

# Newsletter

## Summary

Regional Action  
Plans:

Municipality of  
Genoa

Government of  
Catalonia

Region of Central  
Macedonia

Development Bank  
of Saxony-Anhalt

Municipality of  
Florence

Ústi Region

Hajdú-Bihar County  
Government

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### Dear Reader,

The 6<sup>th</sup> period of PURE COSMOS project was focusing on the finalization of the Regional Action Plans (RAP). The RAPs set out the partners' agreed proposal to improve their targeted policy instruments. Each RAP indicates the sub-actions linked to SME competitiveness measures in ERDF or local programmes.

### Action Plan for the Municipality of Genoa

The purpose of Genoa's Regional Action Plan is to support the development of an ongoing course of modernization in which the main policy instrument addressed intersect with other objectives that are set out at regional, national and EU levels. The actions envisaged:

- **address** the original Policy instrument: OPERDF 20142020 Liguria Region. Priority Axis 3: "Competitiveness of SMEs", TO 3 "Enhancing the competitiveness of small and medium sized enterprises c) supporting the establishment and expansion of SMEs capacity for the development of advanced products and services";
- **capitalize** on previous experiences in innovating procedures and services to business and citizens – within the framework of the Digital Agenda 2014-2020, the "Italia Login" project, the important function of enabling platforms – specifically on the Municipality's work on the national e-payment system pagoPA and its own platform named MIP and on the PURE COSMOS interregional learning (examination of good practices presented by Partners and outcomes of peer reviews, study visits and import workshop).

This action plan aims at exploiting the potential of **digitization** and **strengthening of administrative capacity** in order to:

- ✓ update and improve the way the public authority delivers services
- ✓ redesign and integrate internal processes
- ✓ facilitate the way the public interacts with the local authority
- ✓ simplify procedures and cut "red tape", thus freeing entrepreneurial energies and favouring competitiveness of SMEs
- ✓ ensure that digital development within the framework of public-private interaction drives economic and technological transformation for citizens and business in the area of Genoa and, in turn, makes further courageous innovation and reform possible

Resources were found within the PON Governance programme - Governance and Institutional Capacity 2014-2020 (Axis 3 - Strengthening multilevel governance in public investment programmes).

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The Action Plan focuses on two main lines of action:

1) Analysis of authorization processes, organizational and IT re-engineering of processes and implementation of a centralized information system;

2) Corporate counseling and strengthening of administrative capacity. The latter takes the form of a process of standardization of administrative practices in order to constantly and responsively adjust to regulatory changes and the process of accompanying the structures that operate in sectors that present new and increasing operational complexity (for example: procurement code, accounting processes adhering to the principles and modalities contained in the digital agenda, such as PagoPa).

## Action Plan for the Government of Catalonia

Our organization has a special interest in supporting efficient public policies that contribute to the development of companies, promote entrepreneurial vocations, facilitate the relationship between the Company and the Administration and, in general, move towards simplification and elimination of Barriers to business activity.

All of these have a highly positive impact on companies at different levels. On the one hand, the company saves time and resources. At the same time, the reduction of charges and the simplification of administrative processes allow the Administration to focus its efforts on what companies consider more important.

Promoting changes in the relationship between businesses and government that facilitates economic activity has been a priority for the Government of Catalonia. This new relationship model is based on confidence in entrepreneurs and is focused on reducing administrative burdens and bureaucracy.

The innovative administrative organization provided by the OSS, is a change of direction in which the company- should be placed in the spotlight of public policy and not vice versa. The OSS offers transversal services, to meet the needs of companies, regardless of the government authorities that legally have the competition. This approach breaks the traditional schemes of work oriented to the vertical responsibilities that each government authority has.

The OSS project involves a major cultural change within the organization, and takes time to implement fully. At this moment, thanks to OSS Operational Plans, we have OSS model consolidated, and the companies know this administrative service.

The Government of Catalonia wants to continue advancing and, within the new plan, proposes following PROJECTS:

- Give the information only once: coordination between regional and local administrations will allow entrepreneurs to provide all the information about their activity in a single step.

- Includes the public financial services in the OSS model: normally when the companies begin their activity need to know the administrative procedures and needs funding resources to open the business. It's possible offer complete information about all the topics? And share the information?

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## Action Plan for the Region of Central Macedonia

The RAP for the Region of Central Macedonia (RCM) has taken into consideration a) the PEER REVIEW organized in RCM, b) the Study Visits attended, c) the good practices registered by the project and d) the Import Workshop outcome (expert-to-expert meeting with the Government of Catalonia) organized on OSS organization model.

Bearing in mind the suggestions of the Experts, the Region of Central Macedonia included in its RAP, actions that support both start-ups and existing SMEs in the Region to boost entrepreneurship and to create an attractive environment, as a way out of economic crisis.

The RAP was built after consultation with the Regional Authority and with local Stakeholders. The final actions are two **and are expected to influence ERDF funds out of the Regional Operational Program of Central Macedonia 2014-2020.:**

### (1) Digital Service System for Citizens & Businesses- Services to optimize and digitize business processes. (OSS)

The action aims at creating a digitalised system to serve entrepreneurs when starting up a business, while operating it and when shutting it down. The system aims at simplifying back office and front office procedures. The OSS will collaborate with all respective Authorities digitally to serve citizens and businessmen fast and efficiently.

### (2) Innovation Ecosystem: Creation / Operation of incubators

The action regards the creation of new (pre)incubators in the Region of Central Macedonia or the funding of already existing incubators seeking future funds in order to be sustained.

Since the Regional Authority politically supports innovation in the region, it is highly recommended to provide incubatory services to new business ideas and new business models.

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## Action Plan for Saxony-Anhalt - Simple. Transparent. Automated.

PURE COSMOS at the Investitionsbank Sachsen-Anhalt

simple. transparent. automated.

Cutting red-tape for SMEs – that is one of the strategic priorities of the “SME Offensive” in Saxony-Anhalt. The “SME Offensive” aims to support an improvement of the basic conditions for small and medium-sized enterprises in the region by fostering economic growth through innovation, investment, and internationalization. As such, this policy instrument became the focus of the PURE COSMOS Regional Action Plan in Saxony-Anhalt.

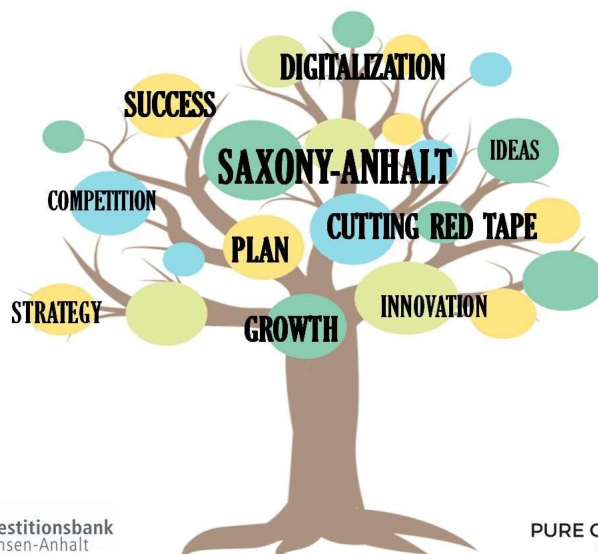
Building on key findings and expert recommendations from the peer reviews, the action plan centers around three main guidelines for improvement: funding processes and policies need to become simpler, more transparent, and automated. Based on this vision, three actions were formulated:

**Action 1:** “Improving access to selected funding programs” – This action applies customer-oriented improvements to the programs “consulting aid”, “support for participation in fairs”, and “vocational training” for enterprises.

**Action 2:** “Development of an online application system” – In a joint effort with the regional managing authority, an online application system will be developed and a prototype will be created.

**Action 3:** “Enhancing the functionality of the IB online services” – Several online services such as the development bank’s website and newsletter will be improved and relaunched. A new guided search tool will be developed to supplement existing service offers.

Together, these actions will benefit SMEs through a more stream-lined, partly automated application process, through increased transparency, and through a simplification of policy directives. In line with the PURE COSMOS timeframe, all actions are set to be implemented until March 2021 in cooperation with the regional stakeholders in Saxony-Anhalt.



Investitionsbank Sachsen-Anhalt

PURE COSMOS Interreg Europe



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## Action Plan for the Municipality of Florence

In Italy, entrepreneurs get in touch with public administration through the One Stop Shop (OSS), a public office instituted by a national law, that delivers services affecting the whole lifecycle of an enterprise, from its establishment to its closing down. The advantage is that the involved person doesn't have to address different public offices, because OSS collects all requests and forward them to the different administrative bodies concerned.

Despite all the potentialities of OSS in terms of simplification for the life of citizens, every Municipality manages its own OSS in a such independent way, creating an administrative geography in which compares virtuous examples, as the twenty-year experience of Municipality of Florence shows, but also examples of backwardness.

The exchange of experience with the partners of PURE COSMOS has revealed the different spread of the competence scope of various Pure Cosmos partners'OSSs. In particular, the Italian OSS, a part from the multiplicity of the models adopted from the single Municipalities, includes all the events related to an economic activity - with a structural, functional and subjective nature - from a "zero" point, where there is no the structure of the activity yet, till its definitive end.

This creates a great complexity of the system. In order to make it easier for the enterprises, the Municipality of Florence is going to use the more advanced digital dynamics moving also from the experiences of some partners.

So, the exchange of experience within PURE COSMOS convinced the Municipality of Florence to put effort with Tuscany Region into cutting, as much as possible, administrative burdens, benefitting the entrepreneurs.

The Municipality of Florence:

- following the adoption of standardised forms for public services by National Government, about several economic activities, could have decided to transpose the set of forms approved by National Government, as conformed to the regional laws by Tuscany Region, directly in its own system or to make them usable from the enterprises on the regional front-end. The sensibilities developed inside Pure Cosmos project and the experiences of some partners, as the Catalan ones, have made the Municipality of Florence opt for the second one, considered, moreover, that this is more suitable to the socio-economic peculiarities of Tuscany territory.

- with these assumptions, decided to participate in STAR and to join the OSS of Municipality of Florence with the regional IT infrastructure. This has guaranteed also a more homogeneous employment of the standardised set of forms and made it possible to renew the discussion with Tuscany Region through the participation to the working group of technical cooperation provided by the regional law 40/2009. In this context, Municipality of Florence has been giving a determining contribution to propose innovative solutions to implement STAR.

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The main Actions of our RAP are:

- 1) The enlargement of public and private actors involved in STAR.
- 2) The enlargement of administrative procedures that Municipal OSS of Florence can manage through STAR.
- 3) The growth of services delivered by STAR.
- 4) An enhancement of the whole STAR system, reaching an upgrade of the concept of OSS in Itself, enabling all the entities involved to manage all the dynamics related to a certain activity in the same “virtual context”.



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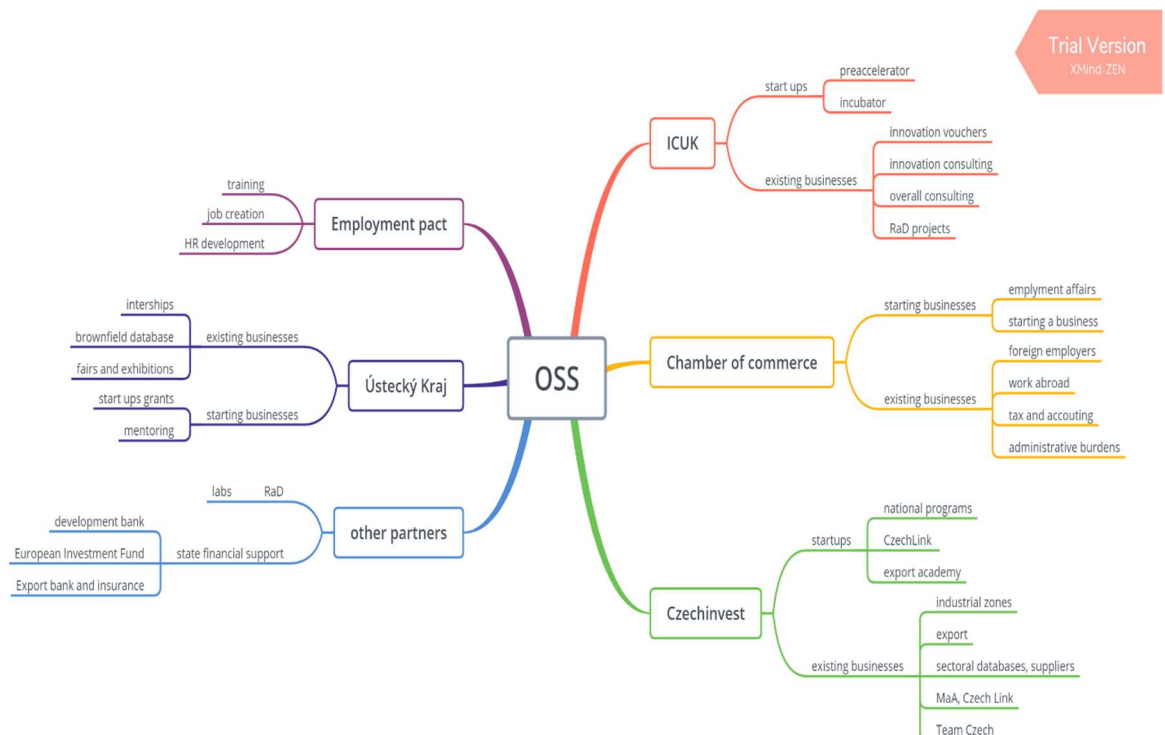
## Action Plan of Ústí Region

Ústí Region verified in the analytic part of the PURE COSMOS project that there is a number of programmes focusing on support of businesses on the regional and national level or programmes of various actors. The businesses do not often orientate themselves in the complex system. They do not know what is suitable for whom and, there are often overlaps either in the analysis of the needs (the same questionnaires from various subjects), and also in the service provision. It is necessary to find a model for the coordination and integration of various services on the national and regional level.

Within the PURE COSMOS Action Plan the Ústí Region seeks for the interconnection of stakeholders and coordination of services from the regional administration side – the Ústí Region, this is by creating a business “One Stop Shop” – a contact point where businesses will find information on the supporting programmes.

The plan of the Ústí Region is not only to create a “shop window”, where businesses can see various types of services but also an active system for monitoring needs of companies on the basis of principles known in the business sphere as “Key Account Management”, where one consultant knows the needs of his company portfolio and is able to provide public services regardless their provider (Regional Chamber of Commerce, CzechInvest etc.). We also want to achieve sharing information on the needs of local companies with the support of the shared information system (so called CRM, Customer Relation Management, users of public services).

## Model of Services Clustered in OSS



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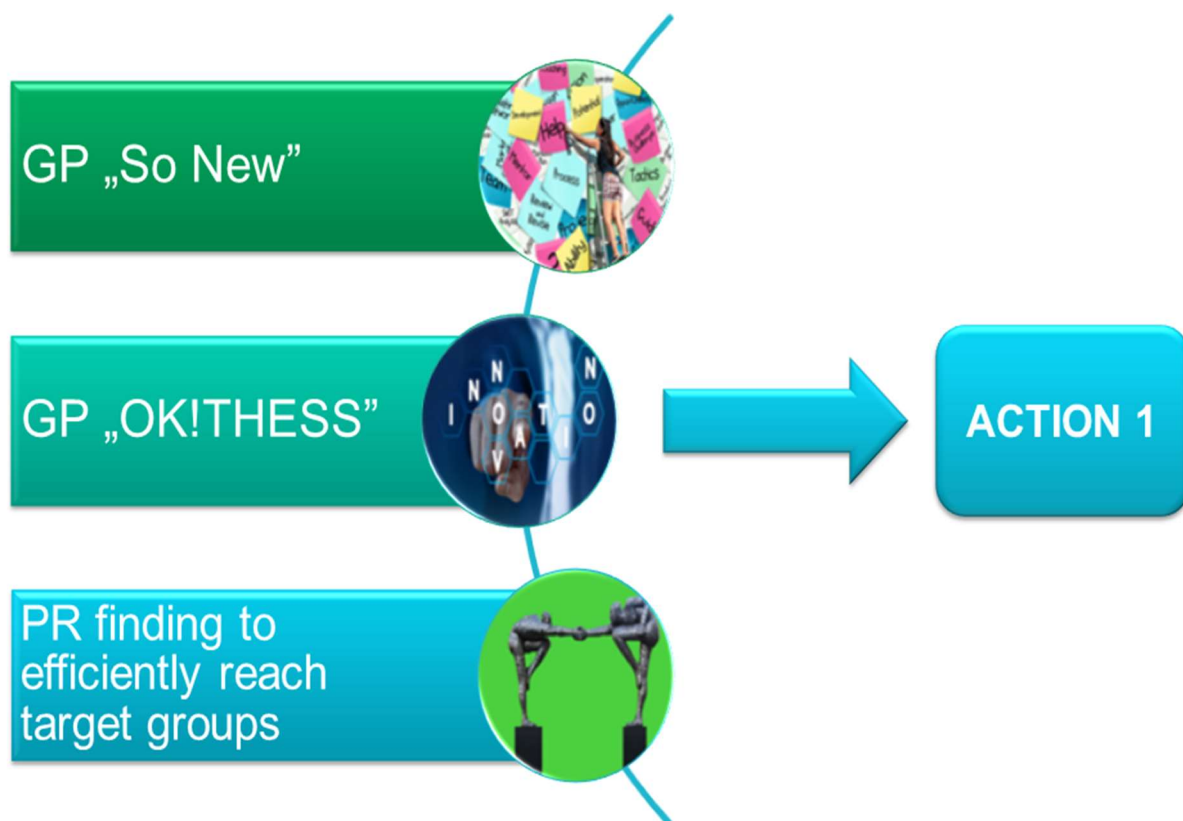
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## Action Plan of Hajdú-Bihar County Government

In order to achieve the objectives defined within the project and utilize the value and potential of lessons learnt through the interregional learning process including the regular discussions with regional stakeholders, 2 specific actions have been defined to adapt the selected good practices and peer review results.

Action 1 is dedicated to create and establish a county level working group involving all relevant actors. This working group will act as a regular platform to identify and provide support to SMEs working in different sectors utilizing the lessons learnt from the selected good practices and the recommendations by the peers in Debrecen. The working group will develop and provide guidelines, information materials, mentoring sessions, networking and communication opportunities for those interested. Specific focus is given to societal challenges (unemployment, women in rural regions, etc.) and innovation issues in order to efficiently support the innovative transition of rural areas in the county including the guidance on why and how to use digital solutions.

The action has been generated on the basis of 2 good practices identified and presented in the project and the main findings of the peer review held in Debrecen in April 2017:





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Action 2 is planned to create the design plan of Digital County HB App. Keeping the focus on small enterprises and entrepreneurs of Hajdú-Bihar County, the planned web-based solution is intended to be used directly for gathering all relevant information on services, taxation, procurement and connecting business actors. This solution could provide an easy and transparent web-based link to all accessible digital channels that SMEs can use through their work and administrative obligations. The action itself includes the design and plan of the system in order to be well prepared for a future potential to develop it.

The action has been generated on the basis of the following good practices and lessons learnt:

GP „eBusiness-Lotse”



GP „Centre for Excellence 4.0”



PR finding to adapt „HalberStadt app”



**ACTION 2**

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