

GOOD PRACTICE REGISTER

January 2018 Update (V2.0)

SUPPORTING THE
GROWTH OF **SMEs**



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Summary of Policy Themes

1	One stop shop model
2	Government to business
3	Digital by default
4	More effective and transparent public services
5	Increasing the digital skills of SMEs
6	e-commerce services
7	MA- more transparent e-communication among regional cities
8	Review the regional legislation to be applied in ERDF funding

Index of Good Practice (GP)

NO.	GP TITLE	HEADLINE DESCRIPTION (20 words max)	POLICY THEME(S)	PARTNER ID
1	Ok-thess pre-incubator	An open innovation ecosystem and pre-incubator which can host start-ups and Social Cooperative Enterprises under formation, with aim to strengthen the innovative entrepreneurship and business maturity and address unemployment	3,4	6
2	Support and Development Centre of Entrepreneurship (SADCE) – Business Centre	Service for the development of entrepreneurship providing a one-stop shop around public support; networking and innovative actions	1,7	6
3	Point of Single Contact	Digital by default approach to supporting start-up and business licensing through EU GO platform	1,3,4	6
4	Portal for General Commercial Registry (GCR)	Online portal of the GCR providing a centralised and co-ordinated database for collection of data and information on enterprises and related activity accessible by relevant administrative organisations enabling more effective and efficient management of services	1,3,4,7	6
5	Telephone Customer Service and Administration System of the National Tax and Customs Administration	An IP technology based solution that has enabled a more streamlined and efficient approach to managing tax related issues for businesses and citizens	4	3
6	Government Windows	One stop solution coordinating back office and front office tasks that enables businesses and citizens to have a seamless one-stop connection to the relevant public service agencies to manage their administrative issues in a timely and simplified way.	1	3
7	Client Gate	Single point of contact and access to e-Government Services and a host of other public authorities' services supporting more effective and simplified access to services for citizens and business.	2	3
8	One Stop Shop	A co-ordinated and centralised approach across stakeholders to managing support services for SMEs	1,2,3,4	2
9	Digital Log Book	Online, secure and personalised portal for the delivery of bespoke public sector services in a collaborative approach e.g. housing tenants; public authority; community services and SMEs	3,4	5
10	Together Birmingham	Collaborative digital tools to support effective stakeholder engagement and service user involvement in the design and delivery of public services	3,4	5

NO.	GP TITLE	HEADLINE DESCRIPTION (20 words max)	POLICY THEME(S)	PARTNER ID
11	Virtual Library of Birmingham	Use of digital planning tools by public authorities (e.g. 3D modelling & data driven tools) to enable greater interaction of SMEs and citizens in design and build of new planning developments. This boosts business supply chain growth opportunities and better insights and transparency of city developments.	4,7	5
12	Electronic Transmission of Commercial Registrations	Simplification of commercial registrations process for businesses through a digital by default approach to apply for trade licenses	3,4	4
13	Central Integrated national and Regional Payment Platform	Centralised online platform to support digital by default approach to enable citizens and businesses to make all payments to public authorities online and facilitates integration of back end and front end systems.	3,4,5	1
14	Czech Point	Provides a centralised point of contact and support function to enable citizens and businesses to interact with the different services.	1	7
15	Czech Ecosystem	Pre-seed services, mentoring and funding to support business ideation, early stage start-up, business planning and financing through to commercialisation	2, 5	7
16	So New (SOcial EntrepreNEurship noW)	Expertise in supporting the development of new type of social cooperatives, start-ups etc. providing the tools, support staff and services are: information, advising, group and individual counselling, training, incubating, mentoring and networking.	1	6
17	Halberstadt-App	A mobile web- and app-based information portal enhancing access for enterprises and citizens to tourism information, public services and strengthening the region as an investment location and supporting greater transparency.	1	4
18	eBusiness-Lotse Magdeburg	The eBusiness-Lotse was a central contact point for adoption and using ICT for SMEs in the Middle and North of Saxony-Anhalt focused on: IT security; data protection; on-line marketing; business process optimization; knowledge management; process management and ERP.	1, 5	4
19	On-line Grant Schemes	An IT platform which enables local enterprises to take part in EU calls/grant schemes. An important aspect is that this system does not require candidates to present any paper documentation to the managing institution.	3, 4, 5	1
20	IT system for the evaluation and monitoring of loans in HBC	IT system that enables the electronic processing of loans, covering assessment of the loan; contracting; monitoring repayment; client communication and CRM functions.	1, 3, 5, 6	3

NO.	GP TITLE	HEADLINE DESCRIPTION (20 words max)	POLICY THEME(S)	PARTNER ID
21	Models for SME funding in a regional development bank	Conducts activities for establishing, granting and managing funding schemes for SMEs and offers financial products and services in different fields of funding of economic development.	2, 4	4
22	«ARTICLE 10»: Reduction of administrative burdens and barriers to access to economic activity	Legislation that seeks to clarify administrative intervention regimes related to business location or establishment and reduce the administrative burden under the principles of minimum intervention and term reduction.	1, 4	8
23	Fostering specialized techno start-ups	Development of specialised and focused entrepreneurship programmes for supporting techno entrepreneurship	2, 3, 5	8
24	The Community of Practices program	Supporting a collaborative programme that encourages new ideas, good practice and shared learning across public administrations to improve economic activity and competitiveness of SMEs	2, 4	8
25	One stop shop	A one stop shop covering all the procedures and services to support business lifecycle and unified services encompassing public administration	1, 2, 3, 4, 5	8
26	Law 16/2015, Administrative simplification.	A unified legal framework across the different Catalan municipalities to remove obstacles to business start-up, growth and activity	1, 4, 5	8
27	TLC infrastructures in the Liguria region	Strengthening of connectivity infrastructures and services across the region, within the framework of the broader implementation action of the Digital Agenda. The strategy is carried out also through the support of Liguria Digitale, the in-house ICT company of the Liguria Region.	2, 3	1
28	Growth Hub – One stop shop for business	The Greater Birmingham & Solihull Local Enterprise Partnership Growth Hub is a partnership and coordinated approach to make it easier for businesses to access and navigate public support, through a new web site and adviser service.	1,2,3,4,5,6	5

NO.	GP TITLE	HEADLINE DESCRIPTION (20 words max)	POLICY THEME(S)	PARTNER ID
29	Esprint Plan from the start-up Catalonia programme	An initiative to boost and accelerate internationalisation of Catalan start-ups offering for example international advisory services, mentoring, advisory board training, financial consulting.	2,4,5	8
30	Alternative Financing Catalogue (AFC)	AFC provides SMEs with information and access to a set of non-traditional financial instruments to support SMEs and entrepreneurs to find financing offering a range of channels and providers.	2,3	8
31	Internationalisation Vouchers Programme	An initiative to connect SMEs who want to start the first stages of internationalisation.	1,2,4,5	8
32	Standard unit costs system for the quantification of administrative burdens	A cost model methodology that quantifies burden of doing business with local authorities around different aspects to provide a quick estimation of costs and impact.	2,4	8
33	Thematic Report: Awarded bidders - SMEs and large companies	Provide visibility of the distribution of contract awards encompassing SMEs and large companies to support greater transparency and opportunities for SMEs.	2,4	8
34	Thematic report: Competitive tenders in public procurement	Provide visibility of objective data on tenders published in the public procurement service platform improving the public procurement model to increase transparency and participation of enterprises	4	8
35	Interactive maps: awarded bidders – SMEs and large companies	Interactive map that better supports the administration to focus policy measures of public procurement to help balance territorial distribution of enterprises participating in public procurement.	2,4,5	8
36	Interactive maps: Awarded bidder – headquarters located abroad	Interactive map that highlights both the level of international presence of Catalan public procurement and the origin of the main bidders.	2,4,5	8
37	New formulas for evaluating economic and technical bids	New formulas for evaluating economic and technical bids, which let technical and quality issues be reinforced and increase SMEs success on public procurement bids.	4	8
38	Measures to promote free competition and publishing notices	Legal measures to encourage public authorities to promote free competition and more open markets.	2,4	8
39	Welsh Government Electronic 'only ask once' form	Delivery of e-cohesion ICT compliant systems for funding information and claims to improve customer experience and effectiveness, efficiency and consistency of process and procedures	3,5	5

NO.	GP TITLE	HEADLINE DESCRIPTION (20 words max)	POLICY THEME(S)	PARTNER ID
40	Centre of Expertise 4.0 for SMEs	Main target is to increase digital know-how of companies by showing them good practices, organizing workshops, providing guidelines and giving advices on optimizing internal processes, digital networking and digital business models.	1,5	4
41	ID Mobile solution - Mobile system identification to avoid ID card	idCAT Mobile is an identification and electronic signature system intended for citizens based on sending single-use passwords to mobile devices. Citizens must register their mobile phone number with the Electronic Office database before they can use this system.	1,5	3
42	Regional IP strategy	The UK Intellectual Property Office is partnering with the region administration to develop policy interventions that will raise IP capability in the area and ensure support for SMEs to understand their IP assets and derive value from them and grow their business.	1,2,4,8	5
43	Licence Application Service	An innovative integrated Licence Application Service, which assists businesses, including SMEs, by dramatically reducing the amount of time spent applying for and renewing licenses. A free to use service, it provides a simple and secure online process across multiple authorities.	1,3,5	8
44	National digital ID and "Only Once" principle	An online model that supports digitisation of public services (e.g. voting; health records; declaration of residence) for businesses and citizens through digital ID and the transfer of data across a network of databases and services to support the "Only Once" principle.	2,3,5	8
45	Basic data for everyone	The basic data register contains information about individuals, businesses, real properties, buildings, addresses and more. This lays the foundations for high quality basic data that is shared across organisations and essential for public authorities to deliver a more efficient and effective service.	2,3,5	8

GOOD PRACTICE 1 <i>Please provide a title</i>		OK-THESS PRE-INCUBATOR			
Location <i>name the city, region, state</i>		Municipality of Thessaloniki, Region of Central Macedonia, Greece			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Department of Entrepreneurship-Municipality of Thessaloniki. Includes:</p> <ol style="list-style-type: none"> Ok-thess pre-incubator (http://www.okthess.gr-http://www.okthess.eu/) For fighting unemployment, the municipality created a) an open innovation ecosystem named ECOSYSTEM OF INNOVATION AND CULTURE-THESSALONIKI (acronym: "OK! Thess") based in the Municipality of Thessaloniki and b) a pre-incubator which can host, for max 12 months, start-ups and Social Cooperative Enterprises, with the aim of strengthening the innovative entrepreneurship and business maturity. Virtual city market (digital mall) Allows the companies of wider Thessaloniki area to maintain web presence online and make product and service offerings. It is a common platform for creating and presenting virtual stores, which enables each company to create its own store. The management of the stores is done by the owners, but the municipality provides training and support to the entrepreneurs. The platform also supports the creation of virtual malls. Employment Office. Provides a) information for Employment & Training and b). Career Guidance, Entrepreneurship Counselling and Psychosocial Support. The Employment Office services are not offered only to unemployed residents but also to employees who need help in job searching and in finding answers on labour and insurance issues. 			
Transferability <i>Please describe the possible transferability of this GP</i>		It can be transferred to other municipalities or independent entrepreneurship services (one stop shop)			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business		6	e commerce services	✓
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		<p>The aim was to change the business climate and avoid the desolation of CBD shopping center. Due to the industrialization of the region, the business transfer to the neighbouring countries, the entry of large business groups in Thessaloniki market, the creation of malls and the economic crisis, SMEs entrepreneurship was led to a fall. Due to the municipal initiatives, the effects of the crisis are a bit softened. Also, communication and good collaboration between the city authorities and businessmen were achieved, which returned benefits to the citizens (e.g. donations / sponsorships were given by entrepreneurs to support vulnerable groups and the "social supermarket"). Regarding the Employment Office, its cooperation with the Employment Institute (http://www.inegsee.gr/) provides better service and better understanding: a local authority and a scientific body are totally joined in the needs of unemployed people. Last but not least, the innovation regards the fact one entity (the municipality) has created a platform to join (for free) all businesses of the wider Thessaloniki area (shops, services, chambers, universities etc.). More specifically through the European project STORM: «smart cities and cloud computing» in the context of the European Program ICT PSP, 2013. The advertising cost remains zero by using cloud</p>			

	<p>technologies in the virtual city market application. https://smartcity.thessaloniki.gr/virtual-city-market/el/index.html. It is not required for companies to have the technical infrastructure to be introduced to the digital mall. The platform of the digital Mall can also support links to e-shops for every single store.</p>
<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>The main actor of the innovation is the Mayor, the Deputy Mayor for Development, the staff of the municipal Directorate of Entrepreneurs Service, along with the support of Directorate of Operational Planning and Information Systems and other Directorates Beneficiaries: SMEs, Commercial Association, Chambers, The Association of Businessmen situated in the Historical Center Thessaloniki, Thessaloniki International Fair, Thessaloniki Port Authority SA, Unemployed or employed citizens of Thessaloniki aged 16-30 years, without excluding other ages</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>Counselling and support to the unemployed by providing information for private and public sector that include: networking services; workshops for unemployed; involvement of consultants in seminars, events for youth entrepreneurship <u>lessons learned:</u> There is lack of entrepreneurial culture: many initiatives have no real impact or participation and entrepreneurs have little understanding on the long term benefits of initiatives The innovation brought some change in the organisation chart. The municipality created new departments (e.g. Department administrative support, etc.)</p>
<p>Website or web links <i>(if available)</i></p>	<p>http://www.okthess.gr http://www.okthess.eu/ https://smartcity.thessaloniki.gr/virtual-city-market/el/index.html.</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Lazaros Panagiotidis Christos Lampros</p>
<p>Contact email</p>	<p>la.panagiotidis@thessaloniki.gr, c.lampros@thessaloniki.gr</p>

GOOD PRACTICE 2 <i>Please provide a title</i>		SUPPORT AND DEVELOPMENT CENTRE (SADCE) –Business Center			
Location <i>name the city, region, state</i>		Thessaloniki, Region of Central Macedonia, Greece			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		This is a one stop service for the development of entrepreneurship, both in the vicinity of Kalamaria, and in the wider region of Eastern Thessaloniki. SADCE was founded and funded as a subproject of the Operational Plan “Revitalizing the labour residential area of Phinikas in Kalamaria”. The Center’s operation start took place the Spring of 2008. Today, the Center’s structure is a part of the Public Utility Enterprise of Kalamaria’s Municipality (K.E.D.KA.)			
Transferability <i>Please describe the possible transferability of this GP</i>		The current GP could be transferred as an idea and concept to other municipalities of Greece where there is no a similar agent which promotes entrepreneurship.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	✓
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it’s a good practice</i>		<p>This Good Practice promotes innovation in various ways. More specifically, a private enterprise may receive aid in 3 different levels at which SADCE operates like a one stop shop:</p> <ol style="list-style-type: none"> PUBLIC SUPPORT NETWORKING INNOVATIVE ACTIONS <p>1.PUBLIC SUPPORT</p> <p>The main activity of the Business Center's operation has been the support of stakeholders (new or existing entrepreneurs), which has been developed in many ways covering:</p> <ul style="list-style-type: none"> consultancy innovation diffusion education <p>2. NETWORKING</p> <p>Another very important Business Center’s activity is the networking with other supporting agencies and even businesses. Networking activities have been developed mainly in three areas:</p> <ol style="list-style-type: none"> Creation of Mutual Support Network with the Company and Social Partners Integration in Networks Entrepreneurship Support Bodies Business Registers Creation <p>3.INNOVATIVE ACTIONS</p> <p>The Business Center’s innovative actions have made the specific difference in relation with the rest of the supporting actors. The Center perceived the constant changes of society, economy and technology, has aimed at its continuous adaption to the new conditions.</p> <p>Some examples of innovative actions are:</p> <ol style="list-style-type: none"> Lifelong Learning for New or Existing Businesses Consulting Services for Business Practice for Small and Very Small Enterprises Youth Business Idea Competitions 			

<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>The cooperation between the Business Center and the Trade Association of the municipality of Kalamaria makes the diffusion of information about the current enterprises' situation (mainly SMEs' situation) better and more effective. Additionally, the Professional Chamber of Thessaloniki and the Alexander Innovation Zone S.A. have collaborated with the Business Center for the co-organizing of several events for entrepreneurship development and consulting promotion. Moreover, the Laboratory of Economic Analysis and Policy of Economics Department of Aristotle University of Thessaloniki has collaborated with Business Center for writing scientific studies about entrepreneurship in the vicinity of Kalamaria and for co-organizing seminars on entrepreneurship to groups of unemployed young people.</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>The creation of this one stop shop stimulates the diffusion of information between the stakeholders of the wider region of Eastern Thessaloniki (SMEs, public authorities, research institutes and universities). This knowledge transfer has improved the process of entrepreneurship and highlights the need of innovation and support to SMEs through a single / local agent which is aware of local enterprises' needs of the wider region of Eastern Thessaloniki. Furthermore, the communication between the wider region of Eastern Thessaloniki and other regions (e.g. region of Western Macedonia) has been proved fruitful since it promotes the transferability of good practices and of consultancy.</p>
<p>Website or web links <i>(if available)</i></p>	<p>www.kedka.gr</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Kleoniki Kalapouti</p>
<p>Contact email</p>	<p>kkalapou@econ.auth.gr</p>

GOOD PRACTICE 3 <i>Please provide a title</i>		POINT OF SINGLE CONTACT			
Location <i>name the city, region, state</i>		Civil Service Centers across Greece also operate as Points of Single Contact (this means that they serve citizens AND also businesses) The Point of Single Contact that operates in Thessaloniki is Service Center 0002 (A' municipal community of Thessaloniki). It has received the most numerous applications for services in Greece, since it is the most experienced and effective Point of Single Contact. Citizens from all over Macedonia Region address to Thessaloniki's Point of Single Contact.			
Short description <i>Please explain the following details: main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</i>		<p>The Services that are provided to Greek Citizens/ Businesses or to citizens from EU/EEA member states are the following:</p> <p>a) providing information to Citizens/Businesses by telephone, email and physical presence</p> <p>b) submission of supporting documents</p> <p>i. distance service via the platform www.eu-go.gr</p> <p>ii. through the Point of Single Contact - The supporting documents for each procedure are uploaded at the www.eu-go.gr platform, accompanying the respective application form. The original documents are digitized and digitally signed by verified officials of the Point of Single Contact and sent electronically to the competent Public Service.</p> <p>c) processing and monitoring procedures Employees of Point of Single Contact monitor application submitted, until it is fulfilled and then inform for the outcome of the request/application. This means that employees are the only ones communicating on behalf of the citizen/business with the relevant Public Service/services as many times as needed until the fulfilment of request.</p> <p><u>How Point of Single Contact works -main parts cooperating together:</u></p> <p>a) EU-GO information system (www.eu-go.gr)</p> <p>b) the structure of Point of Single Contact (human resources, infrastructure, means, experience, documentation / training)</p> <p>c) the Public Service competent for issuing the documents or the business licensing</p> <p>d) The Ministry of Interior who maintains the platform, and also communicates with Pont of Singe Contact across Greece any new norms or newsletter for better service of citizens/businesses</p> <p><u>How Point of Single Contacts were created</u> Point of Single Contacts were created under the law 3844/2010 (GG 63A/3-5-2010) in alignment with the European Directive 2006/123/EC</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		The Point of Single Contacts services can: a) be expanded to many Greek Public Services b) be adjusted and transferred to other EU countries, given the directive (2006/123/EC) on services in the internal market			
Policy Themes: please tick those that are most relevant					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	

<p>Justification <i>Describe in your view why it's a good practice</i></p>	<p>The Point of Single Contact services can be considered as Good Practice because they offer:</p> <ul style="list-style-type: none"> a) Quality service, avoiding the typical Greek Public Administration bureaucracy towards citizens or businesses: time saving procedures, possibility of personal service after appointment, one (1) physical presence needed in Point of Single Contact (only once) avoiding the inconvenience of visiting many Public Services, one and only info point, effectiveness in the final deliverable, faster service and good environment b) Effective functioning of the Public Administration: resource saving (time saving, means saving, consumables saving, human resources saving), non-involvement of intermediaries between Point of Single Contact and the competent Public Authorities for licensing c) Transparency during the whole procedure monitoring of the request/application form through the information system that gives access to the citizen/business and to the Point of Single Contact. Through the information system, indirect pressure is paid to the Public Authorities to put the request through faster and effectively. d) Extensive use of digital technology: EU-go platform, digitalization of documents, digital signature, electronic communication/ mailing
<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<ul style="list-style-type: none"> a) the MINISTRY OF INTERIOR & the MINISTRY OF ECONOMY, which legislated and enrolled in the Public Sector the process of providing such services. They monitor and support the Point of Single Contact. b) the 54 Point of Single Contacts all over Greece provide horizontal service without any local restrictions in submitting applications c) Greek Public Services Competent for licensing (ministries, regions, municipalities etc.)
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<ul style="list-style-type: none"> a) Licensing simplification through distance service b) Upgrade in provided services to citizens/businesses, time-shortening for producing the final deliverable c) Increase of cooperation and productivity of the Greek Public Services d) Point of Single Contact are a step towards more effective Public Sector e) Point of Single Contact provides licensing for cross-border entrepreneurial activity of Greek Entrepreneurs that want to exercise their activity outside Greece, in the context of the EU internal market f) In Point of Single Contact 0002 have been submitted 73 application forms since October 2013
<p>Website or web links <i>(if available)</i></p>	<p>www.eu-go.gr; www.ermis.gov.gr</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Anastasia Efstathiadou, responsible employee of Point of Single Contact- Municipality of Thessaloniki Achilleas Menos, Head of Point of Single Contact in municipality of Thessaloniki</p>
<p>Contact email</p>	<p>e.efstathiadou@thessaloniki.gr, a.menos@thessaloniki.gr</p>

GOOD PRACTICE 4 <i>Please provide a title</i>		PORTAL FOR GENERAL COMMERCIAL REGISTRY (GCR)			
Location <i>name the city, region, state</i>		Thessaloniki, Greece			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>It is an electronic platform that includes all active enterprises in Greece in a single database, while providing the possibility of registering all entrepreneurial amendments, issuing certificates for the amendments and for non-dissolution, certificates of business representation by digital signature and copies of the formation statutes or amendment statutes.</p> <p>The electronic platform of GCR allows businesses and individuals to be served exclusively electronically, avoiding the hassle and the transition cost to local GCR Services, for handing in an application form or for receiving certificates / copies. For example, a company or individual from Athens can receive a certificate for a company which has headquarters in Thessaloniki without having to go to the relevant GCR Public Service of Thessaloniki.</p> <p>The exclusive electronic service of GCR was launched on 2nd March 2015</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		<p>All Business Chambers in Greece use this unifying electronic platform. Some operations of GCR could be used by Tax Offices and Social Insurance Organizations (more specifically by the Insurance Organisation of self-employed-OAEE in Greek) to interconnect with the GCR database and immediately get information on business amendments without the physical presence of businessmen to these services.</p>			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	✓
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		<p>GCR is an initiative of the Ministry of Development for the modernization of the business environment legal framework, replacing the fragmented public bodies that were operating as business registers, by a general commercial register. The biggest challenge was the collection and digitization of company data in a single database. Traders with their critical comments about the functioning of the system, contribute in its continuous improvement and upgrade. The comments are forwarded to the help desk team of GCR, which is based in the Union of Greek Chambers.</p> <p>Before the electronic platform, registration changes and license versions were issued by different services according to the legal form of the companies (The Court of First Instance for personal companies and Ltds, the Directorates of Regional Development for other forms of companies). With the GCR all services were gathered in a service. The documents are digitalized and get internally transferred to the respective Public Services (directorates of Regional Development are already informed, Courts for First Instance are next). Therefore, through an electronic application, there is the possibility of finding company data since its creation. The electronic service also decongested the Public Services from tons of paper/applications</p>			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		<p>The good practice was launched by the Central Service of GCR (which belongs to the Union of Greek Chambers) and the General Secretariat of Commerce-Ministry of Development and Competitiveness.</p> <p>Beneficiaries: Employees of GCR services Businesses –members of GCR Services Other businesses</p>			

	Individuals- entrepreneurs (lawyers, accountants)
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>	The back office of GCR Service of Thessaloniki Chamber of Commerce and Industry was strengthened, due to the large amount of incoming electronic applications and the reduced personnel needed in the front office, since the delivered by hand applications were reduced significantly.
Website or web links <i>(if available)</i>	www.businessportal.gr
Contact person <i>PURE COSMOS partner or other</i>	Antonis Bouboulas
Contact email	antonisb@ebeth.gr , root@ebeth.gr

GOOD PRACTICE 5 <i>Please provide a title</i>		TELEPHONE CUSTOMER SERVICE AND ADMINISTRATIVE SYSTEM OF THE NATIONAL TAX AND CUSTOMS ADMINISTRATION	
Location <i>name the city, region, state</i>		Hajdú-Bihar County, Hungary	
Short description <i>Please explain the following details: main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</i>		<p>Aiming to provide customer services with less administration burden in a more comfortable way, the National Tax and Customs Administration launched its new service in 2009 called Telephone Customer Service and Administration System ("Ügyféléjtájékoztató és Ügyintéző rendszer – ÜCC"). This IP technology-based solution offers service for citizens and business representatives as well according to county (scope of authority) and administrative specialization (managing several tax issues through telephone).</p> <p>Using the system requires an individual identification code (PIN, customer identification number) and the customer's tax number. Not only individuals but legal/authorized representatives of e.g. enterprises are entitled to manage administrative procedures of taxation.</p> <p>Several tax issues (17) are covered by the service. To make the application easier, a clear and easily understandable menu map provides detailed information on where to find specific information and where to step in to manage administrative task issues.</p> <p>Following the discussion with the Tax Officer, customers' have the opportunity to listen again the whole discussion – the recorded talk is available for 90 days.</p> <p>The solution is implemented using government sources.</p>	
Transferability <i>Please describe the possible transferability of this GP</i>		In case of similar needs, evaluating the necessary conditions (IT and human infrastructure, legal background, willingness of customers to use digital solutions, etc.), assessing the potential methodology and tools as well as potential limits, the GP has a high transferability.	
Policy Themes: <i>please tick those that are most relevant</i>			
1	One stop shop model	5	Increasing the digital skills of SMEs
2	Government to business	6	e commerce services
3	Digital by default	7	MA - more transparent e-communication among regional cities
4	More effective and transparent public services	✓	8 Review the regional legislation to be applied in ERDF funding
Justification <i>Describe in your view why it's a good practice</i>		The GP allows all customers (individuals as well as business actors) to arrange several tax-related issues in a more efficient and time saving way without the necessity of visiting National Tax and Customs Administration. Following some obligatory steps (e.g. request for an individual identification code) one can get all the necessary information about specific tax issues or manage specific case directly with the responsible officer. The application of up-to-date IP-based technology provides the required background. No further training of the existing staff is required for the implementation of the practice.	
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		National Tax and Customs Administration (equipment and human infrastructure)	
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		More efficient, immediately available free service for citizens/entrepreneurs to manage numerous specific tax issues.	

Website or web links <i>(if available)</i>	https://www.nav.gov.hu/nav/kapcsolat
Contact person <i>PURE COSMOS partner or other</i>	Melinda MÁTRAI
Contact email	melinda.matrai@hbmo.hu

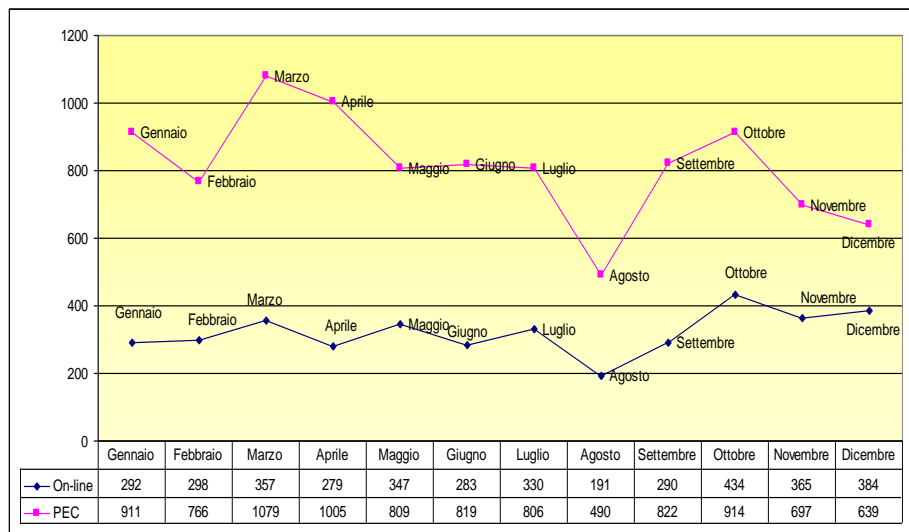
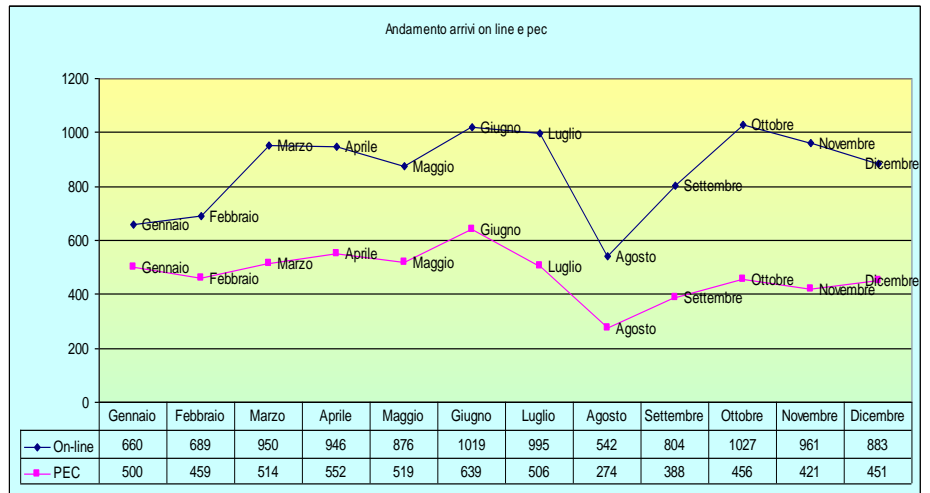
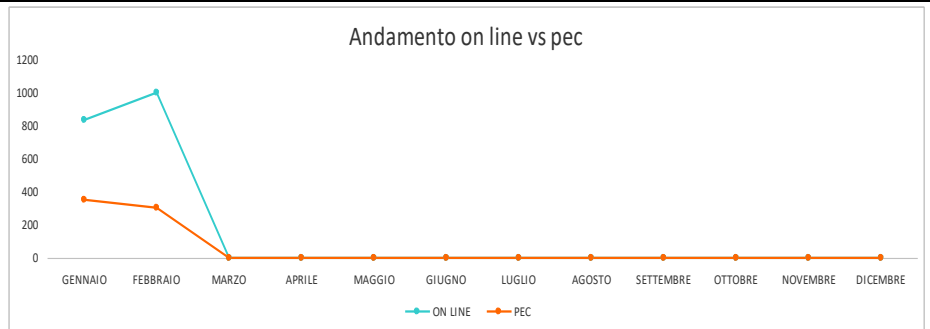
GOOD PRACTICE 6 <i>Please provide a title</i>		GOVERNMENT WINDOWS	
Location <i>name the city, region, state</i>		Hajdú-Bihar County, Hungary	
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Acting as the front offices of county Government Offices, Government Windows serve as integrated government customer services and strongly contribute to the improvement of governmental coordination; the task portfolio covers a wide range of issues (more than 1000 different administrative cases) including several ones for SMEs or entrepreneurs.</p> <p>Beforehand, both citizens and entrepreneurs had serious problems with the bureaucratic system in Hungary. Specific public administration offices provided different service qualities and operating systems.</p> <p>There was a huge demand from the government side to create a sustainable and practical system on one hand while on the other hand citizens/entrepreneurs required simplified customer-oriented services.</p> <p>So generally, there was a common need for a better and more focused coordination of public administration.</p> <p>The modernization and restructuring of the Hungarian public administration started practically in the early 2000's when the so called Offices of Government Issued Documents were established.</p> <p>As part of the comprehensive national administration reform (reducing administrative burdens, simplifying administrative procedures), county government offices have been established (19 county offices and 1 office in the capital controlled directly by the government and headed by political appointees) in 2011 integrating several different agencies and 29 first generation Government Windows (physical points of single contact) started to work offering business and customer friendly services.</p> <p>In 2013, about 198 district administrative offices were set up providing administrative services within a short distance of citizens at the lowest level of territorial public administration.</p> <p>Several second generation Government Windows were launched integrating the role of Offices of Government Issued Documents as well. Second generation Government Windows are the customer service points of the government offices with integrated customer service activities:</p> <ul style="list-style-type: none"> • Completing several administrative issues on the spot • Providing access to the central e-government platform • Informing and advising customers on the process of different administrative procedures • Receiving and forwarding clients' requests and attached documents to relevant specialized agencies <p>Government Windows (development of infrastructure and IT equipment) were financed mostly by EU Funds amended with government sources.</p>	
Transferability <i>Please describe the possible transferability of this GP</i>		Learning the methods and techniques applied, having specific information about the infrastructure and human capacity required, this GP has a high transferability.	
Policy Themes: <i>please tick those that are most relevant</i>			
1	One stop shop model	✓	5 <i>Increasing the digital skills of SMEs</i>
2	Government to business		6 <i>e commerce services</i>
3	Digital by default		7 <i>MA - more transparent e-communication among regional cities</i>

4	<i>More effective and transparent public services</i>	8	<i>Review the regional legislation to be applied in ERDF funding</i>
Justification <i>Describe in your view why it's a good practice</i>		Separating the front office and back office tasks, issues and staff, the top-down uniform administrative policy system offers the opportunity for a one-stop connection between business/citizen and the relevant responsible agency.	
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		<ul style="list-style-type: none"> • Central Office for Administrative and Electronic Public Services (ICT background of the one stop shops) • National Institute of Public Administration (contributed to developing the necessary trainings) • National State Administration Centre (in charge of the management of the implementation, the coordination and supervision) • county-level Government Offices (responsible for the selection of the one-stop shops' staff) 	
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Simplified, easily accessible one stop shop solution for businesses and citizens to manage their administrative issues in a time-saving and cost-efficient way.	
Website or web links <i>(if available)</i>		https://kormanyablak.hu/hu	
Contact person <i>PURE COSMOS partner or other</i>		Melinda MÁTRAI	
Contact email		melinda.matrai@hbmo.hu	

GOOD PRACTICE 7 <i>Please provide a title</i>		CLIENT GATE			
Location <i>name the city, region, state</i>		Hajdú-Bihar County, Hungary			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Starting with the establishment of the Government Portal, Hungary introduced its first electronic government programme in 2001 offering several interactive information services. Hungary's eGovernment portal, Magyarország.hu (Hungary.hu) was launched in September 2003 as an institutional portal and a services platform as well (content originated from more than 40 different government websites). In 2005, the transactional gateway called the 'Client Gate' ("Ügyfélkapu") was launched.</p> <p>A Client Gate account can be opened personally at Government Windows (PSCs), National Tax and Customs Administration or online (having a qualified digital signature).</p> <p>Following secure identification, customers gain access to several eGovernment services. There is a general Form Filler application to download for electronic forms of any public authority offline – following the fill-up, the form can be sent to the addressee authority.</p> <p>Using this safe online system, users can contact different public authorities providing e-services. Signing in the system, more than 1000 services are available including those related to life events or electronic application to higher education.</p> <p>Client Gate provides storage also so citizens can store their official documents received from public authorities.</p> <p>Since 2015, Client Gate acts also as an electronic application submission platform for different application schemes.</p> <p>Focusing on business actors, Client Gate provides access to the following services: services for employers and employees; personal annual tax declaration and company tax declaration; VAT declaration; company registration (via an attorney-at-law); statistical data provision; customs declaration; e-Procurement; permissions related to environment protection. Several forms are available online for download such as tax declaration, notification, account services, healthcare and social status, or company registry. (Source: <i>eGovernment in Hungary, February 2016, Edition 18.0 - European Commission</i>).</p> <p>In 2015 Client Gate had around 2 million registered users, and more than two thousand forms are available for download, with tax declaration, notification, account services, healthcare and social status and company registry inquiries being the most popular ones. New services and forms are made available constantly. (Source: http://eugo.gov.hu/key-facts-about-hungary/egovernment-hungary) The establishment, development, operation and maintenance of the Client Gate is financed by EU Funds and government sources.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		As the formulation and operation of this GP needs specific resources, transferability is moderate.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	

<p>Justification <i>Describe in your view why it's a good practice</i></p>	<p>Client Gate is considered as the most important eGovernment application in Hungary. With its widespread application, this central electronic administration web service provides easy and time efficient solutions for both citizens and businesses.</p>
<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>The institutional framework for eGovernment is based on several institutions:</p> <ul style="list-style-type: none"> • Ministry of Interior (responsible for the legal framework and the development of eGovernment services) • Central Office for Administrative and Electronic Public Services (KEK KH - background agency of the Ministry of Interior) - maintains the authentic national registries; responsible for i.a. issuing official documents e.g. ID cards, passports, etc.; provides data for public administration bodies, local municipalities, business sector and citizens; operates some of the governmental web portals and other public administration web pages; operates the 0-24 Government Hotline and the customer service of the EUGO Portal; provides ICT support for the elections, referenda and national consultations • National Infocommunications Service Provider Ltd. ("NISZ Zrt.") - fully state owned company operating under the supervision of the Ministry of Interior; responsible for providing full-scale ICT services for state institutions and authorities and supporting eGovernment solutions • Prime Minister's Office - responsible for the coordination of the development of territorial public administration and the development of physical points of single contact (Government Windows) • Ministry of National Development responsible for the ICT infrastructure development • National Council for Telecommunications and Informatics (NHIT - advisory body operating by the side of the Government) <p>(Source: http://eugo.gov.hu/)</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>This GP covers both citizens and business issues. Focusing on business related aspects: as a principal requirement for G2B, a transparent and regulation-based operation environment has been set up in order to provide an online administration process for business actors.</p>
<p>Website or web links <i>(if available)</i></p>	<p>https://ugyfelkapu.magyarorszag.hu/</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Melinda MÁTRAI</p>
<p>Contact email</p>	<p>melinda.matrai@hbmo.hu</p>

GOOD PRACTICE 8 <i>Please provide a title</i>		ONE STOP SHOP			
Location <i>name the city, region, state</i>		FLORENCE			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		SMEs can face only the one stop shop to create or to modify their own activity. The one stop shop manages the application, communicating with all the other administrations involved. This process started in 1998, with the first law in this subject and it has been improved during the years. Any application, that is relevant to an economic activity, can be received only by the first point of contact, that is our OSS. It checks the formal regularity of the application and then sends it to the other administrations and offices that could be involved in. All the actions foreseen to let the activity start and all the possible modifications after the start up, have to pass from the OSS. It releases also the final authorization, just in case it is foreseen by law.			
Transferability <i>Please describe the possible transferability of this GP</i>		The Florentine OSS could: a) be expanded to all the other Municipalities of the Metropolitan Area; b) be adjusted and transferred to other EU countries, but of course it much depends on the administrative and juridical context of the single state.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		It is a real simplification for SMEs, as they can drastically reduce the steps to obtain their goal. The OSS can be considered as Good Practice because they offer: a) quality services, avoiding different level of bureaucracy and sparing the entrepreneurs from visiting many different Public Services, saving much time; b) effective functioning of the Public Administration, saving human resources and means; c) transparency during the whole procedure, giving the possibility to the entrepreneurs to monitor the application through the information system. d) extensive use of digital technology: we have an on-line platform to submit the applications.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		<ul style="list-style-type: none"> - the OSS of the Municipality of Florence; - the Region as Managing Authority; - all the SMEs and the local trade associations; - all the members that are part of the Stakeholder Group. 			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Simplification of the administrative action and the decrease of the administrative burdens, together with a great input to digitalization. The following graphics represents the increase of the on-line procedure on the pec (certified e-mail) procedure, respectively in 2017, 2016 and 2013.			



Website or web links
(if available)

<http://suap.comune.fi.it>

Contact person
PURE COSMOS partner or other

Veronica Nenci

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GOOD PRACTICE 9 <i>Please provide a title</i>		DIGITAL LOG BOOK		
Location <i>name the city, region, state</i>		BIRMINGHAM, UK		
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Digital Log book was a joint collaboration between Birmingham City Council and Etive Technologies Limited. Initial involvement of Etive came out of another pilot project that was undertaken by Digital Birmingham with a City Housing Association around the importance of saving money for housing tenants on energy bills. A Home Log Book was initially created that recorded information linked to a property. Following this project an idea of how to create a digital by default personalised social housing tenants journey was created and the funding for the Digital Log Book was obtained following a successful bid by Birmingham City Council to be one of the 12 Government Universal Credit Pilots to Department of Work and Pensions. It achieved substantial savings for the City as it digitised specific service elements. It soon became evident that the Digital Log Book could help other social housing tenants to help manage and sustain their tenancies and further funding was bid for to expand the Digital Log Book to include employment modules to help people get back into work.</p> <p>As a result, other councils are now using the Digital Log Book as part of their tenant's journey and the system has been through a number of iterations and changes to ensure that it keeps up to date with what consumers want e.g. able to be used on any platform, especially mobile, and it is simple and easy to use. It enables tenants to better manage their finances and budgeting, education and employment, better manage their tenancy, look after their health, find local information and share their information with others by informed consent to help them.</p>		
Transferability <i>Please describe the possible transferability of this GP</i>		<p>This Digital Log Book can be utilised by anyone as their own personalised digital portal and can be configured to incorporate different modules to suit their own particular needs e.g. health. It can also be integrated with back end systems that are used by housing associations and others making it easy for the user to transfer when moving from one housing authority to another, as all the data on the individual is kept in their own portable Digital Log Book. This has found huge favour with the DWP.</p> <p>It is evolving as new services and needs are being identified.</p> <p>Digital Birmingham (part of Birmingham City Council) in conjunction with Public Health and Social Care has just started a European project called City4Age. It will enable over 65s to use the Digital Log Book to wearable technologies (smart watches), which track mobility, sleep patterns, heart beat etc. and smart phones to help increase their mobility by enabling and linking with Internet of Things (IOT) sensors located at specific POI (points of interest) e.g. supermarkets, libraries, post offices, bus stops etc. All of the information will be available to the individual user directly from within their Digital Log Book.</p>		
Policy Themes: <i>please tick those that are most relevant</i>				
1	One stop shop model		5	Increasing the digital skills of SMEs
2	Government to business		6	e commerce services
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding

<p>Justification <i>Describe in your view why it's a good practice</i></p>	<p>It is a digital by default platform that can be added to via modules to address needs of specific users. It is a collaboration between public sector (who understand the needs of their consumers) and private sector (who can build the platform to meet the needs). Due to the expansion of the DLB this helps to create new revenue streams for the City as it is jointly owned and IP is shared and percentage of sales helps the City to manage and pay for their own expansion and deployment.</p>
<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>SME was already providing digital platforms in the private sector but not in the public sector. This collaboration enabled a cross over between the two for the benefit of both. The knowledge was required on both sides to make the Digital Log Book work, the business and operational requirements were known by the City, and the people involved on both sides of the project were working to one goal. There was a learning curve as business and public sector work very differently and cultures are different, so it was important to build relationships to make it work. However much of the success was down to the people involved who wanted the project to succeed. Unless the right people are involved in the project the project will not work.</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>A digital by default journey was created for a social housing tenant that was simple to use and that tenants liked as tenants were involved in the design from the outset. Changes to policy internally were required to ensure that the Digital Log Book was utilised by tenants as part of their tenancy agreement.</p>
<p>Website or web links <i>(if available)</i></p>	<p>www.digitallogbook.org</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Annette King, Innovation Manager, Digital Birmingham</p>
<p>Contact email</p>	<p>Annette.c.king@birmingham.gov.uk</p>

GOOD PRACTICE 10 <i>Please provide a title</i>		TOGETHER BIRMINGHAM (Community Passport & Workspace)			
Location <i>name the city, region, state</i>		BIRMINGHAM, UK			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p><u>Community Passport</u>® Community Passport is a trade-marked scalable and responsive (mobile friendly) interface and solution to meet the growing importance and reliance placed on effective stakeholder collaboration and wider service user involvement as providers strive to continue to meet the demand for quality public services, whether national, regional or local.</p> <p>When used in conjunction with Community Workspace (already developed by PMNet) provides a solution to the problems faced by providers and commissioners of public services following the severe cuts in resource and the austerity measures all now have to address.</p> <p>Community Passport provides a unique environment for community passions to be shared, resulting in the growth of Communities of Influence where Champions of community causes can make a difference and be recognised for the contributions they make.</p> <p>Through a Community Passport people are engaged, empowered and inspired to make a difference to their lives, the lives of others and to the lives of people who share their particular passion, using gamification in the form of Community Points</p> <p>The more involved people become and the more they are prepared to take up the challenge and make a difference, the more points they earn.</p> <p>Offers, rewards and sponsorships are offered as incentives for people to become more involved and build even greater community interest.</p> <p>Commercial sponsors, charities, public sector providers and philanthropists can all run activities aimed at their communities of interest.</p> <p><u>Community Workspace</u></p> <p>Community Workspace is an access rights collaborative environment where activities are created by Community Champions.</p> <p>Those organisations or partnerships looking to regularly engage with their communities of interest will be offered 5 levels of access to workspace, with variable and flexible license arrangements available. In addition, space within workspace will be offered free of charge to prospective social entrepreneurs within communities. This initiative is of particular interest to the Lottery Fund due to the fact that involvement, outcomes and impact are all measurable.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		The combined offer of a Community Passport (public facing digital engagement) with the tried and tested Community Workspace (the access-rights environment for collaborative working) is totally scalable. All engagement in the form of activities created by agencies can be shared with whoever the champion of the engagement selects as partners resulting in huge savings in a time of austerity. Equally Communities of Influence can be formed to meet any passion within any geography – global, national, regional, city, town or neighbourhood.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	✓
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	

<p>Justification <i>Describe in your view why it's a good practice</i></p>	<p>Birmingham has over 90% of people using smartphones and has one of the youngest populations in the UK. Engagement at a local level can sometimes miss the mark. Old style consultations and collaborations are often ineffective and the use of council jargon can be off-putting. TogetherBirmingham very much supports the Future Council Programme, where technology is seen as the key to transforming and providing more effective, efficient and transparent public services, particularly important given the rise in the use of social media channels such as Facebook, twitter, LinkedIn etc. Community Passport uses gamification and a totally flexible and adaptable rewards system to recognise the vital part individuals play in a City's success and continued growth in a transparent and digital way. From architecture to volunteering; from care for the vulnerable to a voice for the young; from healthy communities to safe and secure communities, TogetherBirmingham will facilitate the sharing of passions and will help grow influential communities across the City of Birmingham.</p>
<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>PMNet, an SME has kept public sector agencies (including Birmingham City Council) informed throughout all stages, as the Community of Influence takes shape through awareness building social media activity. The local authority has assisted with the provision of contacts and potential Community Champions. Barclays Digital Eagles as a partner on the Serendip programme has provided mentoring and full guidance. PMNet has to date funded all research & development and is now seeking investment in the form of alliance partners.</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>The total solution which consists of engagements presented in a public facing Community Passport populated by activities created in a Community Workspace creates a true co-production environment where all stakeholders are involved in the engagement and shaping of the issues within their own areas. It is a vehicle for the community to share their passions whether as stakeholders, customers, volunteers or community members.</p>
<p>Website or web links <i>(if available)</i></p>	<p>www.togetherbirmingham.net www.together.solutions</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Jonathan Bostock (PMNet – SME) www.linkedin.com/in/johnathanbostock</p>
<p>Contact email</p>	<p>jonathan.bostock@peplemattersnetwork.com</p>

GOOD PRACTICE 11 <i>Please provide a title</i>		VIRTUAL LIBRARY OF BIRMINGHAM			
Location <i>name the city, region, state</i>		Birmingham West Midlands, UK			
Short description <i>Please explain the following details: <u>main components or parts of the practice</u>, <u>how the process started and has been developed and the supporting programmes or funding sources</u>.</i>		Developing an interactive and immersive 3D model of the (then) proposed Library of Birmingham in order to support those outside of the core AEC team in understanding how they will use and interact with the physical library, from the library staff team through subcontractors to library users and the community at large.			
Transferability <i>Please describe the possible transferability of this GP</i>		The approach could be transferred to the development/redevelopment of any public/civic building			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		The 3D models used by architects and builders do not let the real users of a building really get to grips with what it will be like to use, work in and visit the building. By letting them experience and interact with the space in a social (multi-user) 3D environment a lot of low level decisions can be taken to ensure that the space is fully fit-for-purpose, and the community voice be better heard and bought in to the project – a form of digital planning-for-real			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		The project was led by Library Services. Local 3D specialist SME Daden Limited led the technical work, and their supply chain included several local freelance 3D designers. The physical library project management team from also provided the PM for the virtual project and acted as a conduit between the virtual and physical builds.			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Being able to engage with the community and get their input and buy-in to a very high profile and potentially contentious project. Enabling the Library team to fully understand how to use and design the space in order to maximise its potential and minimise issues.			
Website or web links <i>(if available)</i>		http://www.daden.co.uk/conc/trainingscapes/trainingscape-clients , under Government			
Contact person <i>PURE COSMOS partner or other</i>		David Burden, Daden Limited			
Contact email		David.burden@daden.co.uk			

GOOD PRACTICE 12 <i>Please provide a title</i>		ELECTRONIC TRANSMISSION OF COMMERCIAL REGISTRATIONS			
Location <i>name the city, region, state</i>		Halle-Saale, Saxony-Anhalt, Germany			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>(1) Initial position: So far, the commercial registrations come from the Trade Licensing Offices as an EDIFAC- file or as a hardcopy. Both forms of transmission can be processed by us unproblematically for many years</p> <p>(2) Central problem: The new legal requirement indicates that, from January 1st 2016, commercial registrations are provided by all Trade Licensing Offices through a central mailbox of the Chamber of Industry and Commerce as xml file. For this procedure exists a transition period for Trade Licensing Offices until December 31st 2016.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		It is transferrable			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		<ul style="list-style-type: none"> - simplification of registration - (partial) time-saving 			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		<ul style="list-style-type: none"> - the German Association of Communication Agencies (GWA), the Chambers of Industry and Commerce, the federal Ministry for Economic Affairs and Energy 			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		The majority of GWAs transmits through a central mailbox			
Website or web links <i>(if available)</i>		<p>Only in German:</p>  <p>1050_GewAnzV.pdf</p>			
Contact person <i>PURE COSMOS partner or other</i>		Wibke Poerschke			
Contact email		wibke.poerschke@ib-lsa.de			

<p>GOOD PRACTICE 13 <i>Please provide a title</i></p>	<p>CENTRAL INTEGRATED NATIONAL AND REGIONAL PAYMENT PLATFORM “NODO DEI PAGAMENTI - MIP” - Pago L@ PA</p>				
<p>Location <i>name the city, region, state</i></p>	<p>GENOA, LIGURIA, ITALY</p>				
<p>Short description <i>Please explain the following details: <u>main components or parts of the practice</u>, <u>how the process started and has been developed</u> and <u>the supporting programmes or funding sources</u>.</i></p>	<p>The initiative known as "Pago L@PA" was designed to allow citizens and businesses to make all payments to public authorities (taxes, fees, bills for public services etc.) in a fully electronic, easy and safe manner. This project was conducted at a national level and complies with European regulation on payment services introduced by the Single Euro Payment Area (SEPA) and by the Payment Services Directive (PSD, 2007/64/EC). It is the result of a collaborative approach among the stakeholders (central and local governments) with an important contribution by payment service providers. The payment hub, a digital infrastructure known as "nodo dei pagamenti", was created and is operated by a national Agency, Agenzia per Italia Digitale. In order to enable electronic payments all public authorities were required to adapt their IT procedures for full integration.</p> <p>The Municipality of Genoa had previously developed its own payment platform called "MIP" which has permitted a non-invasive integration with the national hub. Genoa has therefore capitalized on its own programming experience in a "smart" perspective of biunivocal advantages for public authority, citizens and businesses. The Municipality was able to connect directly to the payment hub with no need to involve technological partners (banks, the Post or other networks) thus rationalizing financial and human resources.</p> <p>MIP obtains information on payment amounts from the management software and generates flows containing payment notices which are sent to the central payment hub. The hub returns the outcome of payments to the MIP payment platform which records and transmits them to management procedures. The MIP also receives information on sums received by the bank that acts as treasury and matches them with the credits. MIP updates the accounting software with information on for the regularization of the proceeds received in the financial statements.</p>				
<p>Transferability <i>Please describe the possible transferability of this GP</i></p>	<p>There is a potentially high degree of transferability, given that this project has complied with the guidelines on electronic payments established by the Italian Agency which coordinates and harmonizes processes of digitalization and modernization of our Country in accordance to the Digital Agenda for Europe.</p>				
<p>Policy Themes: <i>please tick those that are most relevant</i></p>					
<p>1</p>	<p>One stop shop model</p>		<p>5</p>	<p>Increasing the digital skills of SMEs</p>	<p>✓</p>
<p>2</p>	<p>Government to business</p>		<p>6</p>	<p>e commerce services</p>	
<p>3</p>	<p>Digital by default</p>	<p>✓</p>	<p>7</p>	<p>MA - more transparent e-communication among regional cities</p>	
<p>4</p>	<p>More effective and transparent public services</p>	<p>✓</p>	<p>8</p>	<p>Review the regional legislation to be applied in ERDF funding</p>	
<p>Justification <i>Describe in your view why it's a good practice</i></p>	<p>The System allows citizens and businesses to make electronic payments by choosing freely:</p> <ul style="list-style-type: none"> ➤ the payment service provider (e.g. bank, payment/electronic money circuit); ➤ the payment type (e.g. bank account, credit card, electronic postal payment); ➤ the technological payment channel (e.g. on-line banking, ATM, mobile, etc). <p>The receipt acts as full payment receipt (certifying release from debt). Competition among providers is enhanced, thus reducing costs and increasing choice of possible services. In addition, the system offers a new</p>				

	<p>on-line service which allows citizens and businesses to make voluntary/discretionary payments on the basis of predetermined tariffs.</p> <p>The benefits for the Municipality are that the integrated MIP system allows:</p> <ul style="list-style-type: none"> • to centralize the management of credits • independence of Management software • single interface with the national payment hub • single interface with the bank that acts as treasury • centralized and automatic reporting and reconciliation on accounting system • updated and verified data on collection in a management control perspective • Automatization of manual procedures of verification and matching of credits received on treasury account: <ul style="list-style-type: none"> ○ Saving human time ○ Reducing risk of error • Management of schedule for sending Payment notifications
<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>Municipality of Genoa, citizens/businesses, payment service providers</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>A more efficient system of payment and collection in the public sector is essential for the Nation's economy, given that a relevant part of consumption is referable to public administration.</p> <p>The choice made by legislators to define a unitary framework – consisting of rules, standards and infrastructures for the management of payments to public authorities and electronic invoicing – addresses precisely the need for simplification and rationalization of the public sector.</p>
<p>Website or web links <i>(if available)</i></p>	
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>ENRICA SPOTTI CONCTAT PURE COSMOS AND RESPONSABLE FOR THE MUNICIPALITY</p>
<p>Contact email</p>	<p>espotti@comune.genova.it</p>

GOOD PRACTICE 14 <i>Please provide a title</i>		CZECH POINT			
Location <i>name the city, region, state</i>		The Czech Republic			
Short description <i>Please explain the following details: <u>main components or parts of the practice</u>, <u>how the process started and has been developed and the supporting programmes or funding sources</u>.</i>		The project aims to reduce bureaucracy in relation citizens – public administration. Czech POINT project was motivated mainly due to pressure from public and officers. The existing system was complicated and unsustainable. Czech Point is the Czech national project. The trial operation was launched in cooperation with 37 public authorities, Czech Post and the Czech Chamber of Commerce. Nowadays is involved Regional Authorities (including Ustecky Kraj) and also selected municipalities. - State involvement was crucial due to impact to legislation. The challenge represented a reliable connection contact centers with public administration systems. An important finding is the need to determine specific responsible persons, deadlines and control system. Another necessity is to provide effective user training system and communication to service providers (municipalities, Czech Post etc.) and end users (companies, citizens).			
Transferability <i>Please describe the possible transferability of this GP</i>		This project has been able to launch in countries where the state apparatus is still functioning on the basis of the need to visit the office personally.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		Czech POINT project brings significant facilitate communication with the state. In some situations, just go to only one office. In the final phase of the project, citizen could handle their affairs even from home via the Internet.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Key actors are government, public and companies. The private sector is included by simplifying everyday access to information.			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Before the introduction of the Czech point project was necessary to visit each office/public register separately in very limited office hours and stand in long queues. Czechpoint project provides a centralized location for settlement affairs, in which participation is not required specialized officer. E.g. certificates of incorporation, certified copies of documents, criminal record and so on.			
Website or web links <i>(if available)</i>		http://www.czechpoint.cz/web/?q=node/63			
Contact person <i>PURE COSMOS partner or other</i>		Zdeněk Hušek			
Contact email		zdenek.husek@smartdialog.cz			

GOOD PRACTICE 15 <i>Please provide a title</i>		CZECH ECOSYSTEM	
Location <i>name the city, region, state</i>		The Czech Republic	
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Czech EcoSystem is a pre-seed services including mentoring and advisory for transformation business idea to business model, business plan and pitch for investors. http://www.projekt-czechecosystem.org/wp-content/uploads/2015/08/Brozura-CES-AJ.pdf</p> <p>In Czech Republic are lack of experience with very early start-ups financing in pre-seed stages as well with business angels and venture funds. Ministry of trade (MPO) would like to kick of new state seed and pre-seed fund. CzechEco System testing absorption capacity and also proceedings how to create innovative environment/ecosystem.</p> <p>The innovations are based in the strategic documents focused on business development, especially is in line with the Operational programme Enterprise and Innovation for Competitiveness (OP PIK, financed from ERDF and governmental budget). The documents are approved on national level and the contributions of regional and sectoral stakeholders have been included. The aim was to check the tool of pressed support of the start-ups in small scale and to follow up with the utilization in the regions.</p>	
Transferability <i>Please describe the possible transferability of this GP</i>		The CzechEcoSystem idea was developed on the base of the experience with a corresponding Switzerland programme focused on support of the business ideas. The consultants from Switzerland were involved in the preparation of the project and especially in business mentors' trainings. The experience gained in Switzerland has demonstrated the transferability of this approach.	
Policy Themes: <i>please tick those that are most relevant</i>			
1	One stop shop model	5	Increasing the digital skills of SMEs
2	Government to business	6	e commerce services
3	Digital by default	7	MA - more transparent e-communication among regional cities
4	More effective and transparent public services	8	Review the regional legislation to be applied in ERDF funding
Justification <i>Describe in your view why it's a good practice</i>		<p>Most small and medium-sized enterprises are severely limited in obtaining standard forms of financing for their development activities (e.g. bank loans) and often encounter a lack of confidence from potential partners in relation to both the degree of development of their business activities and their ability to support their business plans with adequate data and effective presentations.</p> <p>Therefore, CzechEkoSystem has the purpose of accelerating the development of SMEs' business activities, enabling them to acquire practical experience in commercialisation of their products and services, and to put their business plans in motion while strengthening their marketing and management skills. The project also involves support in seeking out financing in the form of capital entry by investors. In project frame was supported 111 companies and independent innovators from whole Czech Republic.</p>	
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		The Czechinvest Agency (established by the Ministry of Industry and Trade which is responsible for attraction foreign direct investment, innovation support and support of SME's) has been the main initiator of this activity. The idea arises during the discussions of external consultants and the Ministry of Industry and Trade, especially with the team responsible for preparation of	

	<p>the national seed fund for financing of the innovative SME's. The project was developed directly by the agency and the other stakeholders were invited in the realization phase.</p> <p>Regional Development Agencies in cooperation with Regions, Technologic centres and incubators, Czech IT Alliance (technologic platform, association of ICT companies) act in the stakeholders' positions. The idea was to test the tool for the follow up utilisation in the framework of regional/sectoral politics. The target group were the applicants of the establishment of the new firm, with the innovative base, owners of the business idea.</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>Main benefits for all of them are: less queues, faster administration, easier access to information etc.</p> <p>An important finding is the need to determine specific responsible persons, deadlines and control system. Another necessity is to provide effective user training system and communication to service providers (municipalities, Czech Post etc.) and end users (companies, citizens)</p>
<p>Website or web links <i>(if available)</i></p>	<p>http://www.czechpoint.cz/web/?q=node/63</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Zdeněk Hušek</p>
<p>Contact email</p>	<p>zdenek.husek@smartdialog.cz</p>

GOOD PRACTICE 16 <i>Please provide a title</i>		So New (SOcial EntrepreNEurship noW)			
Location <i>name the city, region, state</i>		Thessaloniki, Greece			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>In the years between 1995 and 2010 we build an important expertise in the field of supporting cooperatives through our work with the women rural cooperatives in Northern Greece. Based now in the new Greek law for the Social Economy we started to work as a Community Center supporting the start-up and the development of this new type of social cooperatives. We prepared tools, we trained of staff and provided a number of services to groups who wanted to start a cooperative or to existing ones. Our services are: information, advising, group and individual counselling, training, incubating, mentoring and networking.</p> <p>We implemented a project, funded my private donor, between August 2015 and July 2016. During this time and under this framework we supported more than 150 persons and 60 groups or cooperatives.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		We proceeded in a way that our Community Center model is possible to be transferred			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		Because we achieved to stimulate a lot of people and a lot of partners to this project.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		<p>We had three types of key actors:</p> <p>a) The partners of Ergani Center: Municipality of Neapoli-Sykies, Anatoliki SA, Association of Exporters of Northern Greece, the University of Western Macedonia, the Technical Educational Institution of Thessaloniki</p> <p>b) The partners of the project: the Women in Network (NGO) and the Earth Spiral (Social Cooperatives)</p> <p>c) The Social Cooperatives who was supported by the project and created the Network of Social Cooperatives of Central Macedonia</p>			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		<p>The creation of 15 new social cooperatives; The support 20 existing ones The creation of the regional Network of Social Cooperative of Central Macedonia with 35 members</p>			
Website or web links <i>(if available)</i>		https://www.facebook.com/So-New-1638380996405452/			
Contact person <i>PURE COSMOS partner or other</i>		Parthenopi Sourmaidou +302310621166			
Contact email		ergani@ergani.gr			

GOOD PRACTICE 17 <i>Please provide a title</i>	HALBERSTADT-APP			
Location <i>name the city, region, state</i>	Halberstadt, Saxony-Anhalt, Germany			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>	<p>The HalberStadt app is a mobile web- and app-based information portal for the city of Halberstadt in Saxony-Anhalt, Germany. The app was identified as one of 13 good practices within the e-CREATE Interreg IVC project's framework. E-REATE ran from Jan 2012 to Dec 2014.</p> <p>The app is based on the already existing information of the city webpage with focus on tourism, enterprises and public services. Overall aims were the strengthening of the tourism and investment location Halberstadt, improvement of public services to the citizens, addressing new target groups as well as enhancement of closeness to citizens and transparency of the local government.</p> <p>The HalberStadt App was the first city-app in Saxony-Anhalt released in 2011.</p> <p>There is different information e.g. about citizen services, activities as well as business locations and commercial properties.</p> <p>The app also won the special award "pioneer Saxony-Anhalt 2014". Since 2014 information about accessibility of sights and restaurants and their utilization by people with handicap were included in the app.</p> <p>For the future, an English version of the app is planned. Besides a push button should be also involved to be able to spread news better as well as the expansion and improvement of companies' database.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>	It is transferrable			
Policy Themes: <i>please tick those that are most relevant</i>				
1	One stop shop model	✓	5	Increasing the digital skills of SMEs
2	Government to business		6	e commerce services
3	Digital by default		7	MA - more transparent e-communication among regional cities
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding
Justification <i>Describe in your view why it's a good practice</i>	It is an important communication tool for the city and its online marketing, its citizen, its tourists and prospective enterprises.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>	<p>Entrepreneurship Office of the City of Halberstadt</p> <p>Tourism sector of the City of Halberstadt</p> <p>Brain Point of Single Contact – IT and media service provider</p>			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>	The function "citizen report" has been improved to allow a faster transmission of instructions to the city by the citizen.			
Website or web links <i>(if available)</i>	<p>https://www.halberstadt.de/de/presseartikel-details/das-virtuelle-tor-der-stadt-die-halberstadt-app-gibt-es-ab-sofort-fuer-alle-apple-geraete-20048722.html</p> <p>http://www.volksstimme.de/nachrichten/lokal/halberstadt/1238793_HalberStadt-App-Das-Tor-zur-Stadt-fuer-unterwegs.html</p>			

	https://www.brain-scc.de/de/aktuelle-meldungen/itof-2014-halberstadt-app-im-neuen-design-20001294.html https://www.brain-scc.de/de/aktuelle-meldungen/sonderpreis-fuer-halberstadt-app-20001613.html
Contact person <i>PURE COSMOS partner or other</i>	Jeannette Schroeder Entrepreneurship Office of the City of Halberstadt
Contact email	neuemedien@halberstadt.de

GOOD PRACTICE 18 <i>Please provide a title</i>		eBUSINESS-LOTSE MAGDEBURG			
Location <i>name the city, region, state</i>		Magdeburg, Saxony-Anhalt, Germany			
Short description <i>Please explain the following details: main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</i>		<p>The eBusiness-Lotse Magdeburg was part of the promotion initiative electronic competence network for companies and was funded by the German Federal Ministry of Economic and Energy. The eBusiness-Lotse was a central contact point for adoption and using ICT for SMEs in the Middle and North of Saxony-Anhalt.</p> <p>The eBusiness-Lotse focussed on:</p> <ul style="list-style-type: none"> - IT security - data protection - Online marketing - business process optimization - knowledge management - process management and ERP <p>The eBusiness-Lotse offered internal workshops for e.g. IT security, consultations for specific problem solving and regular meetings. Within a network the eBusiness-Lotse cooperated with other eBusiness-Lotsen in other regions such as east Brandenburg and Central Germany.</p> <p>The project ended after three successful years in September 2015. However, the eBusiness-Lotse is still available for SMEs questions.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		It is transferrable			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	✓
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		The eBusiness-Lotse supported round about 70.000 companies in the district of chamber (of industry) and commerce Magdeburg in the North of Saxony-Anhalt. Approximately 80 % of these companies have less than 50 employees, more than 40 % of them have less than 20 employees. Due to the low number of employees many SMEs don't have their own IT department. In this case, the eBusiness-Lotse supported these SMEs with using ICT.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		tti Technologietransfer und Innovationsförderung Magdeburg GmbH,			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Due to the low number of employees many SMEs don't have their own IT department. In this case, the eBusiness-Lotse supported these SMEs with using ICT.			
Website or web links <i>(if available)</i>		http://mittelstand-digital.de/DE/Foerderinitiativen/e-kompetenz-netzwerk.html (only in German)			

	http://www.elo-md.de/
Contact person <i>PURE COSMOS partner or other</i>	Roland Hallau tti Technologietransfer und Innovationsförderung Magdeburg GmbH
Contact email	rhallau@tti-md.de

GOOD PRACTICE 19 <i>Please provide a title</i>		ON-LINE GRANT SCHEMES			
Location <i>name the city, region, state</i>		Genova, Liguria, Italy			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		An IT platform which enables local enterprises to take part in EU calls/grant schemes. One of the most important aspects is that this system does not require candidates to present any paper documentation to the managing institution (in our case it is F.I.L.S.E. SpA, the subsidiary financial company owned by Regione Liguria). The system requires the applying enterprise to register on the platform (as well as possession of a certified e-mail address). The enterprise is able to fill in various online form pages (according to the selected grant scheme), attach documents and send the application on-line. This platform also allows candidates to work in the off-line mode; this way enterprises can prepare their applications before the opening date of the call and send the application on the actual opening date.			
Transferability <i>Please describe the possible transferability of this GP</i>		The system is owned by Regione Liguria and it has been developed through the collaboration of two in house companies such as Liguria Digitale Scpa for the IT aspects and F.I.L.S.E. for the technical aspects.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business		6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		<p>The platform allows enterprises to be more independent in the creation of their applications so that they do not need to involve third parties. The system guides the user through the preparation of the application and through the documentation that has to be attached, so that the application is allowed to be sent only when all fields are completed and all documents are uploaded. This helps to reduce the cases of rejection merely to formal reasons (e.g. compulsory document or information missing). Obviously, the application is always subject to assessment by the managing institution but the guided creation of the application, in most cases, allows the enterprise to meet the formal requirements of the scheme.</p> <p>The system also fulfils a transparency requirement as the enterprise can in any moment view the status of its application by logging in with username and password.</p> <p>As well as submission of the application, the platform manages all correspondence relating to the application between enterprise and managing institution (e.g. queries, act of approval which grants the benefit, presentation of request for distribution of benefit, etc.).</p> <p>The platform enables the managing institution to reduce the processing times since all data regarding submitted applications can be downloaded automatically on the IT back office system, contrary to traditional paper schemes which required manual data entry. In addition, from day one, the system allows the managing institution to monitor in real time the number of applications so far submitted and the amount of the benefits requested. This way the regional authority is able to know whether the scheme's budget has been used up.</p>			

<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>Regione Liguria, FI.L.S.E. SpA, Liguria Digitale Scpa. The private sector is involved with reference to enterprises (mainly SMEs) which can access the system and independently create their applications for EU funds.</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<p>Access to EU funds by enterprises without the need to involve third parties for the preparation of their applications. Consequent improvement of enterprises' (especially SMEs) ability to interact with an IT system. Increased transparency by the public authority towards businesses concerning the processing of their applications. Reduced processing times by the managing institution hence increased efficiency.</p>
<p>Website or web links <i>(if available)</i></p>	<p>www.filse.it</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	
<p>Contact email</p>	

GOOD PRACTICE 20 <i>Please provide a title</i>		IT SYSTEM FOR THE EVALUATION AND MONITORING OF LOANS IN HBC			
Location <i>name the city, region, state</i>		Debrecen, Hungary			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Our organization has been using an IT system for giving out loans/grants to SMEs and monitoring these loans. We have been using this system in part since 2007 and will full functionality since 2010. It allows us to handle electronically all of the processes of handling a loan, including</p> <ul style="list-style-type: none"> • the upload of the application and annexes by the applicant, • the assessment of the loan, • contracting, • monitoring/repayment, • the optional problem handling and • the client communication relating to these tasks. <p>As of 2017, we are upgrading our system to a completely new one, which will allow us to perform sophisticated sales and CRM functions as well. These features have been demonstrated on the project meeting in Magdeburg at the end of November 2016.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		As it is an IT system, it provides flexible transferability. The only issues are the implementation of local languages and local legal framework.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	✓
2	Government to business		6	e commerce services	✓
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		<p>Using this system makes us more competitive, as we need less paper-based documents, can communicate more easily and our clients can access and check any of their data real-time.</p> <p>The new system will also enable us to offer more tailor-made solutions (products) to our clients, collect their feedbacks, and increase our revenues.</p>			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		The network of Foundations for Enterprise Development in Hungary (in each county)			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Competitive, transparent and user-friendly services concerning loans and small grants given to SMEs			
Website or web links <i>(if available)</i>		www.credinfo.hu (the currently used system, the new one is not online yet)			
Contact person <i>PURE COSMOS partner or other</i>		Gergely Mazsu			
Contact email		mazsu@hbmvk.hu			

GOOD PRACTICE 21 <i>Please provide a title</i>		MODELS FOR SME FUNDING IN A REGIONAL DEVELOPMENT BANK			
Location <i>name the city, region, state</i>		Investitionsbank Sachsen-Anhalt Domplatz 12 39104 Magdeburg GERMANY			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Investitionsbank Sachsen-Anhalt (IB) is the Development Bank of Saxony-Anhalt. It was founded in 1993 as an institution to promote regional development and newly established as a bank in 2004. Since then the Investitionsbank Sachsen-Anhalt offers financial products and services in different fields of funding such as economic development, especially support of SMEs, municipal infrastructure, culture, education, media and tourism, housing, agriculture and environment.</p> <p>1. IB conducts activities for establishing and managing a funding scheme</p> <ul style="list-style-type: none"> development bank acts as an interface between public authorities and SMEs <p>2. IB provides information on public funding possibilities for SMEs</p> <ul style="list-style-type: none"> multichannel communication and distribution e.g. online information on public funding possibilities, personal consultation on funding programs for SMEs, toll-free hotline e.g. establishment of a consulting center for funding, set up of a network with commercial banks quality control, e.g. by customer and market surveys <p>3. IB conducts activities for granting of funding schemes</p> <ul style="list-style-type: none"> implementing a consulting center for funding: customer-oriented consulting and support for application process funding opportunities in a SMEs life cycle, example: loan-fund for SMEs 			
Transferability <i>Please describe the possible transferability of this GP</i>					
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		<ul style="list-style-type: none"> direct sales of funding products transparency in public funding one face to the customer interface between public regulations (e.g. funding schemes) and financing needs of SMEs 			

<p>Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i></p>	<p>Investitionsbank Sachsen-Anhalt as well as their distribution partners (e.g. chambers, associations, commercial banks)</p>
<p>Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i></p>	<ul style="list-style-type: none"> • funding programs which meet the needs of SMEs • central contact for funding possibilities
<p>Website or web links <i>(if available)</i></p>	<p>http://www.ib-sachsen-anhalt.de/</p>
<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Wibke Pörschke</p>
<p>Contact email</p>	<p>Wibke.poerschke@ib-lsa.de</p>

GOOD PRACTICE 22 Please provide a title	«ARTICLE 10»: Reduction of administrative burdens and barriers to access to economic activity				
Location name the city, region, state	Government of Catalonia				
Short description Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u>	<p>The reduction of administrative burdens and the removal of obstacles to the access to business activity are established by a law of simplification of administrative activity passed by the Catalan Parliament in 2015.</p> <p>Such simplification is shaped not as an obligation for the administrative bodies but as a true subjective right of citizens, corporations and professionals.</p> <p>Through this legal mechanism economic operators that find obstacles in their access to economic activity can report them by means of an electronic tool. Obstacles can consist of ruling, administrative acts or courses of action of public administrations that complicate access to business activity. Economic operators can also pose questions on interpretation of sectorial regulation that may result applicable to them.</p> <p>In a period of 30 days the competent authority must issue a report confirming its position or modulating it. The General Direction of Economic Promotion, Competition and Regulation channels these claims and consultations between economic operators and competent authorities, mainly local ones.</p> <p>The law of simplification of 2015 particularly addresses the procedures to start up a business as well as to transform it when such economic activity is deemed innocuous or of low risk. This is the case of business sectors that represent 74% of Catalan economic activity and 51% of employment.</p> <p>Specifically, the legislation seeks to clarify administrative intervention regimes related to business location or establishment and it brings in an important reduction of administrative burdens under the principles of minimum intervention and term reduction.</p>				
Transferability Please describe the possible transferability of this GP	The «Article 10» mechanism is the result of legislation passed by the Catalan (regional) Parliament in 2015. Since it modifies pre-existing legislation, law status is required.				
Policy Themes: please tick those that are most relevant					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification Describe in your view why it's a good practice	<p>SMEs have to fulfil multiple requisites to start business activities or to keep them going.</p> <p>The existence of very complex authorization procedures, or poorly laid down, significantly slows up the access of entrepreneurs to business activity.</p> <p>It is a priority of the Catalan government to encourage changes in the relationship model between corporations and the administration that facilitate economic activity.</p> <p>Such new model is based on confidence in entrepreneurs and it is focused on reducing administrative burdens and bureaucracy.</p>				
Key actors please describe main actors involved and how the private sector is involved, especially SMEs	<p>The information system for obstacle reduction works as follows: citizens, corporations and organizations representing them can report on any ruling, administrative act or course of action of public administrations that obstruct access to business activity.</p>				

	They can also pose questions on interpretation of sectorial law that may result applicable to them.
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>	Since its implementation in March 2016, 13 complaints or consultations have been received. Most of them relate to obstacles to economic activity but there are also frequent complaints about procedures related to urban issues.
Website or web links <i>(if available)</i>	http://canalempresa.gencat.cat/ca/integraciodepartamentaltramit/tramit/PerTemes/20440_Reclamacions-per-impulsar-lactivitat-economica
Contact person <i>PURE COSMOS partner or other</i>	Anna Merino
Contact email	amerino@gencat.cat

GOOD PRACTICE 23 <i>Please provide a title</i>		FOSTERING SPECIALIZED TECHNO-STARTUPS			
Location <i>name the city, region, state</i>		Government of Catalonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Fostering the creation of high-growth companies through specialized and focalised entrepreneurship programs. Our aim is to spread the tech-start-ups phenomenon that Barcelona is concentrating to medium and small municipalities in our region. Instead of looking for massive programs, we address very specific and focalized areas. For instance, technology applied to beaches, technology applied to leisure parks, technology applied to endurance... The programs consist of 2 parts: 1) A formative piece of 150 hours, where the programs deal with these subjects:</p> <ul style="list-style-type: none"> - 10-15 opportunities & necessities in that field - Technologies that can be applied for solving the necessities - Global market for the start-ups that would like to address those necessities <p>2) The second part is a tutorial scheme, when the projects advance and the start-ups are already created</p> <p>Now, in the currently edition, we have 10 programs already working. Our aim is to have 20 programs in Catalonia in 3 years.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		It is quickly transferrable to other public administrations (or even private actors like accelerators and incubators).			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		Focus, high specialization is a different approach for fostering techno entrepreneurship.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Generalitat of Catalonia, municipalities, local economic development agencies, private accelerators			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		We expect to create 30 high specialized start-ups per year.			
Website or web links <i>(if available)</i>		It is under construction. The website will concentrate the websites of all the programs supported by the program. One example of a website of these individual projects is http://endurancelab.co/			
Contact person <i>PURE COSMOS partner or other</i>		Natalia Cantero			
Contact email		Natalia.Cantero@gencat.cat			

GOOD PRACTICE 24 <i>Please provide a title</i>		The Community of Practices Programme			
Location <i>name the city, region, state</i>		Government of Catalonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programs or funding sources.</u></i>		The Community of Practices program is an initiative of the Office of Business Management (Business and knowledge Department). We want to create a collaborative space where workers of local administration can improve and resolute the problems of their daily work related to the economic activities, and create a direct communication between Business and knowledge Department. The improvement aims to bring new ideas, good practices and joint reflection on the issues addressed.			
Transferability <i>Please describe the possible transferability of this GP</i>		It's easy to transfer to other public administrations or independent entrepreneurship services.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		The Community of Practices program can be considered a good practice because it offers: a) A continuous learning of the worker. b) A continuous improvement of local administrations. c) Resource efficiency. d) Standardization of procedures. e) Create links between workers from different administrations who are working to improve the competitiveness of the SMES.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Government of Catalonia and municipalities.			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Catalonia has 947 municipalities, and each council has a different structure and number of workers. This program allows a continuous communication between regional and local administration workers in order to: a) know if exist any problem with the regional regulation; b) standardize the procedures associated with economic activities, c) help in the process of doing the plans and programs on ex-post control into local administrations...			
Website or web links <i>(if available)</i>					
Contact person <i>PURE COSMOS partner or other</i>		Natalia Cantero			
Contact email		Natalia.cantero@gencat.cat			

GOOD PRACTICE 25 <i>Please provide a title</i>		One stop shop			
Location <i>name the city, region, state</i>		Government of Catalonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programs or funding sources.</u></i>		The One Stop Shop (OSS) as a reference point for entrepreneurs, corporations and intermediaries in dealing with the public administration. This point incorporates all procedures and services that they have to make to run the business throughout its lifecycle, regardless of the public Administration level involved.			
Transferability <i>Please describe the possible transferability of this GP</i>		It is easy to transfer to other public administrations or independent entrepreneurship services.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		The OSS service can be considered a good practice because: f) Business people are at the center stage of our public policy and public administration wants to offer them a good service. g) Provides the entrepreneurs and companies with unified services with all public administrations levels (national, regional and local administration). h) The OSS procedures are operating with electronic channel.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Government of Catalonia and municipalities. The OSS model is a service for all entrepreneurs and companies.			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Catalonia has 947 municipalities, 905 of which support OSS service at the moment. So we expect this year all the municipalities will be supporting the OSS. The OSS front-office is a web site that includes all services and procedures that enterprises need for developing their activity. This site has a very useful tool: " Guided search of procedures ", which poses interactive questions to the enterprises about their activity, localization, municipality,... and the tool informs about all the procedures, and the order in which they have to be done. Besides if the entrepreneur wants, he can begin them.			
Website or web links <i>(if available)</i>		http://canalempresa.gencat.cat			
Contact person <i>PURE COSMOS partner or other</i>		Natalia Cantero			
Contact email		Natalia.cantero@gencat.cat			

<p>GOOD PRACTICE 26 <i>Please provide a title</i></p>	<p>Law 16/2015, Administrative simplification</p>
<p>Location <i>name the city, region, state</i></p>	<p>Government of Catalonia</p>
<p>Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programs or funding sources.</u></i></p>	<p>In Catalonia there are nine hundred and forty-seven municipalities, and before regional government approved the law 16/2015, they used to have a different legal framework applying to the start-up of an establishment.</p> <p>This law regulates three general topics:</p> <ol style="list-style-type: none"> 1) the minimal administrative intervention related to start-up a business establishment; 2) the OSS model to be implemented in Catalonia; 3) an information system to remove obstacles to the access to business activity; <p>The heterogeneity of procedures was a big challenge for the OSS project, which we have overcome, by the approval by Catalan Parliament in July 2015 of the Administrative simplification law. <u>This law regulates the start-up procedures related to business location with prior communication or responsible statement as intervention regimes for the whole territory.</u></p> <p>The law of simplification of 2015 particularly addresses the procedures to start up a business as well as to transform it when such economic activity is deemed innocuous or of low risk.</p> <p>Specifically, the legislation seeks to clarify administrative intervention regimes related to business location or establishment and it brings in an important reduction of administrative burdens under the principles of minimum intervention and term reduction.</p> <p>These procedures apply for a set of activities with no or low risk (commerce, administrative services, personal services, catering and accommodation, construction industry, storage, and so on), that reaches the seventy-five per cent of the all economic activity and benefits four hundred and thirty-five companies / corporations and almost one and a half million workers. So, we introduced standardization throughout the country: the same processing for a particular activity in all nine hundred and forty-seven city councils of Catalonia.</p> <p>In addition, <u>the simplification law established the OSS model to be implemented in Catalonia and the deadline for the municipalities to join the OSS project, which has increased the municipalities' memberships in a very short time.</u></p> <p>Such simplification is shaped not as an obligation for the administrative bodies but as a true subjective right of citizens, corporations and professionals.</p> <p>And finally, <u>this law has established an information system to remove obstacles to the access to business activity.</u></p> <p>Through this legal mechanism, economic operators that find obstacles in their access to economic activity can report them by means of an electronic tool. Obstacles can consist of ruling, administrative acts or courses of action of public administrations that complicate access to business activity. Economic operators can also pose questions on interpretation of sectorial regulation that may result applicable to them.</p> <p>In a period of 30 days the competent authority must issue a report confirming its position or modulating it. The General Direction of Economic Promotion, Competition and Regulation channels these claims and consultations between economic operators and competent authorities, mainly local ones.</p>
<p>Transferability <i>Please describe the possible transferability of this GP</i></p>	<p>The Administrative simplification law can be considered a good practice because:</p>

				<p>a) Establishes that the prior communication or responsible statements are the general intervention regimes from to start-up an activity or establishment.</p> <p>b) Brings in an important reduction of administrative burdens to start-up an activity or establishment.</p> <p>c) Is a regional law and this prevents the municipalities from applying different legal frameworks to the start-up of an establishment?</p> <p>d) This law has established an information system to remove obstacles to the access to business activity.</p>
Policy Themes: <i>please tick those that are most relevant</i>				
1	One stop shop model	✓	5	Increasing the digital skills of SMEs ✓
2	Government to business		6	e commerce services
3	Digital by default		7	MA - more transparent e-communication among regional cities
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding
Justification <i>Describe in your view why it's a good practice</i>		<p>SMEs have to fulfil multiple requisites to start business activities or to keep them going.</p> <p>The existence of very complex authorization procedures, or poorly laid down, significantly slows up the access of entrepreneurs to business activity.</p> <p>It is a priority of the Catalan government to encourage changes in the relationship model between corporations and the administration that facilitate economic activity.</p> <p>Such new model is based on confidence in entrepreneurs and it is focused on reducing administrative burdens and bureaucracy.</p>		
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		<p>These procedures apply for a set of activities with no or low risk (commerce, administrative services, personal services, catering and accommodation, construction industry, storage, and so on), that reaches the seventy-five per cent of the all economic activity and benefits four hundred and thirty-five companies / corporations and almost one and a half million workers.</p> <p>The information system for obstacle reduction works as follows: citizens, corporations and organizations representing them can report on any ruling, administrative act or course of action of public administrations that obstruct access to business activity.</p> <p>They can also pose questions on interpretation of sectorial law that may result applicable to them.</p>		
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		<p>Catalonia has 947 municipalities, 905 of which support OSS service at the moment. So we expect this year all the municipalities will be supporting the OSS.</p> <p>Since this law implemented an information system to remove obstacles to the access to business activity in March 2016, 13 complaints or consultations have been received. Most of them relate to obstacles to economic activity but there are also frequent complaints about procedures related to urban issues.</p>		
Website or web links <i>(if available)</i>		<p>https://canalempresa.gencat.cat/ca/fue/llei-de-simplificacio/ http://canalempresa.gencat.cat/ca/integraciodepartamentaltramit/tramit/PerTemes/20440_Reclamacions-per-impulsar-lactivitat-economica</p>		
Contact person <i>PURE COSMOS partner or other</i>		Anna Merino and Natalia Cantero		
Contact email		amerino@gencat.cat and Natalia.cantero@gencat.cat		

GOOD PRACTICE 27 <i>Please provide a title</i>		TLC infrastructures in the Liguria region		
Location <i>name the city, region, state</i>		Liguria Region		
Short description <i>Please explain the following details: main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</i>		<p>Intangible infrastructures are as crucial as roads, railways and harbours. Indeed, the society nowadays not only requires a rapid and efficient transfer of information for goods and people, but also virtual transactions for services and for production competitiveness. Therefore, the broad, widespread and economically-sustainable access to networks stands as one of the main instruments for economic development and social inclusion. This process concerns local public administrations, citizens and businesses alike.</p> <p>The good practice hinges on the regional strategy aimed at favouring the creation and the strengthening of connectivity infrastructures and services all across the region, within the framework of the broader implementation action of the Digital Agenda. The strategy is carried out also through the support of Liguria Digitale, the in-house ICT company of the Liguria Region.</p> <p>The objective is comprehensively pursued through actions involving public and private stakeholders.</p> <p>In some cases, completely private actions are favoured, such as the strengthening of mobile networks along the regional motorways or the provision of optical fibre connection by private actors in specific areas of interest. Other cases benefit from a direct public intervention, where the public stakeholder never replaces the private one, but allocates investments, where necessary, to foster the development of a public infrastructure which is subsequently licensed to private operators for management and maintenance purposes. The public intervention takes place, only where necessary, in the initial phase of the infrastructure development. The private stakeholders contribute to the following phases, to supply the service and maintain the network.</p> <p>The case of the deployment of Wi-Fi access networks provides a relevant example: the Liguria Region, through Liguria Digitale, offers the local municipalities free-of-charge access points (together with a maintenance service) and a user authentication system, integrated at regional level (and connected to the national network) allowing for the creation of federations with other Wi-Fi networks, public and private alike.</p> <p>The focus is on the implementation of a “self-sustainable” process, able to continue to develop further without additional costs for the public administration.</p>		
Transferability <i>Please describe the possible transferability of this GP</i>		<p>The model is simple and, in some cases, stabilized. It includes phases that can be easily transferred to other territories (and to other projects). In the first place, the public administration needs to acquire proper knowledge of the conditions of the infrastructures (existing and planned ones alike) in the territory through surveys with the main private stakeholders and dialogue with the local administrations. Secondly, it is expected to intervene in those areas where no interest has been shown by the private sector. Thirdly, the public administration needs to put in place the right infrastructures (and market conditions) to attract long-lasting private investments.</p> <p>The public intervention needs to be implemented by taking into account the long-term self-sustainability of the actions taken.</p>		
Policy Themes: <i>please tick those that are most relevant</i>				
1	One stop shop model		5	Increasing the digital skills of SMEs

2	Government to business	✓	6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		The process is supported by public and private funds. The model can be transferred to other sectors and contexts, as it allows public and private actions to coexist: public investments to attract private investments, which autonomously support the continuation of the service.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		National, regional and local administrations Private operators (national operators and local SMEs)			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Development of infrastructures at local level for telecommunications networks, with an integrated public-private contribution.			
Website or web links <i>(if available)</i>		www.regione.liguria.it (Liguria WiFi, broad band and ultrawide bandwidth projects)			
Contact person <i>PURE COSMOS partner or other</i>		Piergiulio Maryni			

GOOD PRACTICE 28 <i>Please provide a title</i>		GROWTH HUB – One Stop Shop for Business			
Location <i>name the city, region, state</i>		GREATER BIRMINGHAM			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>GBSLEP has been working with Local Authorities and other partners in the business support ecosystem to coordinate provision and make it easier for businesses to access and navigate public support, through a new web site (knowledge bank) and adviser service. The Growth Hub is there to support SMEs and start-ups across the area to aid their growth.</p> <p>This is UK national policy being implemented on a local/regional level. Some funding has come direct from UK Government with other funding sourced since developed including EU and partners.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		Could be applicable anywhere			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	✓
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		It makes the most of scarce resources, given funding reductions to Local Authorities and the relatively uncoordinated public services that had previously existed			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		GBSLEP is a public private partnership so our whole strategy is private sector influenced. Some providers of support are also private sector (where it is added value or publicly subsidised) and the delivery partners include non-public sector (e.g. Chamber of Commerce, Universities)			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Improved support for business in an environment of reduced resources			
Website or web links <i>(if available)</i>		www.gbslepgrowthhub.co.uk			
Contact person <i>PURE COSMOS partner or other</i>		Ian McLaughlan, GBSLEP			
Contact email		ian.mclaughlan@birmingham.gov.uk			

GOOD PRACTICE 29 <i>Please provide a title</i>		ESPRINT PLAN FROM THE START-UP CATALONIA PROGRAM			
Location <i>name the city, region, state</i>		Barcelona (Spain)			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>- Catalonia has an important start-up ecosystem and the Catalan Government, through Catalonia Trade & Investment¹, has launched an initiative (startups.catalonia.com) that seeks to position the Catalan start-up ecosystem worldwide and boost investment attraction.</p> <p>- In that context, the Esprint Plan is one of the programs aimed to connect Catalan start-ups to the world by preparing them for their international growth. It offers international advisory services, mentoring, advisory board, training, experiences and contacts of first level, as well as legal and financial consulting.</p> <p>- It was launched in 2014 and it allows about 20 companies each year to shorten access time to new markets, compared to taking this step alone. Start-ups prioritize and select the market they want to access, within America or Europe, and with expert advice to define the most appropriate internationalization strategy. The program lasts 8 months and it allows increasing professional contacts and discovering new business opportunities around the world.</p> <p>- The services offered by this program are:</p> <ul style="list-style-type: none"> • International route: definition and analysis of market destination as well as an individual business trip with a business contacts agenda. • Tactical follow-up: personalized orientation by an expert. • Strategic follow-up: individualized mentoring by an accredited advisory board to support decision making. • Training on growth strategies, such as internationalization, in reputed organizations (IESE business school, PWC, Everis, etc). • Financing: individualized counselling with senior partners to look for funding. <p>In addition, start-ups received support from the 39 Catalan Government Trade & Investment offices around the world.</p> <p>- Target: start-ups of less than 8 years of life and with a minimum team of 4 people.</p> <p>- The total budget invested in this initiative over these three years is: 630.000€. The annual budget is: 2014: 312.000€; 2015: 178.000€; and 2016: 140.000€.</p> <p>- The cost for taking part in this program is 1.000€ and it is valued 8.940€ (2016).</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		It is a model replicable to other geographical areas. It can be an inspiring initiative for other regions and the lessons learned can be shared with other companies that want to internationalize themselves.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	

¹ Catalonia Trade & Investment is the Catalan Government agency for foreign investment and business competitiveness. It promotes innovation, internationalisation, trade and funding of Catalan companies and start-ups. It also organizes trade missions in countries chosen strategically for their business and technology cooperation opportunities. In addition, it offers specialised one-stop-shop services to international investors and corporations, attracting foreign direct investment to Barcelona and Catalonia. Headquartered in Barcelona, Catalonia Trade & Investment operates from 39 offices around the world, covering 110 markets.

4	<i>More effective and transparent public services</i>	✓	8	<i>Review the regional legislation to be applied in ERDF funding</i>																
Justification <i>Describe in your view why it's a good practice</i>		- The Esprint Plan can be considered as a GP because participants in the program have considerably increased their exporting level. Actually, last year, 70% of the start-ups accompanied by Catalonia Trade & Investment have increased exports.																		
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Key actors are government, start-ups and accredited private services advisors.																		
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		<p>- 103 projects presented and 57 projects carried out between 2014 and 2016.</p> <p>- Currently, the third edition is being carried out.</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Year</th> <th>Participating Companies</th> <th>Jobs generated</th> <th>Increase in turnover</th> <th>Capital increase</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>20</td> <td>45</td> <td>22%</td> <td>18%</td> </tr> <tr> <td>2016</td> <td>17</td> <td>64</td> <td>8,7 M €</td> <td>66%</td> </tr> </tbody> </table> <p>- In 2016, 40% of the companies participating in the Esprint Plan were from the ICT sector (27%) and IoT (13%).</p>				Year	Participating Companies	Jobs generated	Increase in turnover	Capital increase	2015	20	45	22%	18%	2016	17	64	8,7 M €	66%
Year	Participating Companies	Jobs generated	Increase in turnover	Capital increase																
2015	20	45	22%	18%																
2016	17	64	8,7 M €	66%																
Website or web links <i>(if available)</i>		<p>http://start-ups.catalonia.com/</p> <p>http://accio.gencat.cat/cat/empresa-ACC10/premsa/noticies-notes-premsa/2016/presentacio_start-up_hub.jsp</p> <p>https://youtu.be/adS8ns8ZePo</p>																		
Contact person <i>PURE COSMOS partner or other</i>		Natalia Cantero																		
Contact email		Natalia.cantero@gencat.cat																		

GOOD PRACTICE 30 <i>Please provide a title</i>		ALTERNATIVE FINANCING CATALOGUE (AFC)	
Location <i>name the city, region, state</i>		Barcelona (Spain)	
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<ul style="list-style-type: none"> - Catalonia has always been a country driven by SMEs and by entrepreneurs with solid projects with a high growth potential. These have traditionally been the engines of our economy and the elements that have spread the culture of innovation and internationalization throughout our territory. However, SMEs and entrepreneurs are also who have suffered more intensely the consequences of the economic situation in recent years. - In this context, one of the lessons learned is that relying heavily on traditional banking makes companies to have more difficulties to overcome a situation of restricted access to credit. - For this reason, the Catalan Government, through Catalonia Trade & Investment², decided to provide Catalan companies with a set of non-traditional financial instruments in order to assist them in finding resources. - Accordingly, in 2014 with the EEN's support, the first AFC was published to group together non-bank providers so that SMEs and entrepreneurs can find financing. - The document is structured in two parts, capital and debt, and offers 10 channels featuring more than 80 providers of financing: 1. Donation or reward crowdfunding; 2. Equity crowdfunding; 3. Business angels' networks; 4. Venture capital and similar; 5. Private equity and similar; 6. Alternative investment market (MAB); 7. Crowdlending; 8. Invoice trading; 9. Participatory loans; 10. Alternative fixed income market (MARF). - The annual cost of this initiative is approximately: 3.300€ in 2014 and 3.120 € in 2015. 	
Transferability <i>Please describe the possible transferability of this GP</i>		It is a model replicable in other countries.	
Policy Themes: <i>please tick those that are most relevant</i>			
1	One stop shop model	5	Increasing the digital skills of SMEs
2	Government to business	✓	6 e commerce services
3	Digital by default	✓	7 MA - more transparent e-communication among regional cities
4	More effective and transparent public services	8	Review the regional legislation to be applied in ERDF funding
Justification <i>Describe in your view why it's a good practice</i>		<ul style="list-style-type: none"> - This action responds to the need of SMEs and entrepreneurs to diversify its sources of financing and be able to grow in a competitive way. - The AFC can be considered as a GP because it presents in a synthetic, easy to grasp and practical way different fund providers, both equity and debt, to expand the range of possibilities for financing SMEs and entrepreneurs. - Finally, within this process of continuous improvement, Catalonia Trade & Investment has implemented an accreditation system that guarantees the 	

² Catalonia Trade & Investment is the Catalan Government agency for foreign investment and business competitiveness. It promotes innovation, internationalisation, trade and funding of Catalan companies and start-ups. It also organizes trade missions in countries chosen strategically for their business and technology cooperation opportunities. In addition, it offers specialised one-stop-shop services to international investors and corporations, attracting foreign direct investment to Barcelona and Catalonia. Headquartered in Barcelona, Catalonia Trade & Investment operates from 39 offices around the world, covering 110 markets.

	quality of alternative financing entities. A total of 21 entities have been accredited.																																			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>	Key actors are government, public and private companies. The catalogue is intended for entrepreneurs and SMEs that are seeking financing for their projects.																																			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>	<p>- - This initiative has achieved a triple objective: 1. It introduces an alternative to traditional financing structured, orderly and in digital format; 2. It maximizes the chances of success in getting funding. It guides SMEs and entrepreneurs towards those suppliers that best fit their needs or structure; 3. It gives visibility to the alternative financing sector.</p> <p>In addition, there are different indicators to show good results of this GP:</p> <ul style="list-style-type: none"> - Number of providers: 52 (2014), 86 (2015). - Number of downloads from Catalonia Trade & Investment's website. <ul style="list-style-type: none"> • 2014: 15.581 downloads. 2015: more than 17.000 downloads. • Assuming that each download corresponds to a company, the catalogue has reached about 3% of the total business fabric of Catalonia each year. This penetration is very remarkable. - Presentation's day of the ACF: 203 attendees in 2014 and 123 attendees in 2015. - Workshops for diffusion of alternative financing and the Catalogue throughout the country: 2015: More than 1.500 attendees at 55 workshops; 2016: More than 840 attendees at 31 workshops. - Growth of the alternative financing sector. Since the beginning of the development of the AFC in February 2014, there has been an exhaustive follow-up of the growth of Catalan alternative financing entities. <p>The results and growth have been the following, in part attributable to the diffusion and use of the catalogue:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th> <th>Number of transactions closed in 2014</th> <th>Number of transactions closed in 2015</th> <th>Variation 14/15</th> <th>Amount close 2014 (M€)</th> <th>Amount close 2015 (M€)</th> <th>Variation 14/15</th> </tr> </thead> <tbody> <tr> <td>Business angels' networks</td> <td>80</td> <td>82</td> <td>2,5%</td> <td>15,9</td> <td>17,7</td> <td>11,3%</td> </tr> <tr> <td>Crowdequity</td> <td>4</td> <td>24</td> <td>500,0%</td> <td>0,9</td> <td>3,7</td> <td>311,1%</td> </tr> <tr> <td>Crowdlending</td> <td>125</td> <td>160</td> <td>28,0%</td> <td>3,7</td> <td>5,6</td> <td>51,4%</td> </tr> <tr> <td>Invoice Trading</td> <td>66</td> <td>350</td> <td>430,3%</td> <td>1,1</td> <td>4,1</td> <td>272,7%</td> </tr> </tbody> </table>		Number of transactions closed in 2014	Number of transactions closed in 2015	Variation 14/15	Amount close 2014 (M€)	Amount close 2015 (M€)	Variation 14/15	Business angels' networks	80	82	2,5%	15,9	17,7	11,3%	Crowdequity	4	24	500,0%	0,9	3,7	311,1%	Crowdlending	125	160	28,0%	3,7	5,6	51,4%	Invoice Trading	66	350	430,3%	1,1	4,1	272,7%
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Website or web links <i>(if available)</i>	http://goo.gl/c66bxj http://www.ccma.cat/tv3/alacarta/telenoticies-vespre/augmenten-les-fonts-definancamentalternativesper-a-les-empreses/video/5525716/																																			
Contact person <i>PURE COSMOS partner or other</i>	Natalia Cantero																																			
Contact email	Natalia.cantero@gencat.cat																																			

GOOD PRACTICE 31 Please provide a title	INTERNATIONALIZATION VOUCHERS PROGRAMME				
Location name the city, region, state	Barcelona (Spain)				
Short description Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u>	<ul style="list-style-type: none"> - Catalonia has an open economy, specialised in international trade and with the necessary infrastructures to make it happen. Thanks to its economic activity, Catalonia has a good result in internationalization, with almost 17.000 regular exporting companies (2016). It is the highest exports region in Spain (25%). - The Catalan Government, through Catalonia Trade & Investment³, launched the Internationalization vouchers program in 2015. An initiative to connect Catalan SMEs who want to start or consolidate the first stages of their internationalization with specialized advisory entities in internationalization. - The services offered by this program are: <ul style="list-style-type: none"> • Diagnosis of companies' potential for internationalization. • Development of the international promotion plan. It should include the following stages: selection of the product or services to internationalize, preselection of countries, selection of countries, selection of distribution channels, and the list of potential clients. • Web design for international markets. • Website positioning in international markets. • International positioning in social networks. • Outsourcing of an Export Manager. • Management of international tenders and competitions. • Management of trademark and patents in international markets. • Support and advice for participation in international fairs - Target: companies with little export experience (a maximum of 15% of its turnover), or who have not ever exported. - Catalonia Trade & Investment has established an accreditation process for public and private entities who want to support the internationalization process of Catalan companies. - The maximum amount allocated to this initiative by Catalonia Trade & Investment is 600.00€ (2015), 700.000€ (2016). - The maximum eligible cost for the company is 5.000€ and Catalonia Trade & Investment pays a maximum of 80% of this total cost. 				
Transferability Please describe the possible transferability of this GP	The GP has a high level of transferability since it could help to designing and implementing public policies to improve companies' competitiveness anywhere and in many fields (innovation, etc.). In case of similar needs, the methodology and tools can be transferred.				
Policy Themes: please tick those that are most relevant					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	

³ Catalonia Trade & Investment is the Catalan Government agency for foreign investment and business competitiveness. It promotes innovation, internationalisation, trade and funding of Catalan companies and start-ups. It also organizes trade missions in countries chosen strategically for their business and technology cooperation opportunities. In addition, it offers specialised one-stop-shop services to international investors and corporations, attracting foreign direct investment to Barcelona and Catalonia. Headquartered in Barcelona, Catalonia Trade & Investment operates from 39 offices around the world, covering 110 markets.

4	<i>More effective and transparent public services</i>	✓	8	<i>Review the regional legislation to be applied in ERDF funding</i>																
Justification <i>Describe in your view why it's a good practice</i>		It is a GP because it improves and broadens companies' competitiveness, creating new business opportunities for SME's and generating new employment opportunities.																		
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		SME's companies, the public and private sector entities, associations, companies accredited, and the Catalan government.																		
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		<p>A more efficient system of internationalization. It focuses on the necessary actions that companies must take to ensure success in international markets.</p> <p>There are different indicators that show the result of this initiative as a GP:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">2015</th> <th style="text-align: center;">2016</th> </tr> </thead> <tbody> <tr> <td>Featured Projects</td> <td style="text-align: center;">291</td> <td style="text-align: center;">312</td> </tr> <tr> <td>Projects approved</td> <td style="text-align: center;">205</td> <td style="text-align: center;">209</td> </tr> <tr> <td>Millions of euros of aid</td> <td style="text-align: center;">0.6 million of €</td> <td style="text-align: center;">0.71 million of €</td> </tr> <tr> <td>Millions of euros of investment generated</td> <td style="text-align: center;">0.8 million of €</td> <td style="text-align: center;">0.88 million of €</td> </tr> </tbody> </table> <p>- 62 international entities accredited by Catalonia Trade & Investment in 2015-2016.</p>					2015	2016	Featured Projects	291	312	Projects approved	205	209	Millions of euros of aid	0.6 million of €	0.71 million of €	Millions of euros of investment generated	0.8 million of €	0.88 million of €
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Website or web links <i>(if available)</i>		http://accio.gencat.cat/cat/internacionalitzacio/comencar-exportar/cupons-internacionalitzacio/que-son.jsp http://accio.gencat.cat/cat/empresa-ACC1O/acreditacions/agents-suport-internacionalitzacio/inici.jsp																		
Contact person <i>PURE COSMOS partner or other</i>		Natalia Cantero																		
Contact email		Natalia.cantero@gencat.cat																		

<p>GOOD PRACTICE 32 <i>Please provide a title</i></p>	<p>Standard Unit Costs System for the quantification of administrative burdens</p>
<p>Location <i>name the city, region, state</i></p>	<p>Government of Catalonia</p>
<p>Short description <i>Please explain the following details: main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</i></p>	<p>Administrative burdens measurement is mandatory in the Catalan Regional Administration for all primary and secondary legislation proposals. Administrative burden impact for businesses is systematically evaluated since 2008 with the introduction of a specific regulatory impact report on the rule-making process to assess administrative burden and simplification of procedures for businesses (Decree 93/2008), and the Standard Cost Model methodology. Later on, an important reform on the Legal System and Procedures of Public Authorities of Catalonia put in place a comprehensive and integrated regulatory impact assessment (RIA) which must include the analysis of financial impacts on public budgets, economic and social impacts, administrative burdens for businesses and citizens, and gender impact (Law 26/2010).</p> <p>After preliminary Guidelines (February 2009) to facilitate the use of the SCM methodology, a more extensive guide was approved by Government Agreement, the Good Practice Guide for the preparation and revision of regulation affecting economic activity (April 2010). It introduced standard labour costs (Price) for businesses in Catalonia to facilitate the quantification of administrative burdens following the SCM.</p> <p>On the basis of this experience, the Better Regulation Unit adopted a new tool in order to facilitate the quantification of information obligations: "The Standard Unit Costs System for the quantification of administrative burdens" (December 2012). This method provides Time values for 21 standard information obligations according the SCM. Considering the basic SCM formula is <i>Cost per data requirement = Price x Time x Quantity</i> (population x frequency), the only remaining parameter that ministries units have to identify is the population of SME that has to comply with information obligations. A spreadsheet template is provided to facilitate the quantification.</p> <p>The time values of the unit costs were obtained from the quantification and analysis of around 1.500 administrative burdens contained in 88 RIA following the SCM. The study of the data allowed identifying the recurring information obligations responding to similar patterns enabling in this way to standardize values by category.</p> <p>Furthermore, newly added burdens or reductions are monitored in a computer database (SICAD-Administrative Burdens Information System) developed by the Better Regulation Unit which includes also an administrative burden calculator with standardized values through the Standard Unit Costs System. Since last year all ministries have access to this application. The aim is to facilitate ex ante measurement by civil servants, but also to allow ex post evaluation and monitoring, and to guide regulatory reform efforts in the near future.</p> <p>Five years after Standard Unit Costs System implementation, it should be pointed out that it is still pending a review process since unit costs in many cases are not fully representative given that the on-line administrative</p>

	procedures have substantially reduced the time required to comply with the information obligations.			
Transferability <i>Please describe the possible transferability of this GP</i>	<p>The SCM has become a reference methodology for identifying and quantifying administrative burdens for businesses all over Europe. This model has been implemented and adapted by most countries as well as the European Commission.</p> <p>In the case of the Standard Unit Costs System is also suitable to be adapted to most countries considering the internal parameters related to labour costs and time values for most representative information obligations.</p>			
Policy Themes: <i>please tick those that are most relevant</i>				
1	One stop shop model		5	Increasing the digital skills of SMEs
2	Government to business	✓	6	e commerce services
3	Digital by default		7	MA - more transparent e-communication among regional cities
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding
Justification <i>Describe in your view why it's a good practice</i>	The application of the Standard Unit Costs System eases to quickly provide an initial approach of the cost generated by information obligations when the estimated cost doesn't look to be relevant or the urgency of the proposal does not advise to apply in full the SCM.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>	<p>Ministries units or General Directorates are the bodies in charge of elaborate RIAs, so they must assess the compliance costs for regulatory proposals, including the cost of fulfilling information obligations, and publish their assessments. On the basis of these assessments, the legislative actors and stakeholders (SMEs) are able to consider, when contemplating the adoption of a regulation, the implications of compliance costs arising as a result of those legislative drafts.</p> <p>The Better Regulation Unit assists ministries units in elaborating RIAs in order to ensure its quality. It also helps civil servants in the application of the methodologies to assess the regulatory impacts, the SCM and the Standard Unit Costs System between them.</p>			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>	The tool allows a quick estimation of costs generated by information obligations when circumstances do not seem to advise the use of SCM.			
Website or web links <i>(if available)</i>	Better regulation Unit. Directorate General for Inter-Ministerial Coordination. Ministry of Presidency Standard Unit Costs System Guidelines Standard Unit Costs System spreadsheet template			
Contact person <i>PURE COSMOS partner or other</i>	Paula Ortí, Chief of the Better Regulation Unit David Ramos, Senior Economist, Better Regulation Unit			
Contact email	milloraregulacio.presidencia@gencat.cat			

GOOD PRACTICE 33 Please provide a title	Thematic report: Awarded bidders - SMEs and large companies				
Location name the city, region, state	Region: Catalonia				
Short description Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u>	<p>The main objective of this report is to analyse the development of contract awards concerning SMEs and large companies, in Catalonia:</p> <ul style="list-style-type: none"> - Distribution of the contracts according to the type of awarded bidders - Geographical location of awarded bidders - Types of contracts linked to awarded bidders - Awarded SMEs (third sector) - Awarded SMEs and contracting bodies - Geographical distribution of awarded contracts linked to contracting bodies - Awarded contracts - accelerated procurement procedures - Etc. <p>Annual reports (from 2011) have been released in annual conferences held in Barcelona, and specific territorial results disseminated in several public seminars.</p>				
Transferability Please describe the possible transferability of this GP	Transferability of this GP is possible as long as information of public contracts of each region is prepared to be managed and processed statistically.				
Policy Themes: please tick those that are most relevant					
1	<i>One stop shop model</i>		5	<i>Increasing the digital skills of SMEs</i>	
2	<i>Government to business</i>	<input checked="" type="checkbox"/>	6	<i>e commerce services</i>	
3	<i>Digital by default</i>		7	<i>MA - more transparent e-communication among regional cities</i>	
4	<i>More effective and transparent public services</i>	<input checked="" type="checkbox"/>	8	<i>Review the regional legislation to be applied in ERDF funding</i>	
Justification Describe in your view why it's a good practice	<p>More transparent public services.</p> <p>Given the results achieved and SMEs awarded, GP encourages the participation of companies –especially SMEs- in public procurement.</p> <p>Monitoring and evaluation of public procurement enable public authorities to establish measures in order to improve public procurement procedures.</p> <p>Fostering direct contact and dialogue with enterprises, especially SMEs.</p>				
Key actors please describe main actors involved and how the private sector is involved, especially SMEs	<p>Key actor responsible of the analysis of public procurement: Directorate General of Public Procurement – Ministry of Transparency and Foreign and Institutional Relations and Affairs</p> <p>Key actors involved in annual conferences and public seminars: Directorate General of Public Procurement Business organisations SMEs Programme – Ministry for Business and Knowledge</p>				
Most important outcome Describe briefly the most important result (please link it to the Policy Themes)	<p>Annual report: 2011-2015, ...</p> <p>Annual conferences: 2014, 2015, 2016, ...</p> <p>Public seminars: 2 + 1 (October 2017 - expected)</p>				

	Total number of participants in annual conferences and public seminars: 1,000 SMEs represent 74% of awarded bidders – 70% of contracts – 50% total amount of contracts
Website or web links <i>(if available)</i>	http://exteriors.gencat.cat/ca/ambits-dactuacio/contractacio-publica/direccio-general-de-contractacio-publica-/seguiment-i-avaluacio-dels-contractes/informes/informes-tematics-de-les-adjudicacions-contractuals-anuals/ (Catalan version)
Contact person <i>PURE COSMOS partner or other</i>	Ms Anna Ciutat Deputy Director of Public Procurement
Contact email	aciutat@gencat.cat

GOOD PRACTICE 34 <i>Please provide a title</i>	Thematic report: Competitive tenders in public procurement				
Location <i>name the city, region, state</i>	Region: Catalonia				
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>	<p>The main objective of this report is to analyse -using statistical techniques- objective data of tenders published in the public procurement service platform (PPSP):</p> <ul style="list-style-type: none"> • Description of tenders • Tenders awarded: Awards with a single offer Awards / contracting bodies Tender deadlines Companies awarded • Tenders declared deserted 				
Transferability <i>Please describe the possible transferability of this GP</i>	<p>Transferability of this GP is possible as long as information of public contracts of each region is prepared to be managed and processed statistically. More time needed for the execution of specific studies.</p>				
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>	<p>More transparent public services. Improving conditions of competition framework within public procurement. Improving public procurement model in order to boost participation of enterprises, especially SMEs.</p>				
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>	<p>Key actors responsible of the supervision of public procurement: - Directorate General of Public Procurement – Ministry of Transparency and Foreign and Institutional Relations and Affairs</p> <p>Key actors involved in public procurement: - 250 contracting bodies - Increases SME's knowledge on specific sectors of competitive tenders.</p>				
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>	<p>Indicators included in the PPSP. 6,860 contracts analysed each year</p>				
Website or web links <i>(if available)</i>	<p>http://exteriors.gencat.cat/ca/ambits-dactuacio/contractacio-publica/direccio-general-de-contractacio-publica/seguiment-i-avaluacio-dels-contractes/informes/informes-tematics-de-les-adjudicacions-contractuals-anuals/ (Catalan version)</p>				
Contact person <i>PURE COSMOS partner or other</i>	<p>Ms Anna Ciutat Deputy Director of Public Procurement</p>				
Contact email	aciutat@gencat.cat				

GOOD PRACTICE 35 <i>Please provide a title</i>		Interactive maps: Awarded bidders - SMEs and large companies			
Location <i>name the city, region, state</i>		Region: Catalonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		In this interactive map users will find awarded bidders -both SMEs and large companies- in Catalonia (2011-2015). Information contained on this page is complemented by thematic reports available in related links. Users can also download data tables at the end of the same page.			
Transferability <i>Please describe the possible transferability of this GP</i>		Interactive maps can be easily customised and embedded on websites.			
Policy Themes: please tick those that are most relevant					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		More transparent public services. GP enables to focus policy measures of public procurement in certain areas of Catalan territory, in order to balance territorial distribution of enterprises participating in public procurement (since economic weight of some areas is not well-represented in public procurement processes).			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Key actor responsible of the creation and dissemination of the analytical tool: Directorate General of Public Procurement – Ministry of Transparency and Foreign and Institutional Relations and Affairs Key actors involved in public procurement: Increases SME's knowledge on territorial distribution of public procurement			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		2 interactive maps implemented in DGCP website.			
Website or web links <i>(if available)</i>		http://exteriors.gencat.cat/ca/ambits-dactuacio/contractacio-publica/direccio-general-de-contractacio-publica-seguiment-i-avaluacio-dels-contractes/explora-els-mapes/pimes/ (Catalan version) English version – September 2017			
Contact person <i>PURE COSMOS partner or other</i>		Ms Anna Ciutat Deputy Director of Public Procurement			
Contact email		aciutat@gencat.cat			

GOOD PRACTICE 36 <i>Please provide a title</i>		Interactive maps: Awarded bidders - headquarters located abroad			
Location <i>name the city, region, state</i>		Region: Catalonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		In this interactive map users will find awarded bidders whose headquarters are located abroad (2011-2015). Information contained on this page is complemented by thematic reports available in related links. Users can also download data tables at the end of the same page.			
Transferability <i>Please describe the possible transferability of this GP</i>		Interactive maps can be easily customised and embedded on websites.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		More transparent public services. Main goal of this interactive map is to identify both the level of international presence of Catalan public procurement and the origin of main bidders.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Key actor responsible of the creation and dissemination of the analytical tool: Directorate General of Public Procurement – Ministry of Transparency and Foreign and Institutional Relations and Affairs Key actors involved in public procurement: Increases SME's knowledge on territorial distribution of public procurement and encourages SMEs to bid for international public procurement.			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		2 interactive maps implemented in DGCP website.			
Website or web links <i>(if available)</i>		http://exteriors.gencat.cat/ca/ambits-dactuacio/contractacio-publica/direccio-general-de-contractacio-publica-seguiment-i-avaluacio-dels-contractes/explora-els-mapes/contractacio-exterior/ (Catalan version) English version – September 2017			
Contact person <i>PURE COSMOS partner or other</i>		Ms Anna Ciutat Deputy Director of Public Procurement			
Contact email		aciutat@gencat.cat			

GOOD PRACTICE 37 <i>Please provide a title</i>		New formulas for evaluating economic and technical bids			
Location <i>name the city, region, state</i>		Region: Catalonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		Two new formulas for evaluating economic and technical bids, which let technical and quality issues be reinforced.			
Transferability <i>Please describe the possible transferability of this GP</i>		Transferability of this GP is immediate since it deals with mathematic algorithms.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		With these new formulas, both the best technical and the best economic bids receive the highest score possible. GP encourages submission of the best technical offers (not only the best economic ones).			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Key actor responsible of the development, consolidation and dissemination of the new formulas: Directorate General of Public Procurement – Ministry of Transparency and Foreign and Institutional Relations and Affairs Key actors involved in public procurement: 250 contracting bodies that could potentially test the new formulas Increases SME's chance to be awarded by public procurement. Increases the technical evaluation rating on public procurement processes; which specially rewards SME's professional knowledge.			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Dissemination workshops for testing processes: 250 contracting bodies. Dissemination seminars + 1 seminar (expected July 4 th , 2017) 2 pilot projects (in execution)			
Website or web links <i>(if available)</i>		http://exteriors.gencat.cat/ca/detalls/noticia/not_2017_05_17 (press release - dissemination seminar held in Brussels)			
Contact person <i>PURE COSMOS partner or other</i>		Ms Anna Ciutat Deputy Director of Public Procurement			
Contact email		aciutat@gencat.cat			

GOOD PRACTICE 38 <i>Please provide a title</i>	Measures to promote free competition and publishing notices				
Location <i>name the city, region, state</i>	Region: Catalonia				
Short description <i>Please explain the following details: <u>main components or parts of the practice</u>, <u>how the process started and has been developed and the supporting programmes or funding sources</u>.</i>	Government of Catalonia establishes in 2017 new legal measures to encourage public authorities to promote free competition, and more open markets: <ul style="list-style-type: none"> - The justification report for modification or extension of contracts, and accelerated procurement procedures must be published in the public procurement service platform (PPSP). - Low-value contracts: compulsory reports when no different companies are awarded must be published in the PPSP. - Full publication of bid's evaluation reports at the PPSP. (art. 159 – Law 5/2017, March 28 th : fiscal, administrative, financial and public sector measures) <ul style="list-style-type: none"> - New simplified public procurement process with publication substituting previous procedures without publication. (Decree-Law 3/2016, of 31 May, on urgent actions on public procurement.)				
Transferability <i>Please describe the possible transferability of this GP</i>	Transferability of this GP is possible since it deals with changes in legal framework and procedures.				
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>	More transparent public services. Fostering competition in public procurement.				
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>	Key actor responsible of legal public procurement development: Directorate General of Public Procurement – Ministry of Transparency and Foreign and Institutional Relations and Affairs Key actors involved in application of public procurement regulations: 250 contracting bodies that shall justify their contracting decisions. Increasing the number of small contracts raises SME's chance to be awarded. Increasing contracts publicity raises, as well, SME's chance to be awarded.				
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>	2 new regulations on public procurement: <ul style="list-style-type: none"> - Art. 159 – Law 5/2017, March 28th - Decree-Law 3/2016, of 31 May 4 new virtual spaces at the PPSP in order to apply new regulations on public procurement.				

Website or web links <i>(if available)</i>	http://exteriors.gencat.cat/web/ca/ambits-dactuacio/contractacio-publica/direccio-general-de-contractacio-publica-.content/osacp/regulacio_i_criteris_contractacio/normativa/art159_llei_mesures.pdf (Catalan version)
Contact person <i>PURE COSMOS partner or other</i>	Ms Anna Ciutat Deputy Director of Public Procurement
Contact email	aciutat@gencat.cat

GOOD PRACTICE 39 <i>Please provide a title</i>		Use of a client facing system - WEFO Online			
Location <i>name the city, region, state</i>		Internet based (WEFO Online is a service on Government Gateway). Managing team is based in Wales.			
Short description <i>Please explain the following details: main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</i>		The WEFO Online service allows organisations to seek European funding and conduct their business with the Welsh Government via the internet. WEFO Online is a bespoke system built to interface with an internal [Welsh Government bespoke] electronic management system (PPIMS), used for 07-13 Structural Funds and 2014-20 ESI funds.			
Transferability <i>Please describe the possible transferability of this GP</i>		It is not directly transferable, but the underlying premise of having two systems (one internally facing and one externally facing) that interface can be exploited.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business	✓	6	e commerce services	✓
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		Organisations use the web portal to communicate securely with the Welsh Government to apply, view and manage their grants online. WEFO Online meets all e-cohesion requirements.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Public, private and third-party sectors use WEFO Online. Information is dealt with in exactly the same way, regardless of who is the user. The system is maintained by a non-SME contractor. In line with Welsh Language Standards, there is also a Welsh version of the WEFO Online site which can easily be switched to English or vice-versa.			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Organisations use the web portal to communicate securely with the Welsh Government to apply, view and manage their grants online. E-Cohesion compliant.			
Website or web links <i>(if available)</i>		The WEFO Online service is accessed via the website address: www.wefo.wales.gov.uk/wefo-online using a secure username and password.			
Contact person <i>PURE COSMOS partner or other</i>		Cath Cleaton, Welsh Government 0300 062 8643			
Contact email		Catherine.Cleaton@wales.gsi.gov.uk			

GOOD PRACTICE 40 <i>Please provide a title</i>		CENTER OF EXPERTISE 4.0 FOR SMEs			
Location <i>name the city, region, state</i>		Magdeburg, Saxony-Anhalt			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		The Center of Expertise 4.0 supports small and medium-sized enterprises when using digital solutions and those which want to use them. It is focused on typical industrial sectors in Saxony-Anhalt like for example engineering, logistics, agriculture and chemical industries. Main target of the Center of Expertise is to increase digital know-how of companies by showing them good practices, organizing workshops, providing guidelines and giving advices on optimizing internal processes, digital networking and digital business models. Also supports enterprises to identify new business areas.			
Transferability <i>Please describe the possible transferability of this GP</i>		It is transferrable.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	✓
2	Government to business		6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>		It is a central contact point where companies, not only from Saxony-Anhalt but also throughout Germany, can go to when there need advice and support concerning digitalization.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		Center for innovation of products, methods and processes GmbH Institute Fraunhofer, Magdeburg University Otto-von-Guericke, Magdeburg			
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>		Due to the low number of employees many SMEs don't have their own IT department. In this case, the Center of Expertise 4.0 supported these SMEs with using ICT.			
Website or web links <i>(if available)</i>		http://www.mittelstand-digital.de/DE/Foerderinitiativen/Mittelstand-4-0/kompetenzzentrum-magdeburg.html (only German)			
Contact person <i>PURE COSMOS partner or other</i>		Robert Kummer, Center of Expertise 4,0			
Contact email		Robert.Kummer@iff.fraunhofer.de			

GOOD PRACTICE 41 <i>Please provide a title</i>		ID Mobile solution - Mobile system identification to avoid ID card			
Location <i>name the city, region, state</i>		Region: Catalonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>idCAT Mobile is an identification and electronic signature system intended for citizens based on sending single-use passwords to mobile devices. Citizens must register their mobile phone number with the Electronic Office database before they can use this system.</p> <p>The main features of this system are:</p> <ul style="list-style-type: none"> - It is based on the sending of one-way words on the mobile phone. - The electronic signatures produced with idCAT Mobile have legal value, and are suitable for performances with a medium level of security. - This system requires the prior registration of contact data in the database of the Electronic Office of the Administration of the Generalitat. <p>As all the digital identification systems, it allows to:</p> <ul style="list-style-type: none"> - Accredite the identity of people who are related to public administrations safely. - They provide signature systems to prove the authenticity of the expression of their will and consent. 			
Transferability <i>Please describe the possible transferability of this GP</i>		<p>How to reach our target audience is one of the issues that were discussed on the peer review at Debrecen.</p> <p>At One Stop Shop project in Catalonia, they figured out that digital certificate was one of the main obstacles for their target audience to approach to e-services. That's why they had to think about alternatives.</p> <p>And, of course, the alternatives had to be in line with the digital skills of business actors. That's why they thought in mobile system.</p>			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	<input checked="" type="checkbox"/>	5	Increasing the digital skills of SMEs	<input checked="" type="checkbox"/>
2	Government to business	<input type="checkbox"/>	6	e commerce services	<input type="checkbox"/>
3	Digital by default	<input type="checkbox"/>	7	MA - more transparent e-communication among regional cities	<input type="checkbox"/>
4	More effective and transparent public services	<input type="checkbox"/>	8	Review the regional legislation to be applied in ERDF funding	<input type="checkbox"/>
Justification <i>Describe in your view why it's a good practice</i>					
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>					
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>					
Website or web links <i>(if available)</i>		http://web.gencat.cat/en/tramits/que-cal-fer-si/Vull-identificar-me-digitalment/idcat-mobil/index.html			

Contact person <i>PURE COSMOS partner or other</i>	
Contact email	

GOOD PRACTICE 42 <i>Please provide a title</i>		Regional IP strategy			
Location <i>name the city, region, state</i>		Greater Birmingham			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>Companies increasingly derive more of their value in knowledge assets than physical. There is evidence to show that businesses that manage their intellectual property well grow faster and are more resilient, having a better chance of survival and growth.</p> <p>IP gives businesses opportunity and confidence in export - according to Inngot active IP management makes SMEs 10% more likely to report overseas turnover IP-intensive industries account for approximately 90% of the EU's trade with the rest of the world.</p> <p>As powers are devolved to new Combined Authorities across England, there are opportunities to work with local policy makers to develop a business support environment with increased intellectual property (IP) capability. The UK Intellectual Property Office is partnering with the Greater Birmingham and Solihull Local Enterprise Partnership to develop policy interventions that will raise IP capability in the area and ensure support for SMEs to understand their IP assets and derive value from them, thereby growing their business and contributing to the local economy.</p> <p>The IP strategy that has been developed recommends an IP Forum to bring together IP capabilities in universities, the public and private sector. It also proposes projects through ERDF to extend an IP Audits programme for SMEs, provide subsidies for protection and pilot lending against IP through the Midlands Engine Investment Fund. Further to this, business advisors in the Growth Hub will be trained in an IP Master Class and a Best Practice Model for diagnostics and messaging is being developed. The IP Forum will enable SMEs to access the best provision for their needs in the area.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		Interventions being piloted could be applicable in any business support environment			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	✓	5	Increasing the digital skills of SMEs	
2	Government to business	✓	6	e commerce services	
3	Digital by default		7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services	✓	8	Review the regional legislation to be applied in ERDF funding	✓
Justification <i>Describe in your view why it's a good practice</i>		Enables increased IP capability through partnership working to make the most of scarce resources.			
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>		<p>UK Intellectual Property Office (Executive Agency of Department for Business, Energy and Industrial Strategy – BEIS)</p> <p>Greater Birmingham and Solihull Local Enterprise Partnership - a public private partnership so strategy is private sector influenced.</p> <p>Growth Hubs, universities and Library of Birmingham – all working with SMEs to provide business support.</p> <p>Private sector: SMEs, patent attorneys</p>			
Most important outcome <i>Describe briefly the most</i>		Improved engagement and support around IP leading to more businesses to be better able to make informed decisions regarding their IP assets, ensuring			

<i>important result (please link it to the Policy Themes)</i>	they derive value from them, grow their business and contribute to the West Midlands and the UK economy.
Website or web links <i>(if available)</i>	
Contact person <i>PURE COSMOS partner or other</i>	Ben Kirsch – GBS LEP / UK Intellectual Property Office
Contact email	ben.kirsch@ipo.gov.uk

GOOD PRACTICE 43 <i>Please provide a title</i>		Licence Application Service			
Location <i>name the city, region, state</i>		Ireland			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>The Irish Government operates an Integrated Licence Application Service (ILAS, an innovative digital application which assists businesses, including SMEs, by dramatically reducing the amount of time spent applying for licences and thereby also reducing the administrative burden and changing the nature of their interaction with licencing bodies.</p> <p>A Steering Group, chaired at Ministerial level, with membership from the key licensing authorities with a remit for retail licensing was established to oversee the process.</p> <p>The Service went live on 16 December 2015 and is available to all businesses, including SMEs, to apply for, renew and pay for their licences (as currently available through the Service). A number of licensing authorities both on the local and national level within the consumer, environment, postal and retail sectors are using the Service. Amongst other features of benefit to businesses, not least SMEs, the Service is free to use; is accessible 24/7; provides a simple secure on-line registration and application tracker; and allows for multiple licences across a number of authorities to be applied for at the same time. In addition, with the aim of achieving a harmonised simplification of the overall licensing process, there is on-going expansion of the Service to include other licensing authorities and other licenses within key economic sectors in order to provide a "one stop shop" for businesses.</p>			
Transferability <i>Please describe the possible transferability of this GP</i>		The current GP could be transferred as an idea and concept to other municipalities or regional government who wants to implement an innovative digital application to reduce the administrative burdens to entrepreneurs or to companies.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model	<input checked="" type="checkbox"/>	5	Increasing the digital skills of SMEs	<input checked="" type="checkbox"/>
2	Government to business	<input type="checkbox"/>	6	e commerce services	<input type="checkbox"/>
3	Digital by default	<input checked="" type="checkbox"/>	7	MA - more transparent e-communication among regional cities	<input type="checkbox"/>
4	More effective and transparent public services	<input type="checkbox"/>	8	Review the regional legislation to be applied in ERDF funding	<input type="checkbox"/>
Justification <i>Describe in your view why it's a good practice</i>					
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>					
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>					
Website or web links <i>(if available)</i>					
Contact person		Cristina.Prunyonosa@gencat.cat Natalia.Cantero@gencat.cat			

<i>PURE COSMOS partner or other</i>	
Contact email	

GOOD PRACTICE 44 <i>Please provide a title</i>		National digital ID and “Only Once” principle			
Location <i>name the city, region, state</i>		Estonia			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		With the Digital Signatures Act in 2000, digital signatures were given equal legal value as hand-written signatures, both for public and private and commercial transactions. In Estonia, almost all public services for businesses and citizens (e.g. electronic registration of businesses, voting, health records, declaration of residence, etc.) are available online and can be accessed through the national digital ID, with which it is possible to sign documents online. In 2001, the data exchange system X-Road was launched. This flexibly links together a network of databases and services from both the public and the private sectors, thus allowing the application of the “Only Once” principle, as users submit a standardised form with the required information via e-service and such information is subsequently distributed to the relevant organisations. As far as privacy protection is concerned, Estonia established the principle that individuals should have control over the use of their personal data. This principle is respected through a mechanism that logs any access to personal data and enables users to see which department has consulted their data. Should a privacy breach be suspected, a data protection claims procedure can be opened.			
Transferability <i>Please describe the possible transferability of this GP</i>		The current GP could be transferred as an idea and concept to other municipalities or regional government who wants to implement an innovative digital application to transfer the information about the entrepreneurs and reduce the administrative burdens of the companies.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>					
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>					
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>					
Website or web links <i>(if available)</i>					
Contact person		Cristina Prunyonosa Natalia Cantero			

<i>PURE COSMOS partner or other</i>	
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GOOD PRACTICE 45 <i>Please provide a title</i>		Basic data for everyone			
Location <i>name the city, region, state</i>		Denmark			
Short description <i>Please explain the following details: <u>main components or parts of the practice, how the process started and has been developed and the supporting programmes or funding sources.</u></i>		<p>The Public Authorities in Denmark have implemented the basic data register. This register contains information about individuals, businesses, real properties, buildings, addresses, and more. This information, called basic data, is re-used throughout the public sector. Re-use of high-quality data is an essential basis for public authorities to perform their tasks properly and efficiently across units, administrations and sectors.</p> <p>Basic data is an important contribution to modernising the public sector. The public and businesses are provided a better and more efficient service, when data that has already been recorded is shared across institutions and is included directly in case processing.</p> <p>Open and homogenous re-use of basic data also has a great value for the private sector, businesses can use this data in their internal processes and, partly, because the information and can be exploited for entirely new products and solutions.</p> <p>The most important objectives for develop basic data are:</p> <ul style="list-style-type: none"> - the basic data needs to be as correct, completed and up-to-date as possible; - all public authorities must be use public-sector basic data; - as far as possible, basic data (excludes sensitive personal data) and must be made freely available to businesses as well as the public; - basic data must be distributed efficiently, and accommodating the needs of the citizens or entrepreneurs. 			
Transferability <i>Please describe the possible transferability of this GP</i>		The current GP could be transferred as an idea and concept to other municipalities or regional government who wants to implement an innovative digital application to transfer the information about the entrepreneurs and reduce the administrative burdens of the companies.			
Policy Themes: <i>please tick those that are most relevant</i>					
1	One stop shop model		5	Increasing the digital skills of SMEs	✓
2	Government to business	✓	6	e commerce services	
3	Digital by default	✓	7	MA - more transparent e-communication among regional cities	
4	More effective and transparent public services		8	Review the regional legislation to be applied in ERDF funding	
Justification <i>Describe in your view why it's a good practice</i>					
Key actors <i>please describe main actors involved and how the private sector is involved, especially SMEs</i>					
Most important outcome <i>Describe briefly the most important result (please link it to the Policy Themes)</i>					
Website or web links <i>(if available)</i>		<p>You can follow the development of the basic-data programme in its entirety at www.digst.dk</p> <p>Contact us: Landgreven 4 Postboks 2193</p>			

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<p>Contact person <i>PURE COSMOS partner or other</i></p>	<p>Cristina Prunyonosa Natalia Cantero</p>
<p>Contact email</p>	<p>Cristina.Prunyonosa@gencat.cat Natalia.Cantero@gencat.cat</p>