simplex
autárquico

The closer, the better

simplex for Municipalities

simplex for Municipalities

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1 | A common policy

Administrative simplification and better regulation are now part of a common, strategically-oriented policy within the European Union aimed at improving regulatory frameworks, modernising public services and stimulating the economy.

The strategy involves the European institutions, Member States, regional and local governments within the scope of their respective powers and competences and the different levels of political and administrative autonomy granted to them.

In Portugal, SIMPLEX is the program that was designed to implement such strategy. So far, SIMPLEX had been focused on the processes and procedures of central government.

The experience acquired over the past two years in implementing SIMPLEX and the knowledge acquired with the adoption of simplification initiatives by several municipalities have inspired the extension of the program to local government – both to municipalities and to parishes (*freguesias*) willing to get involved on a voluntary basis in this common endeavour.

The *Simplex Autárquico* programme that is now being launched brings together measures that were proposed by the 9 municipalities that agreed to get involved in the project: Águeda, Cascais, Guimarães, Lisbon, Pombal, Portalegre, Oporto, Redondo and Seixal.

The programme is opened to the participation of all local government bodies that wish to adopt the proposed measures as well as to suggest their own simplification initiatives.

2 | The same goals

T he three main goals of programmes aimed at administrative simplification and better regulation – to make citizens' life easier, to reduce contextual costs that burden economic activities and to modernise public administration – are also relevant to local government.

Indeed, those goals are event more relevant at local level for three main reasons:

- as local administration is closer to citizens, there is a greater social pressure for the provision of good public services;
- the move towards increased de-centralisation requires local government bodies to acquire the skills to perform their new roles and functions in an efficient manner;
- some of the key simplification and rationalisation measures undertaken at central level have a significant impact on local government structures. A case in point is the simplified regime for issuing permits and licences for construction works or various economic activities.

Any modern local government body should include among its key priority, improving the lives and collective well-being of its communities and taking part in the global economy through innovation and the ability to attract active and participative citizens, as well as dynamic and socially responsible economic operators. This requires flexible and transparent management models, based on optimised processes and on citizen- and business-oriented services, as well as the elimination of procedures and routines that do not add value to the services provided.

3 | An integrated strategic vision

im **S** plification in local government is of strategic importance to improve the lives of citizens in local communities, to strengthen the competitiveness of municipalities and to improve transparency in decision-making and the overall image of local administration bodies. The proposed strategy stands on four pillars:

- **Improving and optimising the internal operation of municipal services**, through innovative leaders willing to implement new work processes based on the transversal nature of information and communication channels; on the adoption of flatter organisational structures that will share common services; and, more generally, on a more rational use of human, material and information resources;

- **Improving the provision of services to citizens and businesses**, both in terms of their quality and accessibility, by providing such services using a range of channels, especially electronic-based channels and adopting the one-stop-shop principle;

- **Promoting interactions between the different public administrations**, by strengthening collaboration and cooperation, circulating and sharing information and disseminating and replicating best practices;

- **Contributing to strengthening citizenship and the quality of democracy**, by making municipal activities more transparent, with channels to disseminate information to citizens, accountability, access to relevant documents and information and the involvement of citizens in decision-making processes that affect their daily lives.

4 | Common principles for action

AUTONOMY

The political and administrative autonomy granted to municipalities shall be the guiding principle to establish a platform for collaboration between municipalities and between these and central administration in what concerns streamlining and simplification.

The model requires that municipalities be committed to the principles of freedom to participate and to act:

- **Freedom to participate** involves the following fundamental aspects:
    - the possibility of joining and leaving the programme at any time, in all cases at the exclusive decision of the municipality;
    - the possibility of autonomously adding to the programme any simplification measures as determined by the organs of municipal government;
    - the possibility of adding simplification measures proposed by the competent bodies in the parishes (*freguesias*);
    - the possibility of adding simplification measures that may require coordination between central and local administration, acting on a joint proposal by the departments or services involved.
- F**reedom to act** presupposes:
    - the possibility to choose the way, times and pace of development and implementation of any measures;

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o   the possibility to choose one's partners.

TRANSPARENCY

Simplex Autárquico represents a **voluntary commitment of the municipalities** participating in it. Their adhesion to this project requires that municipalities accept to **publicly disclose their commitments** regarding simplification, as well as those of central administration in the case of inter-sectoral measures, together with their goals and the deadlines for their implementation.

ACCOUNTABILITY

The success of *Simplex Autárquico* will not be gauged by the number of measures included in the programme, but by the practical outcomes of such measures.

Thus, every municipality (and every organ of central administration, whenever that is the case) shall share responsibility in the common measures that it has taken on board and will be fully responsible for the municipal measures that it has included in the programme.

Moreover, participating municipalities will be **committed to publicly disclosing** the completion and outcome of their simplification measures.

PUBLIC CONSULTATION

Simplex Autárquico will be an important vehicle for communicating and disclosing the simplification initiatives undertaken by participating municipalities. The adoption of

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simplified processes and procedures will be of little or no use of citizens are not made aware of their existence or do not adhere to them, preferring to resort to old but trusted bureaucratic routines.

The participation of citizens in these initiatives is absolutely crucial, for only thus will their trust in decision-makers and public services be reinforced.

The public must be able to participate in the identification of bureaucratic constraints that affect their daily life, as well as in the monitoring of any initiatives undertaken and in evaluating their outcomes.

COORDINATION

The large number of municipalities involved that are geographically scattered and have different administrative practices and management styles, as well as the advantages associated to the integration of simplification activities are the rationale behind the definition of a coordination principle.

- From an **organisational** viewpoint, coordination should take place at different levels and in different ways:

  o Municipal coordination of simplification measures put forward by municipal departments, competent bodies within parishes (*freguesias*) and by individual citizens, involving the powers to select, systematise, aggregate and amend proposals;

  o Coordination of inter-sectoral and inter-municipal measures according to mechanisms to be determined on a case-by-case basis that will take into account the status of every participant involved in the simplification process;

  o Coordination of the programme as a whole, pursuant to the model that was spelled out in the Memorandum of Understanding. –

- From a **collaboration** viewpoint, coordination should involve:

    o   a forum for debates and sharing experiences;

    o   mechanisms for public consultation and public participation.

- From an **evaluation** viewpoint, coordination should provide the means for gauging and comparing the outcome of simplification initiatives, e.g. sets of common quality indicators and indicators to monitor and assess the impact of the measures included in the programme, as well as their ample dissemination.

5 | Methods and approaches

METHODS

Simplification measures to be included in *SIMPLEX AUTÁRQUICO* should be based on an analysis of the procedures involved in specific administrative activities and should be aimed at modifying those procedures in such a way that contextual costs and the administrative burden for citizens and businesses may be reduced.

APPROACHES

Regardless of the objectives and guidelines presiding over the various simplification measures, the latter may be grouped into three categories: **inter-sectoral measures** requiring the collaboration between central and local administration; **inter-municipal measures** that reflect an identical commitment entered into by several municipalities over the same period of time; **municipal measures** that are exclusive of a municipality or parish .

6. THE MEASURES OF *SIMPLEX AUTÁRQUICO*

1. INTER-SECTORAL MEASURES

The category of "inter-sectoral simplification measures" includes measures relating to processes and procedures that directly involve local and central administration. The category comprises, *inter alia*:

- **Simplification measures to be launched by local administration but whose implementation requires the collaboration of central administration, or the opposite**, i.e. measures to be launched by central administration but whose implementation depends to a large extent on the

collaboration and commitment of local administrations, as is the case with some licensing procedures, examinations and inspections.

- **Measures that warrant a preliminary testing of the underlying concept before their generalisation** in a simulated environment or by running pilots in controlled environments, as is the case with the use of Citizens' Cards and electronic authentication mechanisms.

- Measures requiring **integrated service provision at various levels within public administration**. Indeed, people's mobility is forcing governments to review their models for the provision of public services at central and municipal level. Nowadays, a vast majority of the population does not live, work and engage in recreational activities at a single location. This is not a temporary phenomenon nor is it exclusive of large metropolitan conurbations. Moreover, de-centralisation of powers and responsibilities to local government structures has meant an increased demand for their services as well as higher expectations regarding travel and waiting times and costs.

INTER-SECTORAL MEASURES

M1 - LICENCES, PRIOR AUTHORISATIONS AND OTHER ADMINISTRATIVE MEASURES OF A SIMILAR NATURE

- **To gradually include in a single nationwide catalogue the licences, prior authorisations and other administrative measures of a similar nature** that have a bearing on economic and other activities undertaken by citizens and in their interactions with municipal authorities. The catalogue shall identify the types of licences, the procedures and times required to obtain them and their associated costs. The catalogue will eventually become a one-stop-shop for accessing all the relevant procedures in any municipality.

- To adopt technical handbooks and define a set of common **indicators for monitoring the municipal impact of the new regulatory frameworks** for the licensing of developments and construction works; industrial activities; retail activities and tourism developments, such as, *inter alia*, the number of requests by type or procedure (in case there is more than one), response times, licensed activities, etc.

- **De-materialise and facilitate multi-channel interaction between citizens and municipalities for the most common processes and procedures** related to licensing and prior authorisations.

M2 - CERTIFICATES AND OTHER ADMINISTRATIVE DOCUMENTS OF PROBATIVE VALUE

- **To establish an** inventory of situations where citizens and businesses are required to produce before a local administration department some information that is available in a different service of local or central administration, or vice-versa.
- **To promote communication between the various services involved**, so as to gradually eliminate the need for physical mediation by citizens and companies in such interactions.
- To launch a pilot-project with the municipalities of Águeda, Cascais and Pombal aimed at enabling them to send the necessary information for the assessment of the municipal property tax (*Imposto Municipal sobre Imóveis, IMI*) straight to the relevant tax authorities.
- To monitor the development of such measures, as well as their implementation across different services.

M3 - TO PROMOTE INTEROPERABILITY AND PROVIDE ONLINE SERVICES USING ELECTRONIC AUTHENTICATION PROCEDURES INVOLVING CITIZENS' CARDS

- To gradually make use of the interoperability provided by the Common Services Platform (*Plataforma de Serviços Comuns*) in projects that require a safe authentication of citizens before public bodies, as well as mechanisms for controlling transactions and e-payments that will ensure data integrity.
- To de-materialise at least three internal procedures and three interactions of citizens with public.

M4 - URBAN E-LICENSING

- To develop a pilot-project in cooperation with the web portal on the legal framework for developments and construction works. The aim is to enable applicants to submit any documentation concerning the licensing of developments, building works, land parcelling, etc. using the DWF format for

the electronic submission of technical drawings, automatic measurements and calculation of taxes due, thus increasing the reliability of the licensing procedure. This measure will implement the provisions in Law no. 60/2007 which amended the legal framework for developments and construction works.

- To include a facility for serving notices related to licensing procedures via text messages, e-mail, over the web, etc.

M5 - PUBLIC PROCUREMENT

- To promote the use of electronic signature and authentication procedures using Citizens' Cards in pre-contractual and contractual procedures related to public procurement in local government structures, pursuant to the new Public Procurement Code (Decree-Law no. 18/2008, of 29 January).

M6 - MUNICIPAL SERVICES AVAILABLE AT "ON-THE-SPOT COMPANY" COUNTERS

- To make available municipal services related to the establishment of a business over the integrated "on-the-spot company" counters.

- To provide more complex services on a "on-the-spot" basis involving the issuing of licences and the payment of associated charges.

- To provide more simple services that do not require an initial registration, analysis or decision by staff, viz. the provision of information and the submission of requests.

M7 - INTER-MUNICIPAL COUNTERS AND CITIZENS' SHOPS

- To design and test a pilot-project in Citizens' Shops aimed at establishing inter-municipal counters where citizens will be able to deal with matters relating to several municipalities.

M8 - COMMON KNOWLEDGE NETWORK

- To actively participate in the Common Knowledge Network (*Rede Comum do Conhecimento*,www.rcc.gov.pt) by presenting local initiatives aimed at

administrative modernisation and simplification. This will contribute to turn RCC into the knowledge portal for public administration as a whole and a forum for exchanging and debating ideas and for collaborative work across the various levels of administration.

➤ To develop a collaboration forum within the framework of *Simplex Autárquico* using the Common Knowledge Network as its technological platform.

M9 - FAST-TRACK ACCESS TO SERVICES FOR *PME LIDER* BUSINESSES

• To design, adopt and monitor a set of measures aimed at providing fast-track access to municipal services to businesses that are ranked *PME Líder*, taking into account their contribution to sustainable development in their respective regions, their impact on other activities and their financial soundness which is warranted by banking institutions. Measures to be considered will include, *inter alia*:

   o Access to personalised services;

   o Access to specialist technical advice with prior appointment, so that all the relevant information already existing in municipal departments and services may be gathered;

   o Close and continuous monitoring of procedures, focusing in particular on deadlines for the provision of replies by external entities and the businesses themselves;

The *PME Líder* ranking reflects the acknowledgment, by accredited market operators, of a business' distinctive features regarding its economic and financial solidity, good economic performance, governance and role in the market for small- and medium-sized companies.

2. INTER-MUNICIPAL MEASURES

Inter-municipal measures of simplification and standardisation of procedures are included under this heading. The aim is to create the conditions for the replication of best practices in the municipalities and the sharing of resources while developing common projects.

These measures should create synergies between municipalities. Moreover, the project aims at the adoption of standard procedures in the provision of public services, thus creating the conditions for public services that address the same needs and have to safeguard the same interests to be provided uniformly across the board, regardless of the geographical location.

INTER-MUNICIPAL MEASURES

M10 - INTEGRATED MULTI-CHANNEL SERVICES (FACE-TO-FACE, VOICE AND WEB)

- To raise awareness about the experiences undertaken in participating municipalities. To clarify the notion of integrated multi-channel services, defining common rules regarding the analysis of situations, vision and objectives to be pursued, levels of service and mechanisms for an integrated management of information.

- To raise awareness about the experiences in participating municipalities where citizens where able to take part and interact electronically in public meetings of the municipal executive and parliament.

M11 - CONSOLIDATING MUNICIPAL REGULATIONS AND BY-LAWS

- To raise awareness about the experiences in participating municipalities in consolidating municipal regulations and by-laws and to share rules and methods.

- To implement legal techniques and tools that will enable constant updating of municipal regulations and their posting on the municipalities' websites.

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M12 - VIRTUAL CALL/RECEPTION CENTRE

- To develop a handbook of best practices in order to implement a virtual call/reception centre that will apply common standards, rules and procedures, viz.:

    o Site contents shall be organised by life events, end-users and groups;

    o Standardised forms with a simple design shall be provided (online forms)

    o Users shall be able to search site contents and map;

> ○ Indicators of website use and services accessed shall be made available;
>
> ○ Site will include special features (accessibility and search facilities) for citizens with special needs;

- To implement the recommendations included in the handbook on best practices which shall be posted on the website
- To provide a help desk (face-to-face, virtual and over the phone) to assist citizens and businesses in the use of the virtual call/reception centre

M13 - ELECTRONIC MUNICIPAL GAZETTES

- To launch a project aimed at simplifying municipal gazettes, based on the experiences of participating municipalities.

- To review subject-matters intended for publication using criteria such as transparency, topicality, need and adequacy.

- To formulate recommendations for the access to municipal gazettes through the municipalities' websites and to make information to citizens easier to search.

3. MUNICIPAL MEASURES

These measures take into account the specificities and diverse nature of municipalities, their departments and staff.

The inclusion of municipal- or parish-level measures in a programme with a wider scope enhances its dissemination and use, strengthening citizens' trust in the organs and agents of local government.

Besides, such measures can be replicated by other municipalities, parishes or organs of central administration.

MUNICIPALITY OF ÁGUEDA

M1 - **ÁGUEDA – SMS /MMS**

To create a framework for citizens in the municipality to be able to send suggestions, complaints or questions to their municipal authorities using text messages (SMS), multimedia messages (MMS) or e-mail.

To create the possibility for citizens to add pictures identifying the object of their request (e.g. fallen trees, obstructed ditches, traffic signs in poor condition, urban waste, etc.). Messages shall be recorded and an immediate acknowledgment sent to the sender.

M2 - ÁGUEDA – 24H

To set up web services for the submission of online requests by citizens, issuing of messages acknowledging their receipt and for communicating via text messages or e-mail any steps taken to deal with such requests.

The aim is to ensure that people will not be forced to go personally to the municipal departments and to process such requests in electronic form only, without using paper or requiring the presence of citizens.

M3 - **PARTICIPATORY DEMOCRACY**

To create the technical conditions required to webcast the meetings of the municipal parliament. This is part of the project *Democracia em Directo*.

M4 - **ADVANCED MUNICIPAL CALL/RECEPTION SERVICES**

To establish de-centralised municipal call/reception services as part of the mobile posts associated to Citizen's Shops. Such advanced structures will provide all the services typically available in the town hall, including reception services, issuing of licences, permits, certificates, etc.

MUNICIPALITY OF CASCAIS

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M1 - ELECTRONIC SUBMISSION OF ACCOUNTS

To develop procedures aimed at submitting the municipality's accounts to the Court of Auditors in electronic form, building on the work that began in 2007 .

M2 - **INTEGRATED MULTI-CHANNEL CALL/RECEPTION SERVICES AND ONE-STOP-SHOP**

To develop and expand the notion of one-stop-shop with multi-channel provision of services (face-to-face, phone, internet and scanned documents) through the CRM – *Citizen Relationship Management* system across the municipality. The main objective is to increase the quality of the services provided and to allow citizens to freely select their preferred channel regardless of where they are based.

M3 - E-LICENSING AND ON-THE-SPOT MAPS AND DRAWINGS

To allow applicants to submit their applications for permits electronically, including forms, drawings and maps, pursuant to the new Law no. 60/2007. This will allow the use of automatic measurement software.

To develop a process for the submission of maps and drawings on-the-spot for the assessment of the IMI tax, using an innovative procedure for the scanning of the municipality's archive.

M4 - **SIG ONLINE**

To provide a more advanced system of georeferenced information over the internet. The system will be accessed through the municipality's website and will include additional features, allowing citizens and businesses to quickly locate information or facilities in the municipality's territory. The relevant information regarding land planning, etc. will also be made available through the system.

M5 - **MUNICIPAL LIBRARIES ON THE WEB**

A project aimed at enabling citizens to request books from municipal libraries over the internet, using new functionalities of the municipal libraries' union catalogue.

M6 - **INTRANET PORTAL FOR THE MUNICIPAL EXECUTIVE**

To set up an intranet portal for the meetings of the municipal executive. Through a workflow procedure, proposals will be tabled electronically; voting and the drafting of the minutes will also be done electronically.

MUNICIPALITY OF GUIMARÃES

M1 - INFORMATION AND SERVICES AVAILABLE ON THE MUNICIPAL WEBSITE

To consolidate and clarify the information currently being made available over the municipality's website (with the possibility of following-up procedures and document trails) and to promote an improved documentary and procedural management.

M2 - CREATING A ONE-STOP-SHOP

To promote the centralisation of call/reception services in a single face-to-face location (one-stop-shop) and to define procedures for the transmission of information between different municipal departments.

M3 - GRADUAL SCANNING OF ALL DOCUMENTATION

To promote the gradual scanning of all existing documentation and to create the necessary conditions for new documents to be received in electronic form.

The aim is to implement a workflow system for all processes/procedures in the municipality.

M4 - REVIEWING THE ISSUING OF CERTIFICATES

To implement a workflow mechanism as well as other mechanisms that will enable a more effective management of procedures related to the issuing of certificates.

MUNICIPALITY OF LISBON

M1 - ONLINE PERSONALISED CUSTOMERS SERVICES

To provide online call/reception services using a chat facility that will be accessed through the municipality's website. The aim is to provide such services based on the one-stop-shop concept, by allowing citizens to interact directly with an attendant at the municipal call centre on weekdays between 8 a.m. and 8 p.m..

FAQs related to key interactions between citizens and the municipality and organised according to life events shall also be made available online.

The main goal is to improve citizens' satisfaction, cut down unnecessary travel to municipal offices and reduce waiting times in face-to-face interactions.

M2 - ON-THE-SPOT COPIES OF DOCUMENTS

To simplify and de-materialise the procedures required to obtain copies of documents that are part of an application for licensing works.

It will be possible to request copies of any documents that are part of an application procedure at municipal counter, namely documents that are in digital format such as drawings and maps to request exemption from the municipal property tax (IMI).

It is estimated that about 60% of requests will be handled on-the-spot. Requests for maps and drawings related to IMI represent about 25% of all requests for copies of documents submitted to municipal services. The main goal of this measure is to improve citizens' satisfaction and to avoid unnecessary travel to municipal departments.

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M3 - OPEN LICENSING

To make available on the municipality's website the applications for licences that are submitted to the municipal services on a daily basis. The measure is aimed at making access to urban information easier and thus contributing to an active and responsible citizenship. The main goal is to improve access to information and to enhance the transparency of municipal processes.

M4 - ONLINE PROVISION OF MAPS AND DRAWINGS

To provide maps and drawings online and free-of-charge on the municipality's website. Some 26,400 maps and drawings relating to location of properties and rights of pre-

emption are issued every year. This measure will improve the municipality's ability to deal with such requests, as services will be provided on-the-spot and electronically. The main goal is to reduce significantly the numbers of citizens visiting the municipality's departments for that purpose.

M5 - ON-THE-SPOT ISSUING OF CERTIFICATES OF USE

To simplify the procedure for obtaining certificates, so that certificates of use may be requested and obtained immediately over the counter at the relevant municipal counter. Such certificates represent 50% of all certificates requested from the municipality. The main objective is to cut down the numbers of those going to municipal departments for such certificates and to improve the quality of the services provided.

M6 - **SELF-ASSESSMENT AND PAYMENT OF THE MUNICIPAL INFRASTRUCTURE TAX (TRIU)**

To provide a simulator on the municipal website once the Regulation on Municipal Taxes has been passed. The simulator will allow citizens to calculate their Municipal Infrastructure Tax (*Taxa Municipal pela Realização de Infra-Estruturas Urbanísticas, TRIU*). The aim is to make municipal land use regulations more transparent and to streamline the tax payment procedures.

M7 - LICENSING OF OPEN-AIR CAFÉS

To set up a focal point for the licensing of bars and restaurants as well as open-air cafés. The aim is to implement streamlined procedures based on the principle of collaboration between citizens and the administration. Ultimately, the key objective is to reduce the time required for an assessment and decision as well as minimise travel of citizens to municipal departments.

M8 - ELECTRONIC INVOICING

To de-materialise the procedures related to the submission, checking and payment of invoices by adopting an electronic invoicing facility associated to the financial software in use in the municipality. A streamlined management of invoices is essential to improve the relations with suppliers and the internal operation of the different departments. The main goals are to reduce waiting times for payment of invoices and the amount of paper used.

MUNICIPALITY OF POMBAL

M1 - ONLINE ISSUING OF MAPS

To make possible the issuing of certified maps through the municipal web portal or municipal reception counters. Citizens will be able to obtain the required maps over the web without face-to-face interactions with municipal officials. The system shall warrant the authenticity of such maps and take into account all the constraints associated to land planning regulations.

M2 - VIRTUAL INFORMATION OFFICER

To develop a virtual information officer for municipal web portals. It will basically consist in male/female virtual character that will guide users through the services that are available in the web portals, assisting them in finding the required information.

M3 - E-EDUCATION

To develop a platform for the management of education-related functions such as: school bus, school grants, management of school meals and after-hours activities, school facilities (equipment and teaching aids).

The platform will make available a range of services and information to the Pombal school community which comprises about 10,000 people.

M4 - SIMPLIFYING INVOICING

Simplifying processes for collecting revenue by developing a system that will manage customers' current accounts. The system will make available several means of payment, such as electronic payment; it will associate *Multibanco* (the inter-bank ATM network) references to all notices of debts; as well as provide updated information on the balance of current accounts; and send municipal water and sanitation services' invoices in electronic form (by e-mail); and accept water meter readings sent via text messages or over the web and include them directly in ERP.

The savings generated by electronic interaction with customers will allow the municipal authorities to charge less to customers joining the system.

This measure will make travel by citizens to municipal counters redundant.

M5 - GIGA: MANAGEMENT OF MUNICIPAL GEOREFERENCED INFORMATION

To put online on a single platform all municipal infrastructures existing in the territory as well as the utilities provided by various entities (gas, power, communications, television, etc.).

The aim is to provide users with georeferenced services, for instance, to allow citizens to know all the municipal services available in their area of residence.

M6 - IMPLEMENTATION OF A MUNICIPAL CONTACT CENTER

To implement voice-based call/reception services that shall be coordinated with other information channels.

M7 - USING CITIZENS' CARDS TO VALIDATE USERS ACCESS TO MULTI-CHANNEL SERVICES (VOICE, FACE-TO-FACE, OVER THE WEB)

To provide services through a *contact centre* that will use Citizens' Cards to identify municipal users.

Citizens' Cards shall be used for authentication of citizens of the municipality at the Municipal Forum (municipal counters and municipal information services) as well as for the various external actors involved in the procedures.

De-materialise the registration process when entering the web portal, replacing the existing method and allowing citizens to have their identities authenticated via Citizens' Cards when submitting requests over the municipal portal.

M8 - VALIDATING INTERNAL DOCUMENTATION

To create a system for authenticating documents in the document management system (Webdoc), thus totally eliminating the circulation of paper.

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MUNICIPALITY OF PORTALEGRE

M1 - IINTEGRATED CALL-CENTER

To implement an integrated call-centre using a single free phone line (municipal departments and agencies). It will be necessary to ensure that a multi-purpose platform is built and specific tools will have to be configured to manage calls and waiting lists. Additionally, there shall be an ongoing monitoring of the services provided (*inter alia*, number of calls, waiting times, percentage of hang-ups).

M2 - - PROVISION OF **ONLINE SERVICES RELATED TO WATER SUPPLY**

To implement an online service enabling citizens to access their contracts, invoices and meter readings.

M3 - MUNICIPAL DECENTRALISATION PLAN

To carry out a survey of services being provided by parish councils (*juntas de freguesia*) throughout the commune. And to define a plan aimed at de-centralising and monitoring the associated procedures.

M4 - E-CONTACT

To develop and implement an online service to assist teachers at the EB1/JI schools, making it easier for them to liaise with the municipality and streamlining and speeding up procedures such as:

- Requests from consumables;
- Management of incidents;
- Requests fro technical assistance;
- Provision of technical documents.

M5 - DISSEMINATION OF INFORMATION BY CELL PHONE TEXT MESSAGING

To implement an information system based on cell phone text messages that shall be sent to registered citizens in municipality databases. Such messages shall consist in personal alert/warning messages (e.g. concerning ongoing applications for permits), general information (e.g. about coming events) or thematic information (e.g. road works).

M6 - SURVEYS/OPINION POLLS

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To implement new tools that will allow the municipal authorities to gauge the level of satisfaction of citizens and that will improve the overall transparency of procedures and promote citizens' rights.

MUNICIPALITY OF OPORTO

M1 - STREAMLINING PROCEDURES RELATING TO LICENSES AND PERMITS RELATED TO THE USE OF PUBLIC SPACES

To simplify and speed up such procedures, through the elimination or merger of the following administrative procedures,

    a) Licensing a private car park for public use;

    b) Licensing a ramp;

    c) Licensing the installation of air-conditioning equipment;

    d) Licensing of a crane.

M2 - CALCULATOR OF MUNICIPAL RATES AVAILABLE ONLINE

To develop an integrated solution for a calculator that will enable citizens and businesses to calculate the municipal rates due for any service rendered or licensing procedure. Such a calculator shall be made available through the municipality's web portal.

M3 - ELECTRONIC INVOICING

To develop a technological solution and the relevant procedures allowing for the electronic submission and processing of suppliers' invoices and the issuance of invoices to the municipality's customers, pursuant to the Resolution by the Council of Ministers no. 137/2005, of 29 July, published in the Official Gazette no. 157, 1st Series B, of 17 August 2005.

M4 - ON-THE-SPOT PROVISION OF IMI-RELATED CERTIFICATES

To gradually turn the issue of certified maps and drawings for the purpose of processing the municipal property tax (IMI) into a purely electronic procedure, so that second requests for certificates concerning a same property may be issued "on-the-spot"

M5 - MAPPING INFORMATION AVAILABLE ONLINE (SEARCH)

To make available online through the municipality's web portal basic cartographic information such as municipal maps, parts of land planning maps, orthophotomaps and maps with geological information that may be searched by citizens and businesses.

M6 - MAPPING INFORMATION AVAILABLE ONLINE (SALE)

To make available online for sale through the municipality's web portal basic cartographic information such as municipal maps (various scales and formats), parts of land planning maps, which are often used by citizens and companies to submit planning applications, applications for advertisements/billboards and other uses of public spaces, etc; orthophotomaps and maps with geological information.

M7 - CURRENT ACCOUNTS WITH SUPPLIERS AND CUSTOMERS AVAILABLE ONLINE

To develop a technological solution that will enable suppliers and customers to access their current accounts with the municipality over its web portal.

MUNICIPALITY OF REDONDO

M14 - ONE-STOP SHOP

To centralise call/reception services in a single location, defining procedures for the transmission of information between the various municipal departments.

M15 - E-FORMS AVAILABLE ONLINE

To provide e-form online so that citizens may submit their request for certificates and copies of relevant documents (licences from the planning authorities, documents related to cemeteries, water supply, permits to sell at market fairs, etc.). over the web.

The aim is to reduce travel by citizens to municipal departments and to de-materialise procedures so that requests may be dealt with electronically, without the use of any paper forms or the need for citizens to be present.

To make such e-forms known to citizens and to promote their use, whilst monitoring usage by means of quality indicators.

M16 - RE-ENGINEERING, STREAMLINING AND DE-MATERIALISING INTERNAL PROCEDURES

To engage in a re-engineering and de-materialisation exercise involving the municipalities internal procedures with a view to better manage such procedures and to control deadlines more effectively. This shall be done by defining and implementing electronically-based workflows, as well as other mechanisms that may contribute to a more efficient management of internal procedures.

M17 - MUNICIPAL/CENTRAL ADMINISTRATION INTEROPERABILITY

To define an adequate architecture for integration building on the work done under the *Cidades Digitais* (digital cities) and *Regiões Digitais* (digital regions) projects. The infrastructures developed under those projects shall be the backbone for the establishment of regional hubs that will integrate activities and facilitate technology and interface standardisation (by reducing their numbers).

The resulting facility will be integrated with AMA's common services framework.

M18 - BENCHMARKING

To benchmark the simplification of identified procedures using metrics that are relevant to citizens/businesses and that will allow for an ongoing monitoring of the impact of any simplification measures adopted. The project will comprise the following activities:

1. To prepare indicators at two levels (strategic and operational)

2. To collect information on a continuous basis (via electronic platforms)

3. Analysis and assessment

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M01 – ONE-STOP SHOP

To create a one-stop shop for the provision of services. The services will be co-located in a single space (whether physical or virtual) and will preferably be provided at the same time. The project will thus bring together the notions of a multi-service and integrated counter. The aim is to develop a single platform to be used in the municipality's various call/reception centres that will be able to supply the same type of information, regardless of the location of the centre or the channel used by users of the service. The software platform supporting the call/reception centres shall be integrated with the public administration's interoperability platform.

M02 – WEB-BASED SERVICES

To develop a pilot-project for the provision of an online information service on urban and land planning issues. The new service will be based on the platform supporting the existing face-to-face service and will use a chat facility that may be accessed through the Seixal municipality's website. The new information service will include a series of menus that will guide customers to the required service .

The software platform to be implemented will allow users to interact with an attendant at the call/reception centre. Scripts to support the provision of services shall be designed and will include FAQs (Frequently Asked Questions).

The ultimate goal is to reduce context-related costs by improving citizens' satisfaction, reducing face-to-face interaction that often require unnecessary travel to municipal departments, as well as waiting times in face-to-face services.

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M03 –RE-ENGINEERING PROCEDURES

To identify all the services provided by the municipality to citizens and to analyse, re-engineer and to turn them into paperless procedures. This task shall be accompanied by the definition of associated digital workflows. The pre-defined workflows will define the electronic format documents required for every service provided by the Seixal municipality.

M04 – E-FORMS

To streamline service provision by submitting and processing forms electronically. All requests submitted to the Seixal municipality to be supported by electronic forms, regardless of the channel used by citizens (face-to-face or web-based). To each service will be associated a specific e-form that will circulate in the system according to a pre-defined workflow. All the forms currently used in the municipality shall be reviewed, standardised and will then migrate to their digital format.

Whenever access to a service provided by the municipality requires any form of authentication, the e-forms will enable authentication by means of Citizen's Cards.

M05 – ON-THE-SPOT CERTIFICATES

To turn the issuing of certificates into a more flexible and paperless procedure.

The aim is to develop a pilot that may be replicated and that will be focused on the issuance of certificates related to the municipal property tax (IMI) and construction works.

M06 – GEOGRAPHICAL AND MAPPING INFORMATION AVAILABLE ONLINE

To make available online and free of charge the topographical information that is available to support decision-making processes in the municipality. To review the online sale (e-payments) of maps (various scales and formats) as well as excerpts from the land planning charts indicating the limits of the areas relevant to applicants. The maps will be automatically linked to the software application supporting the municipal staff who have to asses and issue technical opinions on requests for planning permits and licenses.