

ESF project "Transformation of the Administrative Service Model"

Bulgaria

Key facts

SPECIFIC OBJECTIVE OF THE OPERATIONAL PROGRAMME

'Reduction of administrative and regulatory burden on citizens and businesses and introduction of services based on "life events" and "business events"'

TARGET GROUPS



Administrations at all levels and the public service providers

BENEFICIARY ORGANISATION

Directorate 'Modernisation of the administration' in the Council of Ministers' administration

PROJECT DURATION

01/12/2015 – 30/06/2020

COORDINATOR

Directorate 'Modernisation of the administration' in the Council of Ministers' administration



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PARTNERS

National Association of the Municipalities in the Republic of Bulgaria

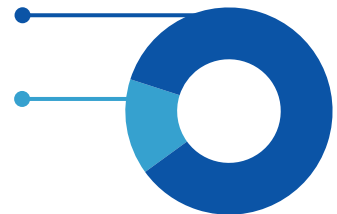
BUDGET

EUR 2,162,064.7

ESF contribution

EUR 380,540.8

Other contribution



PROJECT/ORGANISATION WEBSITE



<https://www.strategy.bg/Publications/List.aspx?lang=bg-BG&categoryId=35>
www.government.bg

Activities implemented

PROJECT IN NUMBERS



Administrative regimes reviewed for simplification



Pilot administrations introducing complex administrative service delivery



Municipal services selected for standardisation



Measures adopted for simplifying and aligning services with the law reducing burdens

MAIN PROJECT TASKS



Developing electronic forms for requesting and receiving certificates through official channels from the administrative registers, integrated in the inter-register exchange environment, RegiX.



Upgrading the existing Integrated Information System of the State Administration, as the environment for the Administrative Register, which provides information about all administrative structures, regulatory regimes and administrative services.



Conducting a large-scale inventory of administrative services and regimes and their compliance with the legislative requirements; analysing the condition of registers in the state administration and preparing a concept and a road map for reform of the registers; analysing the practices and construction of service provision on the basis of the 'life events' and 'business events'.



Selecting priority services provided by municipalities and developing unified procedures and forms for requesting and providing these services.

Project journey: from conception to delivery

INITIAL STAGE

CONTEXT OF THE PROJECT

Improving administrative services has been a key element of implementing the public administration modernisation since 1999. The measures implemented during the years included legal regulation of the obligation of the administrations to exchange information internally when providing services and ensure the opportunity for service application and delivery through various channels - by post, electronically or at a desk. In spite of the great ambitions for broad integration and the normative amendments, the official exchange of information still did not work in practice, due to limitations in the technical capacity of public bodies and restrictions on the exchange of data between the registers of different administrations.

PURPOSE OF THE PROJECT

The **'Transformation of the Administrative Service Model'** project was designed to target the deficit of full and structured information about the administrative services, regimes, information pools and registers. Its implementation should remove the normative impediments to the introduction of Complex Administrative Service (CAS) and secure the model of service integration centrally first, before engaging in further implementation by, specifically, municipal administrations.

PROJECT PHASE

MAIN CHALLENGES FACED, AND DIFFICULTIES ENCOUNTERED

The project depends on securing the participation of various administrations. The resistance of some administrations to participate in the pilot implementation of some activities derives from the missing technical readiness of the administrations to share the information necessary to deliver services and the lack of confidence that those activities will achieve true results. Another challenge is the actual inclusion of the public service providers in the administrative service norms, since a good proportion of them feel that they do not provide administrative services and therefore are not obliged to comply with the norms for the services they deliver to the citizens and the business.

KEY DEVELOPMENTS AND EVENTS DURING THE IMPLEMENTATION PROCESS

The project management team started by adapting the project to the additionally identified conditions – a larger number of regimes and services than initially planned. As a result of the external consultants' work, more than 1,085 administrative regimes have been reviewed for simplification and 17 municipal services supported for standardization.

KEY RESULTS AND SUCCESS FACTORS

The main achievement of the project so far has been the large-scale inventory of all regimes, administrative services and registers, and the inclusion of 50 administrations in the pilot exchange of information from the registers maintained by various administrations. The documents and procedures for the provision of 17 services provided by the municipal administrations were unified and are now mandatory. A Concept has been developed for the register reform that outlines the respective next steps.

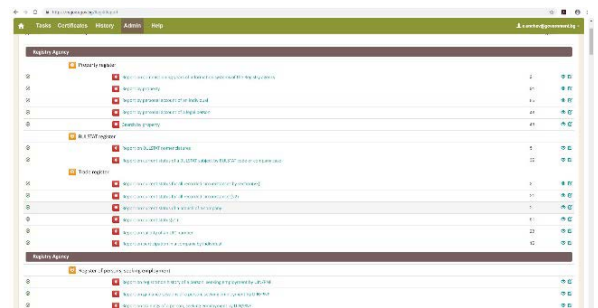
RESULTS, IMPACTS

(EXPECTED) IMPACT ON THE ADMINISTRATIVE SYSTEM IN GENERAL

There are already visible results of the accomplished activities including the increased information exchange necessary for administrative service provision and reduced service time for citizens and the business between administrations. Adopted measures for simplification and aligning the services with regulatory requirements will reduce the burden on the business and the costs of performing economic activities. The project is also expected to produce a long-term impact through the adoption of normative amendments ensuring fast and easy administrative provision for the citizens and the business.

LESSONS LEARNT: THE ROLE OF ESF FINANCIAL SUPPORT

During 2007-2013 and 2014-2020, ESF was the main instrument for improving the processes and modernising the model of administrative service provision and for reducing the administrative burden on businesses and citizens. The main lesson refers to the fact that such comprehensive reforms that change the work principles of the organisation are difficult to implement because they involve administrations at different levels, with different degrees of organisational development; there will always be contradictory interests and the inevitable influence of external factors. When realising such large-scale projects, it is necessary to consider and use tools for attracting and winning allies of innovation and for change management.



Types of certificates provided electronically via RegiX platform

REFLECTIONS

Personal experiences



'The impact of the project results after its completion is expected to be enormous. The changes in the administrative service provision should be indispensable, real, measurable and "can be touched". That will make them discernible and recognisable for citizens and businesses.'

Encho Enchev, *Leader of the management team, State expert, Directorate 'Modernisation of the administration' in the Council of Ministers' administration*

'The activities are expected to produce a significant effect. The service unification and standardisation is a process, and not just a selection of a certain number of services to be put to analysis and unification measures. Fast actions are needed to integrate the results and search for continuous balance between the initiatives of various participants in the process.'

Ventsislav Kozhuharov, *expert in the National Association of the Municipalities in the Republic of Bulgaria*

The study "Progress Assessment of the ESF Support to Public Administration" (PAPA) aims to present specific cases of ESF-funded public administration reform and capacity building initiatives. The contractor prepared 30 case studies and factsheets on ESF supported projects funded in 17 beneficiary countries of Thematic Objective 11 during the programming period 2014-2020.

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Find out more about the project by following the link <http://bit.ly/2Gfn35A> or scan the QR code using your smartphone camera.