-organisation of service delivery, successful introduction of shared services, etc. Success could be defined as:

- Improved quality or volume of service delivery at the same or lower cost
- Maintaining diverse service objectives and quality whilst reducing costs
- Delivery of a redefined level of service scope at a significantly lower cost whilst respecting statutory obligations
- Delivery of much higher levels of- service standards at, proportionately, a much lower level of cost increase

2. Examples of an imaginative definition of qualitative and quantitative performance measurement tools demonstrating a link to service objectives. Specifically, projects can be submitted which relate to changing the performance measurement tools in an administration or part of an administration even where there is no change to the means of service delivery. They should include details of the process of how the performance measurement tools were changed and the result of the change, i.e. details of

the better performance measurement tools which resulted from the process and how they are closely linked to the service they are trying to measure.

THEME 2: "Opening Up the Public Sector Through Collaborative Governance"

SPECIFIC CONTEXT OF THE TOPIC

Involvement of the civil society is necessary for providing effectiveness, output orientation, cost efficiency and ownership in a society with growing complexity and increasing social demands. This has been especially relevant as a result of demographic changes and continuous cuts in public investment (especially in the most 'sensitive' areas of intervention, such as social care, education, communication, etc.). By using collaborative tools the citizens' and businesses' trust in politics will increase.

All levels of public administrations all over Europe have developed new institutional structures and created new policy frameworks to promote trust and transparency in governments, to enhance and facilitate access to information, to create spheres of public consultation and to ultimately engage the civil society in making policy decisions.

Collaborative governance aims, amongst others, to: enhance *openness, transparency* and *accountability* of government and administrations - in itself prerequisites in a democratic society; share *information, knowledge* and experience in order to create ownership; enable *dialogue* and consultation between administrations and civil society in order to find the best solutions; create instruments for *feedback and evaluation* on governmental and public administrative decision making in order to find the best solutions; and finally facilitate citizen involvement in debating, discussing and deciding within *decision-making processes*.

In effect, we are looking for showcase projects that attempt to adapt private sector models of consumer involvement in policy planning and delivery, but which also build on concepts of "open government" and "active citizenship", ultimately allowing citizens to engage in the planning and delivery of public services. Essential questions such as: How and to what extent are citizens, civil society, administrators and politicians involved in the process and/or system? How can their satisfaction with the process and/or system be measured? What is the level of actual efficiency achieved? What are the costs versus the benefits of a new approach compared to any traditional methods/processes?

Innovation takes place in all sectors and in all levels of governance in order to deliver more services and more effective administration for less money. An essential tool is to open the public sector by using different measures. We can therefore foresee applications from a number of specific entities all reflecting their special needs and the framework within which the entity works.

Such open data can be related to the distribution of goods and services, the financing of public services, the organisation of the deliveries and interaction between levels and sectors. In many cases this will be financial information or administrative requirements.

WHAT PROJECTS/CASES TO SUBMIT?

Projects under **THEME 2** should demonstrate and contain elements of proven evidence on one of the following sub-topics:

- Match between the involvement objectives and those of the policy area

- Demonstrate that the new way of working in collaboration contributes tangibly to the service delivery objectives
- Justify the financial and human resources devoted to the actions
- Make it obvious that the involvement of the civil society is a better alternative than closed governance
- Describe evidence that the new way of working justifies the opportunity cost of the resources devoted to the partnership
- Prepare citizens through openness (access to information and well functioning ICT systems) to take an active part in the decision-making processes

The applications should demonstrate and describe the new governance arrangements, including the structure of the partnership or institution, the management of risks and clarity of responsibilities for the partners so that it can be of value for other sectors and levels of governance.

THEME 3: “Going Green: Concrete Solutions from the Public Sector”

SPECIFIC CONTEXT OF THE TOPIC

The notion of "sustainable growth" and "green technologies" will be a focus of the EU's future development strategy for the coming decade. Already today, ambitious policy objectives range from CO2 reductions to halting the loss of biodiversity. These objectives are translated into the latest changes of the "green" acquis of the EU, with more than 200 directives or regulations. Public administrations at all levels play a crucial role in the enforcement of environmental legislation. As indicated by the annual reports of the European Commission, non-implementation and enforcement of waste, water, air or horizontal environmental legislation is a permanent problem. Recent problems such as those in the waste sectors have gained a lot of media attention. Some administrations have responded to this implementation challenge with concrete and innovative ideas and practices. EPSA 2011 seeks to present these innovative practices in enforcement of environmental legislation. Proper enforcement is a prerequisite for the overall credibility of EU, national and regional policies.

In addition, public administrations are playing a decisive role in innovative solutions for their own environmental management and procurement practices. In policy fields such as waste, water, renewable energy, energy efficiency and biodiversity, "green" innovative instruments are being developed at all levels. EPSA 2011 will invite administrations to present their concrete contributions for making sustainability a reality within their own premises, with respect to the products and services bought or means of transport used, etc.

In this context, EPSA is looking for both, showcase projects based on innovative practices in the enforcement of EU legislation by public administrations (e.g. a special local project on waste collection), as well as innovative examples of environmental management by public administrations (e.g. internal practices, procurement, awareness raising, etc.).

WHAT PROJECTS/CASES TO SUBMIT?

Projects under **THEME 3** should demonstrate and contain elements of proven evidence on one of the following sub-topics:

1. Innovative projects with respect to the enforcement of environmental legislation and the implementation of policy goals in all fields:

- Innovative projects in the field of environmental media (waste, water, air, dangerous substances)

- Innovation with respect to horizontal legislation (impact assessment, environmental management, planning exercises, etc.)
 - Innovative use of economic instruments (charges, taxes, financial incentives)
 - New approaches in the field of citizens' involvement, public participation, information campaigns, specific awareness raising in society for environmental problems
2. Successful internal changes in the means of environmental management of public administrations:
- Organisational reforms within public administrations to cope with new environmental and sustainability challenges despite budgetary limitations
 - Innovative training and awareness raising with respect to EU legislation and policies
 - New ambitious approaches towards green procurement practices in public authorities
 - Innovative projects in the field of internal environmental management
 - Internal information and awareness-raising campaigns in public administrations

EVALUATION PHASES AND SELECTION CRITERIA

4-STEP EVALUATION PROCESS

STEP 1: Individual online evaluation

By each evaluator, in isolation and remotely based. Each project will be evaluated by three evaluators (triple evaluation) (2-6 May 2011)

STEP 2: Consensus meeting

To reach a commonly agreed list of ranked projects per theme - the best practice certificate recipients - and to agree on a number of projects to be verified during on-site visits (26-27 May 2011)

STEP 3: On-site validation visits

To a number of short-listed projects for verification (June 2011)

STEP 4: Jury meeting

To select and decide on the three EPSA winners (one per theme) (5-6 September 2011)

ELIGIBILITY AND SELECTION CRITERIA

The submitted applications will first be checked for eligibility. If the eligibility criteria are met, a registration number will be allocated and the project is subsequently subject to evaluation. The project will then be reviewed and assessed online against both the general and theme specific criteria by three evaluators from an internationally acknowledged, independent and impartial pool of experts. The evaluation process subsequently includes a consensus meeting and on-site visits to a small number of short-listed projects per theme for validation and verification purposes. Finally, a jury will select the nominees/finalists and final winners of the EPSA 2011.

When submitting their projects, applicants should pay particular attention to the following **general criteria** used for the selection of the best projects:

- ***Innovation***: novelty of the solution; degree to which the case shows a leap of creativity in public administration progress; something different that goes beyond what currently exists;
- ***Public concern***: degree of addressing a pressing need or important problem of public concern; the project topic is high on the agenda in European public organisations;
- ***Significance/Relevance***: the project deals with a sufficient number of public sector bodies; a critical mass of actors is tackling the issue;
- ***Impact***: the realisation of planned objectives and activities; the provision and illustration of proven evidence and benefits; results demonstration;
- ***Learning capacity and transferability***: with lessons of potential value to other entities; the project provides the potential for successful replication by other governments; it stimulates improvement in its application and provides mutual learning perspectives.

Specific Criteria

THEME 1

- Balancing cost change with change in service standards
- Link between service objectives and measurement indicators
- Evidence of consideration in the review process of diverse service objectives

THEME 2

- Willingness to open up the different phases of processes to civil society
- Link between objectives and results, including measurement indicators
- Assessment against alternatives for collaborative governance

THEME 3

- Link between innovative projects and EU environmental legislation/EU environmental objectives
- Convincing balance of environmental measures and cost-effectiveness
- Internal and external communication and awareness raising