



**13TH "BEST PRACTICE IN
CITIZENS' PARTICIPATION" Award
AWARD APPLICATION FORM**

1ST PART: BASIC DATA

Title of the experience: Comprehensive Reform of Municipal Service System		
Name of the city/region: Kazan City		
Country: Russia		
Institution presenting the candidacy: Kazan City Hall		
Start date of the experience: December 2017		
End date of the experience: Not applicable - ongoing		
Type of candidacy	New experience	+
	Innovation on an existing experience	
Type of experience	Participatory budgeting	
	Urban planning	
	Council	
	Workshop/meeting for diagnose, monitoring, etc.	
	Audience/forum	
	Poll/referendum	
	Citizen jury	
	E-government/open government	+
	Citizen initiative	
Others (say which one):		
Objective of the experience	To achieve higher levels of equality in terms of participation and to incorporate diversity as a criteria for inclusion	+
	Community empowerment	+
	To empower non-organised citizens	
	To increase citizen's rights in terms of political participation	
	To connect different tools of participation within a participatory democracy "ecosystem"	
	To improve the effectiveness and efficiency of the mechanisms of participatory democracy	+
	To improve the quality of public decision making through the mechanisms of participatory democracy	
	To improve the evaluation and accountability of the mechanisms of participatory democracy	
Territorial area	All the territory	+
	District	
	Neighbourhood	



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Thematic area	Governance	+
	Education	
	Transport	
	Urban management	+
	Health	
	Security	
	Environment and/or urban agriculture	
	New social movements and associationism	
	Culture	
	Housing	
	Job creation	
	Decentralization	
	Local development	+
	Training/learning	
	Economy and/or finances	
	Legal regulations	
	Social inclusion	
All		
Others		

2ND PART: DESCRIPTION OF THE EXPERIENCE (4 pages maximum)

Objectives

Main objective of the innovative experience

Community empowerment.



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Our project is aimed at improving relations between the government and city residents, the delivery of government and municipal services, increasing accessibility of the services, reducing the duration of the delivery of services, and transition to full electronic interaction.

Now there is no need for a personal visit to the municipal authorities to receive services. Furthermore, transparency of the service delivery process is also being increased.

We formed comprehensive offerings of services for the Life Situation. For example, in order to build an office, an entrepreneur needs to:

- rent a suitable plot of land in the municipality;
- agree on the project of the future office;
- obtain technical specifications for connection to public utilities;
- obtain a building permit;
- when laying underground communications, obtain permission to undertake excavation work at a convenient time;
- if necessary, to get an opportunity to temporarily limit the traffic on the adjacent territory;
- upon completion of construction, obtain a permit for commissioning;
- improve the adjacent territory;
- agree on the external design of the new office.

When providing the Life Situation service, all departments of the municipality receive information about the services the entrepreneur needs under the first (and only) submitted application.

A unified information platform is being created in order to ensure inter-divisional transparency of information. It ensures constant access to correct and complete information about services, reduces unproductive losses, automates and digitizes processes. This leads to the reduction of bureaucratic procedures, reduction of corruption risks, and strengthens the legal framework.

All data is connected by spatial reference through the geoinformation system.

For the residents it is a visual result of reforming the public administration system, social and managerial innovations. Due to the achievement of the project's goals, it is planned to increase the satisfaction of residents and companies with the quality of life, improve the investment climate, and investment attractiveness of the city, thereby improving the image of the Kazan City Hall.

The project is implemented on the principles of project management, Lean management, and digital economy. The works are carried out by the employees of the municipality with the participation of specialists in the field of Lean Management, human resource consulting, and information technology.

How have you achieved this objective?

Today, all digital services of the Executive Committee of Kazan are formed on the platform of the Management of Municipal Services Information System (hereinafter referred to as MMS IS). The system allows employees to keep records of consultations, applications for municipal services, register services, and fulfill requests required for the provision of services.

In 2019, we implemented a large-scale integration of the MMS IS with the State and Municipal Services Portal of the Republic of Tatarstan, and the Automated Information System of the Multifunctional Center of the Republic of Tatarstan. Integration was implemented by embedding widgets of services, which significantly simplified the interaction of information systems, and unified data processing.

Regardless of the form in which the applicant applied for the service (on paper to the department, through the Multifunctional Center, or directly through the Portal of State and Municipal Services of the Republic of Tatarstan), for the employee of the Executive Committee the principle of application processing does not change. Everything can be done within one system, in a standard interface.

Notifications about the status are automatically sent to the telephone number specified by the applicant. The result of the service is received through the Personal Account of the applicant.

Today, notifications of the status of municipal services can be delivered to individuals through the Personal Account on the Public Services Portal of the Russian Federation.

United Personal Account is a service that allows receiving legally significant notifications, statuses of applications submitted, and information about a result of consideration of an application for a



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municipal service in electronic form on the Public Services Portal of the Russian Federation. About 2,300 applications are processed monthly in the MMS IS, the statuses of these applications are already being sent to the Personal Account. As soon as the electronic notification is delivered to the Personal Account, the notification is sent:

- by e-mail,
- by Push Notification in the mobile application.

Even if you change your residence, the delivery of electronic notifications is guaranteed.

The possibility to receive electronic notifications about results exempts the applicant from the need to spend time on independent application to obtain information, as well as eliminates the need for written (paper) notification by local governments.

To what extent has this objective been achieved?

Currently, 86 municipal services are provided in Kazan, 20 of which have been digitized. The result of two digital services is a registry record. Thus far, the number of register records is 8460. In 2018, we received 16,979 applications for electronic services. 16,061 of these were accepted, and 851 were denied.

In the first half of 2019, 18,284 applications were received for the provision of services in electronic form, 17,162 of which were accepted, and 1,122 were denied.

Due to regular improvements in the interface, the development of user-friendly application forms, the number of daily requests for technical support has been significantly reduced. Thus, in 2018 there were 30 requests per day, and today there are no more than 5.

The number of requests between structural departments to obtain information from each other in the process of providing services within the information system is 24,284, the number of SMS messages sent to inform applicants about the status of their applications – 95,138. On average, the time of service provision has been reduced by half.

The work continues. We plan to receive 70% of requests for services in digital form by 2020.

The task of automating all possible work processes, especially those that are repeated periodically, is being carried out. For this purpose, about 200 changes have been made to the administrative regulations for 25 services, and some services have been merged with each other.

Dimensions of the experience

Which is the most innovative aspect of the experience?

Kazan City Hall initiated this project, understanding that times call for a radical transformation of the municipal management system, and a collaboration of authorities with the society.

This is currently the first project to implement the principles of the project office, project management, Lean technologies, and the digital economy in the municipal management system. The best practices obtained as a result of the gradual implementation of the project are already being disseminated in the Republic.

We have changed the way we approach citizen applications. The essence of the electronic statement is formalization and unification of data, elimination of redundancy of requirements, reduction of errors, reduction of processing time, the use of machine algorithms, and reduction of influence of the human factor.

To formalize the process, we break down the initial service into smaller services that have minimum number of branches. For each smaller service there is always a closed set of input parameters and a clearly defined decision-making algorithm. This allows us to select typical service options, and to automate them in the first place. Service options that contain non-trivial algorithms, or require manual intervention, are automated later or not automated at all.

All interactions outside the department that provide the service are removed from the process of providing the service as a separate entity - Request. This allows to significantly simplifying the description of the service process. In addition, the allocation of common for different services - Requests, the so-called Standard Requests, allows saving money on the development process.

All these measures have made it possible to separate the functions of application acceptance, consideration, and decision-making. Moreover, the receipt of applications and verification of attached documents (or information) may be carried out by a specialist with low qualifications.



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Employees with higher qualifications are engaged in expert assessment of the application and preparation of the decision. If necessary, the request can be sent to another expert via the information system, and the final decision will be made on the basis of a comprehensive expertise.

The result is delivered automatically. Notification of the status of the application is sent at each change of status.

To what extent is the procedure transferable?

The software can be presented both as services, and as a cloud platform. The core of the MMS IS is written on the basis of the open source code, the change of forms and procedures in the system is made in a simplified order by changing JSON schema. Scaling and changing forms in the system does not require high qualification of employees.

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The project will definitely be of interest to other cities. The solutions we found in the course of the project will allow other regions to significantly improve the quality of state and municipal governance, and introduce serious innovations in this area. The use of our experience will allow shortening the time frame for implementation of changes, while minimizing errors and risks.

This project is a serious tool, a template. It is an opportunity to reach a new, higher level of interaction with citizens.

Why do you consider that the experience is feasible?

The main direction of the project was the voice of the residents of Kazan who were applying for municipal services. They are the consumers of services and all improvements are aimed at increasing their satisfaction.

The main reasons pointing to the need to radically improve the quality, accessibility, and transparency of municipal services, their maximum conversion to electronic form, and in general the reform of the entire field can be attributed to:

- the duration of the provision of municipal services;
- the need for the applicant to interact with a variety of structural departments to obtain certain types of services;
- low consistency between structural departments, which leads to conflicting solutions in interrelated services;
- the inability to take a large number of applicants appeared in person;
- frequent return of applications due to incorrect filling;
- the inability to see real-time statistics on the services provided;
- elimination of unnecessary processes within structural departments.

The project is implemented within the framework of the Strategy for Social and Economic Development of the Municipal Entity of Kazan 2030. Carrying out activities under the Strategy contributes to the achievement of the main goal: continuous improvement of the quality of life of the population.

The unified information platform is created within the framework of the project. The platform provides constant access to accurate and complete information about municipal services. Thus, inefficient losses have been declining; processes have been automated and digitized; organization of work within the Executive Committee's divisions has been changing. This leads to a reduction bureaucratic barriers and corruption risks, and to an improvement regulatory and legal framework.

How has the experience been coordinated with other actors and processes?

The project group includes:

- the heads and employees of the major structural departments of the Executive Committee, who



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provide municipal services;
-experts in the field of Lean management (OOO Lean Vector (OOO - a limited liability company under the laws of Russian Federation)
-experts in the field of human resource;
-experts in the field of information technology (Information Technology and Communications Department of The Executive Committee of Kazan).
The sub-working groups have been created in the structural departments.
The project involves the evolution of existing processes and systems: the introduction of electronic interaction, the full transition into electronic workflows, the formation of a client-oriented approach, the creation of the unified information platform, the improvement of productivity, the automation of business processes, the creation of an effective system for monitoring internal processes.
Also, the MMS IS was integrated with the Portal of State and Municipal Services, and with the information system of Multifunctional Centers. Today 17 out of 20 services are fully integrated into the regional infrastructure.

Which has been the level of co-responsibility?

Joint work with the Ministry of Informatization and Communication of the Republic of Tatarstan has been undertaken in order to simplify interdepartmental cooperation. Also, now there is an interaction with the State and Municipal Services Portal of the Republic of Tatarstan, with which the MMS IS was integrated by embedding widgets.
We also worked with the public authorities of the Republic of Tatarstan involved in the process of providing services.
The project team:
Structures of the Executive Committee of Kazan:
- Department of Architecture and Urban Planning;
- Committee of External Improvement;
- Committee of Land and Property Relations;
- Department of Urban Planning Permit;
- Information Technology and Communications Department
In the course of the work, such units as the following were involved in the optimization process:
- Committee of Economic Development;
- Legal Directorate of the Executive Committee;
- Case Flow Management of the Executive Committee.
The Project pays special attention to working with professional experts in various fields.
The methodological platform and consulting services are provided by experts in the field of Lean-management.
Experts in the field of human resource carry out consulting work with personnel, and conduct their training. Geoinformation system specialists and specialists in the field of production processes automation provide advice on matters of creation information tools for workflow automation.

Which evaluation and accountability mechanisms were used?

The main objective of the project was to switch to electronic interaction, and to get rid of paper-based processes (reduce paper applications). To date, it can be said (according to 20 digitized services) that on average, 35% of applications were sent digitally. As a result, the number of paper applications decreased. For certain types of services, the result reaches 60%. In three years' time we plan to bring the index up to 80%.
The results of the project also include reducing the number of paper documents - incoming, outgoing, and inside the structural departments; as well as reducing the time to provide information between the structural departments involved in the provision of services. All interactions of the structural department have been transferred to electronic form. Legally relevant information registries are also being created.
At the stage of document verification, the number of refusals to register applications was about 30%. Now, due to the fact that the application forms have become more understandable, and the applicant understands which document should be attached to the application, the number of



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refusals to register applications has become less than 10%. Also, the period of processing of applications in electronic form has been reduced by an average of 20%.

According to the Administrative Regulations for the provision of municipal services, structural departments have the right to refuse service with the return of the application. In this case, when the applicant re-applies, the service will be considered it as a new application with a new timeframe. Today, thanks to the optimization and automation of municipal services, the re-submission of applications for the service due to misunderstanding of information is reduced, because the MMS IS has a simplified user-friendly interface. The task is to make it interactive in the future.

The time frame for the delivery of a service is an important indicator of the success of the project. We plan to reduce the duration of the service provision by 40% on average. By the end of 2021 we plan to increase the labor efficiency of the municipality employees by 50%.