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EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)

in cooperation with

**THE GENERAL PERSONNEL COUNCIL OF
PALESTINE***

Regional seminar for high level civil servants

13th UniDem Med

**"PUBLIC ADMINISTRATION FACING THE COVID-19 PANDEMIC:
MODERNISATION AND DIGITAL INNOVATIONS"**

Videoconference, Palestine*

5-6 October 2021

**THE COVID-19 PANDEMIC AS AN ACCELERATOR OF DIGITAL INNOVATIONS
AND DIGITAL TRANSFORMATION OF PUBLIC SERVICES: TOWARDS A
MORE DEMOCRATIC, OPEN AND INCLUSIVE PUBLIC ADMINISTRATION**

by

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by the European Union
and the Council of Europe



COUNCIL OF EUROPE



Implemented
by the Council of Europe

The Unidem Med project is implemented in the framework of the European Union/Council of Europe joint programme
"Regional Support to Reinforce Human Rights, Rule of Law and Democracy in the Southern Mediterranean"
(South Programme IV)

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The views expressed herein can in no way be taken to reflect the official opinion of either party.*



**CENTRE
FOR INNOVATION**
IN THE PUBLIC SECTOR



5th October 2021

LabX Mission

Contribute to the ecosystem of innovation in Public Administration by promoting the renewal of the offer of public services, suited to the real needs of citizens and companies.

PRINCIPLES FOR THE PUBLIC INNOVATOR

Based on the citizens expectations and on the contributions of Public Administration workers and leaders, ten principles stand out to guide real practices in a world in permanent change.

Ten Principles of the Public Innovator



1. Focus on citizens and business



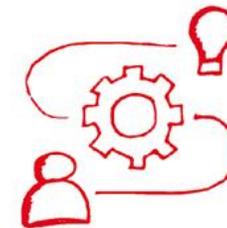
2. Improve efficiency in public services



3. Overcoming barriers to participation



4. Promoting a culture of innovation



5. Using evidence-based decision making approach



6. Working in collaboration



7. Test before implementation



8. Ensure the implementation of usable solutions



9. Evaluate to improve



10. Keeping an open mind towards the future



LabXpresso #03

Testemunho

Innovators' network

We create a community build by public servants (currently with 675 members) we had 15 collaborative sessions (a.k.a OFICINA @ LabX), 4 mentorings and 16 issues of the our newsletter (LabXpresso), sharing knowledge or practical exercises about innovation in the Public sector

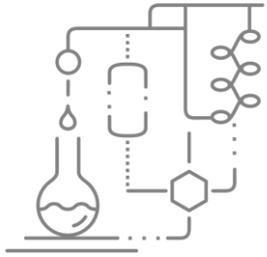


TOOLKIT

PARA SERVIÇOS PÚBLICOS CENTRADOS NOS CIDADÃOS

Versão 0.3 - RASCUNHO PARA RECOLHA DE SUGESTÕES





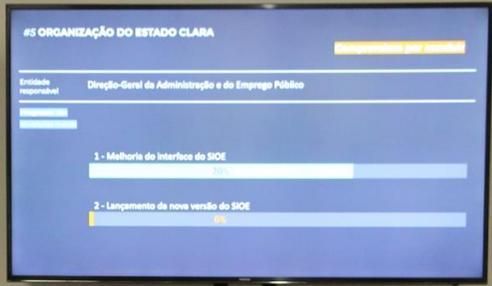
Public service as a living lab



Public service as a living lab

A experimental program that developed, tested and monitored high fidelity prototypes in real context + Explored and tested technological solutions that public entities developed in collaboration with the innovation ecosystem and I&D partners





National Network for Open Administration

Open Government Partnership

OGP is an international and multilateral initiative that promotes co-creation between the State and Civil Society. Its objective is to make States more open, responsible and receptive to citizens through concrete initiatives included in biennial action plans.

National Network for Open Administration

- 10 governmental and non-governmental entities involved

II National Plan (2021-2023)

- 9 commitments



Network of Public Administration Experimentation Laboratories



Process initiated to build a belt of multipliers, creating teams and starting experimental projects to scale-up the LabX approach.



CÂMARA MUNICIPAL
DE
COIMBRA



LOULÉ
X LAB

Laboratório
Experimentação
Municipal



LISBOA
CÂMARA MUNICIPAL



TURISMO DE
PORTUGAL



Tax Authority: more trust, better services

Improving the relationship between taxpayers and tax services: conducting field research, integrating Tax Authority teams into the experimental mindset; carrying out interventions to simplify written communications

MAPA DE SENTIMENTOS

DIGA-NOS QUAIS SÃO PRINCIPAIS SENTIMENTOS NA LEITURA DESTE E-MAIL

From: Autoridade Tributária e Aduaneira <info@at.gov.pt>
Date: sábado, 9 de fev de 2018, 07:21
Subject: Comunicação do Agregado Familiar ao Portal das Finanças – até 15 fevereiro

- Calmo/sereno
- Confuso/baralhado
- Preocupado/irritado

agregado familiar e outros elementos pessoais relevantes, com referência à data de 31 de dezembro de 2018.

Assim, deve indicar essa comunicação se, no ano de 2018:

- Houve alterações na composição do seu agregado familiar; ou
- Houve exercício em comum de responsabilidades parentais com outro sujeito passivo que não integra o mesmo agregado familiar; isto é, se teve dependente em situação de guarda conjunta; ou
- Houve alteração na situação de agregado familiar.

No caso de dependentes em guarda conjunta deve indicar:

1. O elemento do agregado familiar que exerce as responsabilidades parentais;
2. O NDI do outro sujeito passivo que exerce em conjunto as responsabilidades parentais;
3. Se o dependente integra, ou não, o seu agregado familiar;
4. A existência de residência alternativa, sendo caso disso;
5. A percentagem no montante de despesas, quando esta não é igualitária (convado).

Atente-se que na falta de comunicação das situações referidas em 4 e 5, a AT considerará que não existe residência alternativa e que as despesas são partilhadas de forma igualitária (convado) para cada um dos sujeitos que exerce as responsabilidades parentais.

Pode ainda identificar a entidade a quem pretende consignar o IRS e, eventualmente, a dedução à coleta por exigência de fatura.

A comunicação e a escolha da composição do agregado familiar e outros elementos relevantes, obriga à autorização dos sujeitos passivos e dos dependentes, e pode ser efetuada:

- No Portal das Finanças, no ecrã de Cidadãos > Serviços > Dados Pessoais Relevantes; ou
- Através da aplicação para dispositivos móveis "Agregado Familiar" que se encontra disponível na Apple Store e no Google Play.

Se entretanto já proceder à comunicação de seu agregado familiar e de outros elementos pessoais relevantes, considere esta mensagem sem efeito.

Para informações adicionais, poderá contactar-nos através:

- Do Centro de Atendimento Telefónico (CAT) pelo número 217 216 707, aos dias úteis, das 09H00 às 19H00; ou
- Portal das Finanças > Contacto-nos > Atendimento e-Suporte > Registrar Nova Questão > Inquirir ou área: "IRS" > Tipo de questão: "Agregado Familiar/Residência" > Questão: "Residência/Residência Pessoal".

Com as melhores cumprimentos,

Fernando Lopes de Carvalho

Devidor de Serviços



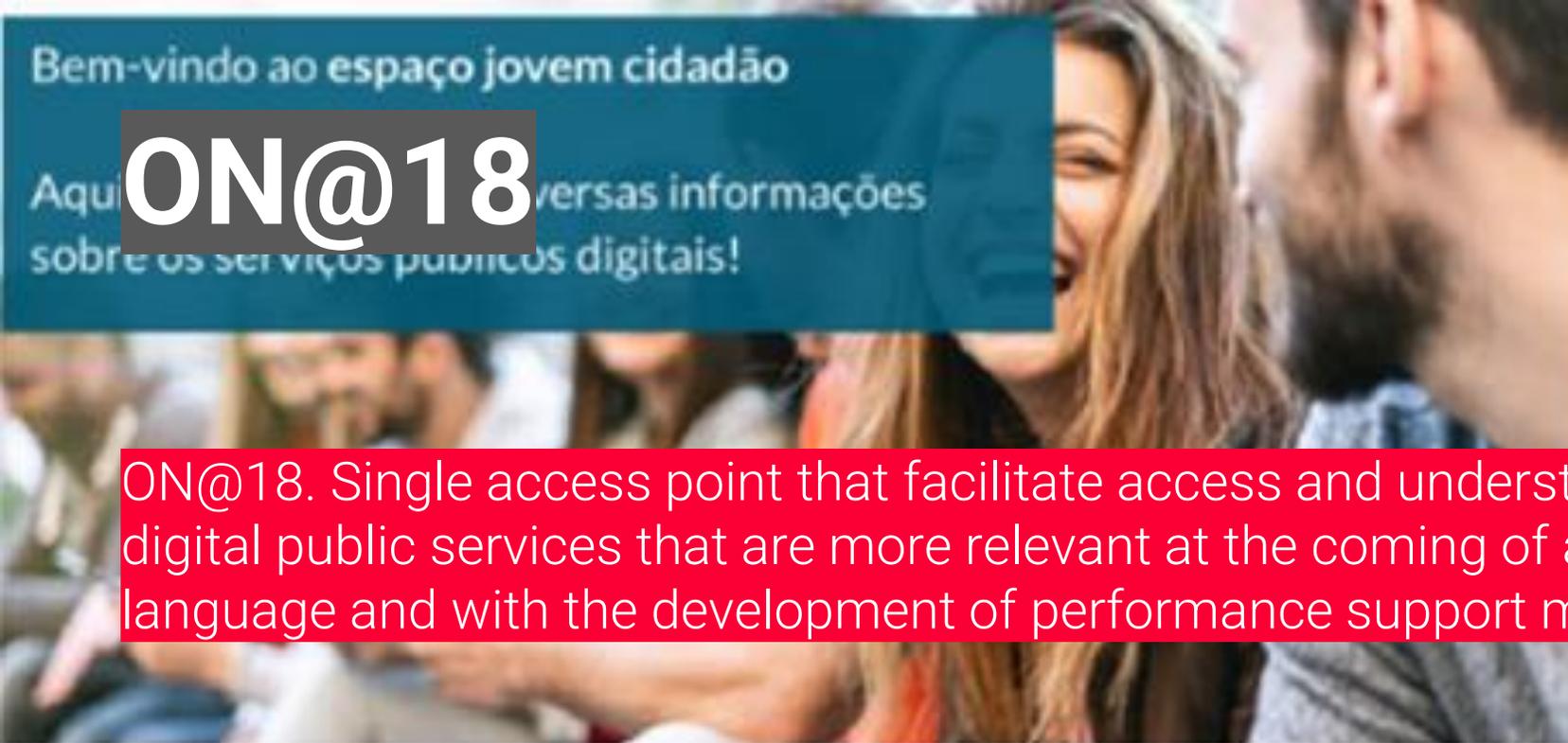
Workshops on simplifying public documents

LabX developed a methodology that promotes the use of clear, simple and useful language for clear communications between Public Services and citizens. It was created a "do-it-yourself" model to be disseminated by the Public Administration

A field test was conducted with the aim to simplify two written communications from the Tax Authority.

OFICINAS DE
SIMPLIFICAÇÃO

Manual de Aplicação



Bem-vindo ao espaço jovem cidadão

Aqui **ON@18** diversas informações sobre os serviços públicos digitais!

ON@18. Single access point that facilitate access and understanding of young people about digital public services that are more relevant at the coming of age, with a more appropriate language and with the development of performance support mechanisms (chatbot).

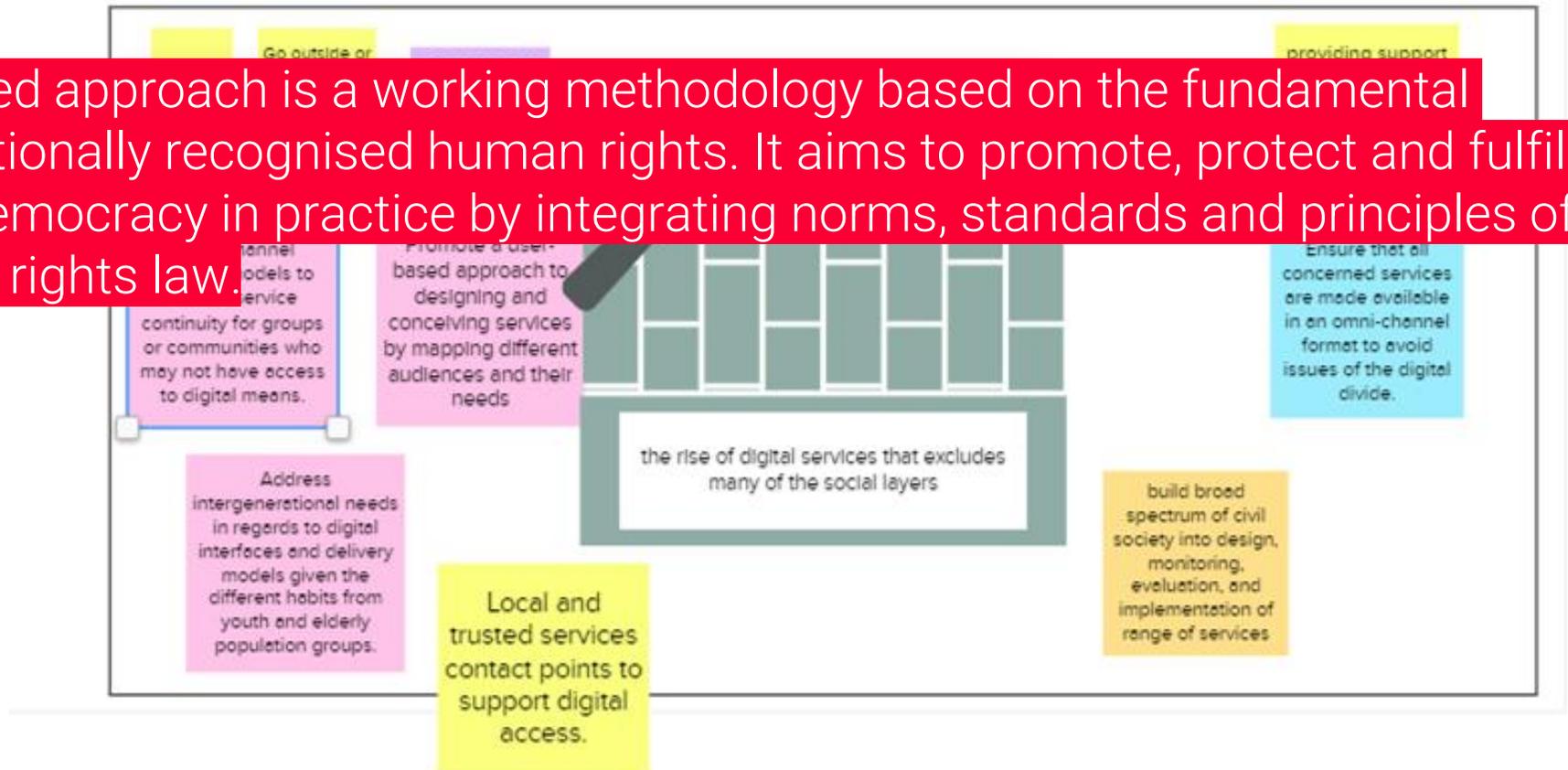
SOBRE O ESPAÇO JOVEM CIDADÃO...

Aqui podes conhecer as tuas responsabilidades enquanto cidadão, esclarecer as tuas dúvidas e aceder, de forma simples e direta, aos serviços públicos que estão disponíveis online!



Guiding principles for a human rights based approach on public services

A human rights-based approach is a working methodology based on the fundamental principles of internationally recognised human rights. It aims to promote, protect and fulfil human rights and democracy in practice by integrating norms, standards and principles of international human rights law.



9

Guiding principles for a human rights-based approach in service design

A human rights-based approach highlights, as key elements, participation and responsibility, non-discrimination and human dignity, transparency and accountability, framed by a rule of law and aiming to provide public services that are available, accessible, inclusive and of high quality for all.

1 Promote citizens' participation at all stages of the process, particularly from the excluded or disadvantaged groups.

2 Designing, first and foremost, for the communities in vulnerable situations.

3 Analyse, in a systematic way, the expected and unforeseen consequences of service availability.

4 Value the process as much as the outcome.

5 Ensure privacy and citizens' personal data security.

6 Consider misuse cases as a serious problem to tackle.

7 Promote a continuous services monitoring and assessment.

8 Developing the right-holders and duty-bearers' capacities.

9 Ensuring transparency on obligations, responsibilities and rights regarding services.



RESPONSE TO COVID-19

Collaborative Work Plan In the Public

Administration

Designed and implemented between March and May 2020

- Collaboration of 75 people from 27 entities
- Organized in 6 areas with 22 projects
- Executed by multidisciplinary project teams in remote work



RESPONSE TO COVID-19

Collaborative Work Plan In the Public

Administration

- three editions of Collaborative Plans
- 45 projects developed,
- involving around 135 professionals and 55 entities.

Ongoing projects



Observatory of
Public Sector Innovation



Civic Space Scan

AIK - Anticipatory Innovation Starter Kit

Digital Democracy

Experimental projects

eportugal
o novo portal de serviços públicos

Entrepreneur Desk

iefponline

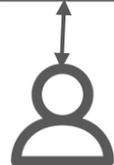
Online job portal

Citizen shop

INOVx
Painel da Inovação
do Setor Público

InovX | Innovation index

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Death and bereavement service

DRE
DIÁRIO DA REPÚBLICA ELETRÓNICO

Electronic Official Journal

120 DGS desde 1899
Direção-Geral da Saúde

DGS | Participatory process for an organizational transformation



BUPi
BALCÃO ÚNICO DO PRÉDIO

Land registration service

Agora
falo eu

Education for citizenship

efatura

Public Expenditure Roadmap | Electronic invoice

GNS
Gabinete Nacional de Segurança PORTUGAL

Participatory approach to user-centred design | GNS

The transformation of Public Administration supports the role of the State in Portugal's socio-economic development

The permanent adaptation of the Public Administration to society has a positive impact on the lives of people, companies, civil society organizations and renews the legitimacy of the State and public institutions as central actors in a cohesive, prosperous and democratic society.



Transform Programme

PROGRAMA TRANSFORMAR

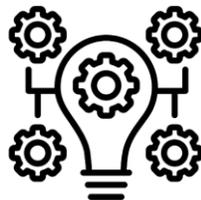
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The Programme is a LabX operating model, which articulates three closely linked areas of activity: **innovation in public services, administrative simplification and the participation of all people.**

PROGRAMA TRANSFORMAR

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INNOVATION



Institute the continuous redesign of public services, finding innovative and efficient solutions so that they create effective value in view of the dynamic needs of citizens and society.

SIMPLIFICATION



Permanently simplify administrative activities, allowing for new SIMPLEX Programs, with more ambitious, integrated, efficient, innovative and sustainable measures.

PARTICIPATION



Bringing public administration closer to people, with innovative initiatives of openness, transparency and participation to drive the necessary changes.

THANK YOU



**CENTRE
FOR INNOVATION**
IN THE PUBLIC SECTOR

ama ADMINISTRATIVE
MODERNIZATION
AGENCY

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[facebook.com/labx.gov.pt](https://www.facebook.com/labx.gov.pt)
@labx_govpt