



## ICHNOS Plus Innovation and CHange: Network of One-stop Shops Business – Plus

The [ICHNOS Plus](#) project, funded under the [INTERREG IVC](#) programme, aims to build on the achievements of the INTERREG IIC project entitled “ICHNOS: Innovation and CHange – Network of One-Stop Shops”, concluded in April 2007, that produced a **model of Regional Centre of Competence (RCC) for One-Stop Shops for business (OSS)**.

To start-up a new business, an entrepreneur undertakes a wide range of activities: developing a business plan; obtaining financial resources; registering the business entity; and obtaining any mandatory sector or activity specific licences. A survey (2006-2007), carried out by the Observatory of European SMEs, highlighted that the most significant business constraints perceived by SMEs is the compliance with the administrative regulations.

As a **capitalisation project**, ICHNOS Plus focuses on the **transfer and deployment of the RCC model and its mainstreaming into the regional policies through the ERDF Operational Programmes**. The RCC model has been conceived as a structure to co-ordinate one-stop shops acting as single points of contact for enterprises. Although the establishment of one-stop shops is foreseen by the EU legislation and was expected in all Member States by 2007, most regions have not accomplished yet this task.

The **partnership** is made of 6 partners: Ancitel Sardegna (Italy); CESGA Foundation: Fundación Centro Tecnológico de Supercomputación de Galicia (Spain), Vysocina Region (Czech Republic), North Aegean Region (Greece), Science & Technology Park of Tartu (Estonia) and Ruda Slaska Business Incubator (Poland).

The **main objectives** of ICHNOS Plus are both optimising the implementation of this model in the three regions which carried out ICHNOS and promoting its effective transfer and deployment in other European regions.

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## The Sardinian Action Plan for internationalization of SMEs and attractiveness for new enterprises

The contextual analysis of the Region of Sardinia displays the critical situation of the Island enterprises. Their promotion needs to act on various levels to **develop entrepreneurship, reduce death rate, increase competitiveness** and contextually increase Sardinian territory **attractiveness for foreign entrepreneurs**. With this macro-objective, the Region of Sardinia, besides measures specifically intended for entrepreneurs, sets the priority to reinforce and innovate the services network of public administration. A relevant element emerging from the contextual analysis, is the heavy critical situation represented by the poor internationalization of Sardinian enterprises.

Over the two-years length of the ICHNOS Plus project (July 2008 – June 2010), the three key actors involved in the interregional exchange activities: the Lead Partner Ancitel Sardegna, the Regional Industry Authority and the Regional Programming Centre (ERDF ROP Managing Authority), aware that **investment areas attractiveness** was still embryonic, compared to the Regional Competence

Centre for One-Stops-Shops model, worked out a **Regional Action Plan for the integration and optimisation of this model**. The realization of the RCC in Sardinia is at the present time only partial, and, in fact, as regards to the structure of the OSS/PSC in the regional area, the ICHNOS project model included a more complete structure, which also included Territorial Marketing.

The Regional Action Plan for the Autonomous Region of Sardinia developed within the ICHNOS Plus project supports the realization of the **Territorial Marketing action** within the Region.

The Action Plan also includes the realization of a specific tool to support the entrepreneurial localization in Sardinia. Consistent with the OSS regulations it will be accessible online within the institutional portal arranged by the Industry Authority. It will be thus possible, for enterprises already set up or in their start-up phase, to have at their disposal relevant territorial marketing information and suggestions to be helped in their investment determinations in Sardinia.

At the moment, the key activity of Sardinian OSS/PSC is then exclusively the **management of the authorizing procedure**. As a complement to this activity, and within a perspective of improvement and modernization of the services offered by Public Administration, the One Stop Shop could become an useful instrument to encourage new enterprises and attract new investors, creating employment in the regional area. To this aim, the services offered by OSS/PSC – up to this time limited to the management of the authorizing procedure - need to be integrated with: territorial marketing and entrepreneur counselling and guidance, so as to expand and complete the implementation of the best practice.

The result would be a connection between regional policies and the development of a local entrepreneurial network, more rational and in line with the socio-economic and cultural characteristics of the Island.

This Action Plan seems to be necessary as well as hoped for, since would allow the generation of a Public Administration model which would be closer to entrepreneurial interests and needs, aiming at the full realization of the Regional OSS/PSC office, according to Regional Law n. 3/2008.

In a free movement goods and services Europe, and accomplishing with the transposal of Services Directive 2006/123/CE relative to internal market services, the Region organizes the extension of its informative services also to EU entrepreneurs. This goal will be pursued by OSSes/PSCs as well – still uncompleted at the moment – that in the long term will become territorial marketing operative instruments.

In particular, territorial marketing tools will be set up to attract enterprises by means of the realization of instruments to support entrepreneurial localization in Sardinian productive areas, within the **institutional portal** “[www.sardegnaimprese.it](http://www.sardegnaimprese.it)”. In specific terms, an integrated

system will be realized to support the settlement choice of those enterprises interested in localizing in Sardinian industrial areas.

The Action Plan then includes the realization of a **WEBGIS** application allowing the consultation and visualization - on a georeferred basis - of the infrastructural characteristics of the industrial areas.

The WEBGIS will offer an **integrated system of information** to support the decisional process of the entrepreneur, providing information about infrastructures, available services, settlement costs and socio-economic issues related to an industrial/craft location based on a geographical criteria. In other terms, it will offer a counselling/help service to entrepreneurs in the decisional process of an investment start-up.

The development of the territorial marketing component of the project has a crossover and instrumental nature, since involves all the RCC and connected OSSes/PSCs modules and activities. Among its several concerns: training, counselling and assistance, but it must be also underlined that first and foremost this would help Sardinia in attaining that competitiveness goal that synthesises all the Operational Programme 2007-2013 span.

The Action Plan, funded under the ERDF ROP of Sardinia, is expected to be **put on place by 2012**. The amount allocated by the Structural Funds is around **300.000,00**.

The Action Plan of Sardinia was signed at the project final conference (Tartu, 10-12 May 2010) by the representative of the Regional Programming Centre of the Autonomous Region of Sardinia (ERDF Managing Authority), Mr. Francesco Ventroni, on the presence of Deputy Programme Director of the INTERREG IVC Joint Technical Secretariat, Mr. Erwin Siweris.

## eGovernment in Galician municipalities

Under the *Plan eGoberno 2013*, of the Government of Galicia, to the public (citizens, companies, organizations or entities) in its relationship with Regional administration, steps are being taken, aimed at improving the relationship between them, and thus achieve greater coordination and delivery of services.

On May 20 of 2010, is approved in Xunta de Galicia a collaboration agreement between the Government of Galicia, *Consellería de Presidencia, Administracións Públicas e Xustiza* and the *Secretaría Xeral de Modernización e Innovación Tecnolóxica*, (Department of the Presidency, Public Administration and Justice and General Secretariat for Modernization and Technological Innovation) with the *Federación Galega de Municipios e Provincias* (Galician Federation of Municipalities and Provinces *FEGAMP*) for the development of eGovernment

in local authorities, in order to ensure electronic access to public utilities.

The development of eGovernment at the local level is a fundamental for the provision of public services with same quality to all citizens regardless of their place of residence.

The development of *eAdministration* in the Government of Xunta de Galicia, It is no possible without the consolidation in municipalities, this is a important goal, because generally municipalities are the first point to contact between citizens and administration.

The **eConcellos plan** is a initiative of the Government of Galicia, and has aim, besides to give support and advice in ICT to Galician municipalities, to development the electronic administration in Local Entities and ensure to citizens digital service delivery.

Main goals:

- **Simplify and improve** procedures.
- Improve the **relationship** with citizens.
- Facilitating the **use of telematic services** of administrations to citizens.
- **Avoiding exclusion** not have the resources or knowledge.
- **Coordinate, enhance and complement** projects already underway.
- Improve the **integration of eGovernment**, with particular attention to municipalities of fewer than 30.000 inhabitants.
- Achieving an equal level in the **offer and quality of services** different administrations.
- Developing **interoperability** between Administrations (**A2A**).



The Government of Galicia will be link between Galician public entities, and State Government.

This agreement, effective until December 2013, will ensure public access to telematics services. The register model existing *Portelo Único* (Single Portal), is redefined by setting the integration of register from the regional administration, with the implementation of a telematic register, integrated with *Rexistro Xeral* (General Register) to enable the sending of documents to the municipalities online through of digital signature.

*Equipment* will be provided to 315 municipalities and four County councils, with an investment of approximately € 2 million.

One of the first steps is the creation of *Oficinas de Atención Presencial* (offices of attention to the public face) of the Xunta de Galicia, are free access points for citizens, equipped with the necessary resources so that they can complete administrative procedures of a telematic way.

A catalog of about *85 telematic procedures* that municipalities may choose. The procedures selected by each entity will be implemented, starting around 15 procedures in 105 municipalities.

This process will be accompanied by *training activities* for public employees, professionals, and citizens in general.

Also, be made available to institutions to transfer and adaptation of tendering (*eLicitacion*) and electronic invoicing (*eFactura*), electronic invoicing in the regional administration since February 2010.

With this new agreement will enhance and strengthen the *portal Eidolocal*, the Government of Galicia makes available to local authorities so that they provide information to the public (public area) and to serve as a means of communication, through network, between local and regional administration (private area).

Local entities will have at their disposal tools and means to **interoperate** and **interconnect** with other Public Administrations (national and European).

The Government of Galicia will promote the **cooperation** between administrations, and the availability of telematic services.

**Reduced time** to procedures and management.

The Government of Galicia through **training campaigns**, to entities and citizens, will be promote the use of ICT to achieve the Electronic Administration.

The entities will have the office **eConcello**, that will give them: technical and functional maintenance; support to deploy telecommunications solutions; support in FEESL projects (*State Fund for Employment and Local Sustainability*); assists in project development regional level that impact on the local level and support in the development of e-administration in municipalities.

The eGovernment offers to citizens, companies and organizations a greater **effectiveness** and **efficiency** in its relationship with administrations, as well as the relationship between different administrations.

Source:

<http://www.eidolocal.com/>

<http://imit.xunta.es/>

## The RCC model in Vysocina – an overall progress

ICHNOS project ended in 2007, in days when the Czech Republic began to show systemic changes initiated by the ZAP project (ZAP = Simplification of administrative procedures). The Central Registration Points at Municipal Trade Licensing Offices get to the routine operation – it partially simplified an entry of entrepreneurs into the business and the reporting of changes. General thoughts on implementing electronic public administration (so-called e-Government) started to receive concrete forms in the CzechPoint project, various basic registers bills and the institution of electronic document conversion.

The Vysocina Region has been focused in the long term approach on ICT implementation in the regional public administration area. One of the main tasks have been to create a network of regional one-stop-shops, covered and coordinated by the **Regional Centre of Competence (RCC)**, according to the RCC Model.

The Regional Authority of Vysocina decided to reappraise the RCC concept towards supplementing a current system of entrepreneurial support, avoiding an overlap of its competences. The suitable model was decided to become the **Contact Centre of Vysocina Region** with the aim of equal and transparent access of citizens to any public sector information within the region.

The implementation of the RCC model has been conditioned by legislative aspects in the Czech Republic and the Vysocina and it will be fully implemented within the established Contact Centre of the Vysocina Region.

The future steps, as the building of the **Knowledge Database**, are defined and supported by the **ICHNOS Plus Toolkit**. The implemented RCC model will help to bridge the gap between national and regional responsibility in the process of reduction and simplification of administrative procedures for business start-ups, which is solved at national level (legislative issues). Regional stakeholders and SMEs users will benefit directly from better services and cross-border cooperation.

However, the aim of the Interreg IVC programme is not about the direct implementation of models, which were created in the project. This type of project ends with an adoption of the **"Action Plan"**, which is an official document signed by the Director of the Office of the Regional Council of the South-East Cohesion Region, declaring that the Office will pay attention to the objectives and outputs of the project (in case of the project ICHNOS Plus its support for creation and running of Contact Centre of the Vysocina Region). The Action Plan also identifies potential funding sources – first of all European Structural Funds and Czech National Operational Programmes approved by the European Commission, where the implementation of the Contact Centre of the Vyso ina Region could be included. The Vyso ina region has considered the South-East Regional Operational Programme, the Integrated

Operational Programme and the Operational Programme Human Resources and Employment to be suitable for this funding purposes.

## The RCC model in Silesia

The main challenges for the "one-stop-shop" (OSS) for the enterprises in the region of Silesia:

1. cooperation of the public institutions in order the reach the common goal: facilitating the enterprise registration procedures (i.e. social insurance authority, tax office, etc.), implementation of the on-line registration system, creating a political will on the decision makers level,
2. co-ordination of the activities among the providers of services dedicated to the new business start-ups (both public as and private) - political will on the decision makers level,
3. technical and substantial support of the "one-stop-shops" staff by the RCC.

The Ruda Slaska Business Incubator is able to perform only on the challenge no.3, mainly by applying for EU funding to the Regional Operational Program - the Human Capital of the V priority – Good Governance, activity 5.2. THE STRENGTHENING OF THE POTENTIAL OF SELF-GOVERNMENTAL ADMINISTRATION, sub-activity 5.2.1 - Modernization of managing in the local government, for institutional support for entrepreneurship promoting and supporting the OSS trough the RCC to be created in the Silesia Region.

In the case of this project the most reasonable and economical solution will be to establish the RCC project by expanding the range of the activities performed by a public institution already existing in the regional administration/business environment. This RCC will cover all 167 communities of the Silesia Region and 19 municipalities. The local public administration will support to the OSS staff employed on their territory.

Projected Regional Centre of Competence has different roles in the system of managing and servicing to the OSS network. The roles/modules are described in the following sections:

### ➤ Observatory

An Observatory module that assesses the current regional socioeconomic situation in order to support the set-up of new OSSes. It will also monitor the performance of each individual OSS and evaluate the obstacles that may prevent them from running smoothly. Additionally it will also monitor the latest information about administration solutions for OSS and processes and recommendations of

simplification of the bureaucratic procedures of the public services provided by OSS.

Module Observatory will monitor the latest information about administration solutions for OSS and processes and recommendations of simplification of the bureaucratic procedures of the public services provided by OSS.

Other tasks:

- Identification of obstacles that prevent the OSS smooth operation,
- Mapping good practice in the functioning of the OSS,
- Identification of activities that can be carried out in one of three other modules, in order to reduce OSS barriers.

#### ➤ Advisory, consultancy and assistance

An Advisory and Support module that carries out the core activities of the OSS, giving support to the OSS managers, to the OSS employees and to the regional and local authorities on the legal aspects of the OSS functioning, as well as procedures for establishing and running a business. Advice can be provided in the course roster by telephone, electronic mail, in person and through Internet forums, as well as in writing.

#### ➤ Training

Training module offers knowledge to OSS staff and to third bodies connected with OSS's activities. Online (e-learning) and face-to-face courses, as well as paper-based documentation on guidelines are the main means, which will be focused on the procedures regarding business creation, the procedures for contacting third bodies, and the novelties on legal and technical aspects of OSS activities.

#### ➤ Information and communication

This module is about to that promote OSSes and disseminates the achievements of the OSS network and benefits among its stakeholders in the region among their end-users and around on the national or interregional (possibly as well as international) level.

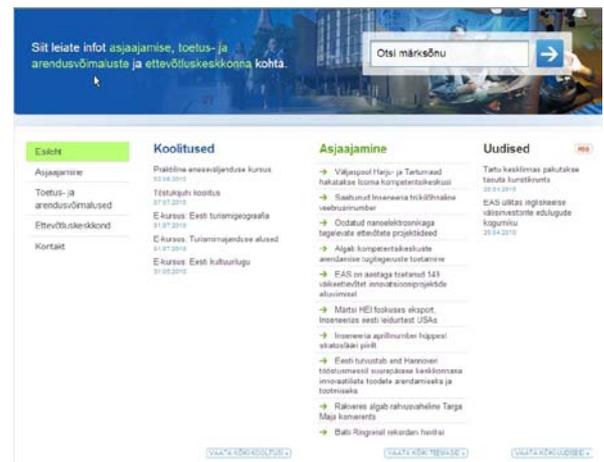
The above model has been adopted in order to take a better advantage of the European best practices in the OSS implementation as well as to inspire cooperation in order to harmonize all aspects of OSS activities and new business start-ups. Various means of support are anticipated within the project framework in order to achieve an increase of the local level public administration efficiency and create a new business friendly environment, in which the

businessman would be able to take an advantage of the complex services provided by the OSS.

### Virtual OSS is becoming a reality in Tartu

On 22<sup>nd</sup> of June the Mayor of Tartu City Government signed the Action Plan for Tartu region. The Action Plan stipulates that Tartu City Government together with Tartu Science Park and other stakeholders will develop a regional webportal (<http://ettevotlus.tartu.ee>) for entrepreneurs.

The site would serve as a **regional electronic point of single contact** - the virtual OSS. It will include information about local regulations for businesses, regional entrepreneurship support structures and other relevant information. The regional portal would also link to online services of the State Portal for entrepreneurs ([www.eesti.ee](http://www.eesti.ee)). The website would be in Estonian and also in English to enable easy access to companies from other EU countries. A creation of the virtual OSS has already started, below is a screenshot of the current development status.



In addition to developing a regional virtual one-stop-shop, Tartu Science Park, which is financially supported by Tartu City Government, will act as a physical PSC for technology companies. Technology companies that approach TSP will receive business consulting, including advice how to register a company and start business activities. TSP works closely with Tartu Business Advisory, Tartu City Government, Estonian Chamber of Commerce (Tartu branch) and other business support organisations. The website of TSP [www.teaduspark.ee](http://www.teaduspark.ee) is a good starting point for a hi-tech entrepreneur.

## The OSS in North Aegean Region – an overall progress

The North Aegean region participated in the ICHNOS Plus project having in mind the gap that existed in Greece for One-Stop-Shops. The North Aegean region initial intention was to learn how to set up an OSS and an RCC model and learn from the original partners of ICHNOS that had the experience and the know how and in a way to transfer this to our region.

The North Aegean region long term goal was to setup a network of OSS in every island (the region of North Aegean consists of 9 islands). One in each of the three biggest islands (Lesvos, Chios, Samos) and antennas to the smallest ones. In that way the North Aegean region would succeed into having a sufficient number of representation and help the local entrepreneurs. The role of the OSS was supposed to be played by the Chambers of Commerce (1 in Chios, 1 in Lesvos, 1 in Samos) and the Center Information Points (KEP in Greek) that are existed in each municipality and have an everyday contact with entrepreneurs and citizens. This was perceived to maximize the benefits of OSS and assist in the dissemination of them to the wider public.

The overall responsibility of the OSS, meaning the **Regional Centre of Competence (RCC)** was intended to be kept by the Regional Development Funds of the North Aegean region which is most suitable regional public service and has the abilities to do so.

During the course of ICHNOS Plus project the North Aegean region has managed to contact the relevant ministries of the Greek Government responsible for the new law for the implementation of OSS which were in the process of creating a **Knowledge Database**, similar to the one defined to **ICHNOS Plus Toolkit**, and were more than happy to utilize our experience from ICHNOS Plus and adapt the new law according to that. In addition, they have identified that the Spanish case was more closer to ours, hence, they tried to get as many information as they could from Cesga region.

Furthermore, having no supporting law for the creation of OSS in the North Aegean region the North Aegean region has decided to move to the direction of training staff to be ready and well informed when the law will come into power. The staff we have selected was from the Chambers of Commerce, and send them to staff exchange trips (Galicia, Estonia) to see how the OSS operate in our european partners.

Taking into account the expression of interest of the new Greek government to set-up One-Stop-Shops that will simplify the setup of new business the objective of the North Aegean region's action plan is to propose an effective model of support of business start-up and development in our region. This will be available to Greek Ministry to take it into account when attempting to put into practice the OSS in Greece.

North Aegean region greater goal is to use ICHNOS Plus experience into assisting the implementation of OSS in Greece. This will be the greater achievement for the project in the North Aegean region.

The Action plan will be signed by Managing authority MA for the OP 'Competitiveness' declaring that they will pay attention to the objectives and outputs of the project and use European Structural Funds and Operational Programmes to assist for the creation of OSS.

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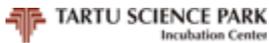
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