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# Sustainable Co-Creation in the Public Sector: A Case Study in the Lower Austrian Federal Government ICEGOV 2022

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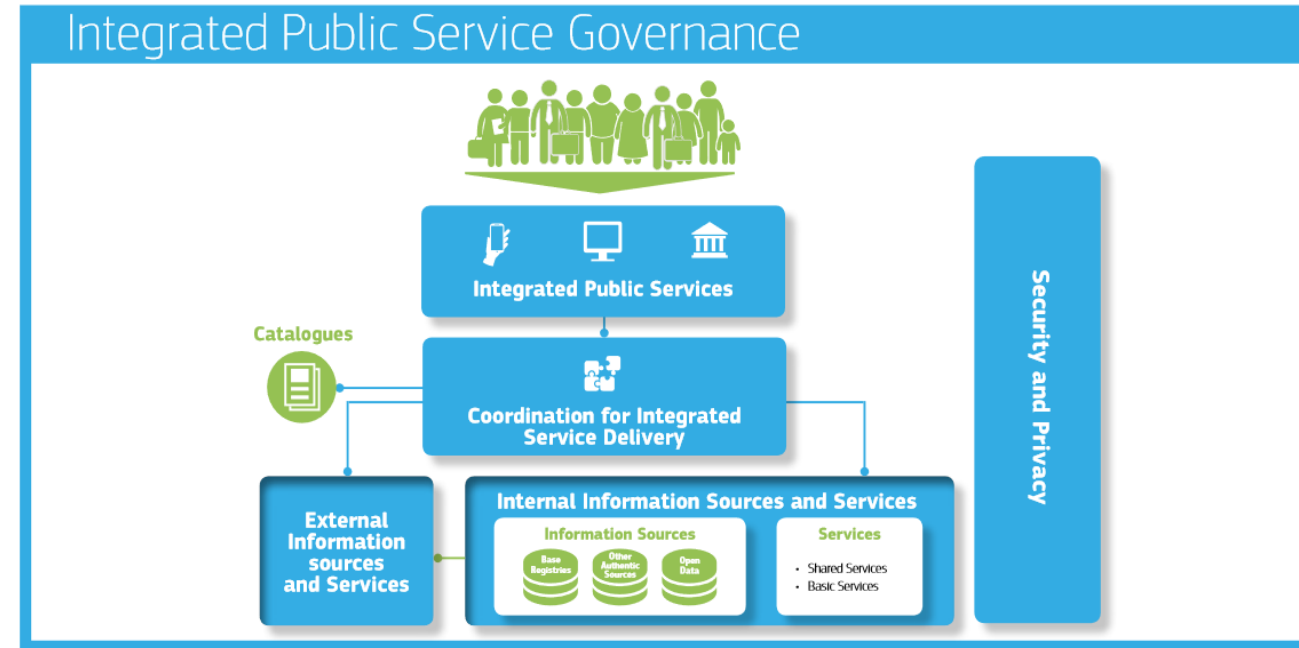


# Overview

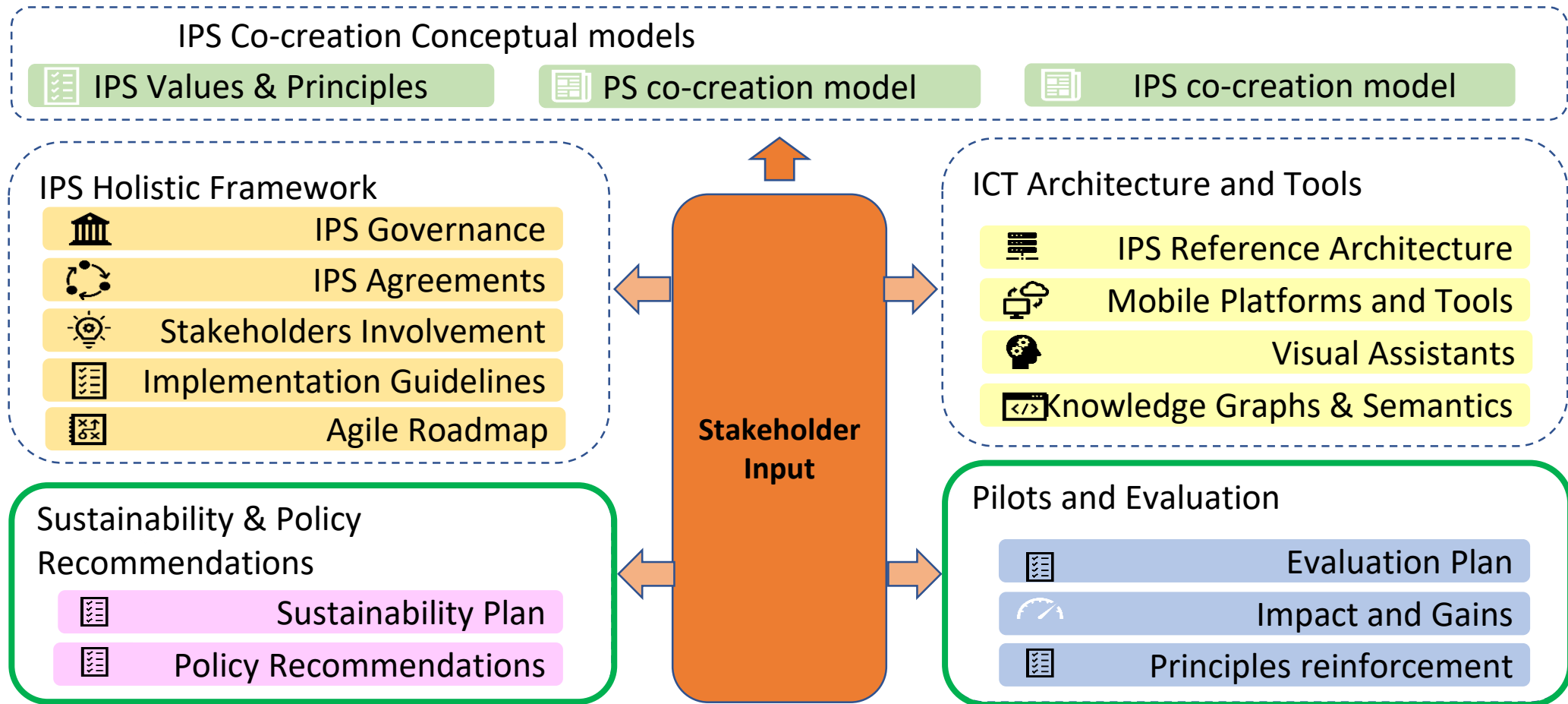
- **Background: co-creation of integrated digital public services**
- **The Case: The Lower Austrian Tourism Overnight Stay Tax Service**
- **Research questions**
  1. *How do stakeholders understand sustainable co-creation?*
  2. *What are the barriers to sustainable co-creation?*
- **Results from the Needs Analysis**
- **Conclusion and next steps: sustainable co-creation or co-created sustainable services?**

# Background: Integrated Public Service (IPS) Delivery

- **Integrated Public Service (IPS):** consists of public services by one or more Public Authorities provided together to meet end users' needs , e.g. for setting up a new business, getting married etc.
- The **European Interoperability Framework (EIF)** includes principles, recommendations, and a conceptual model
- EIF does not account for active stakeholders' involvement (**co-creation**)
- Guidelines for stakeholders on the use of **technologies** (e.g. **smartphones**) need to be explicitly supported

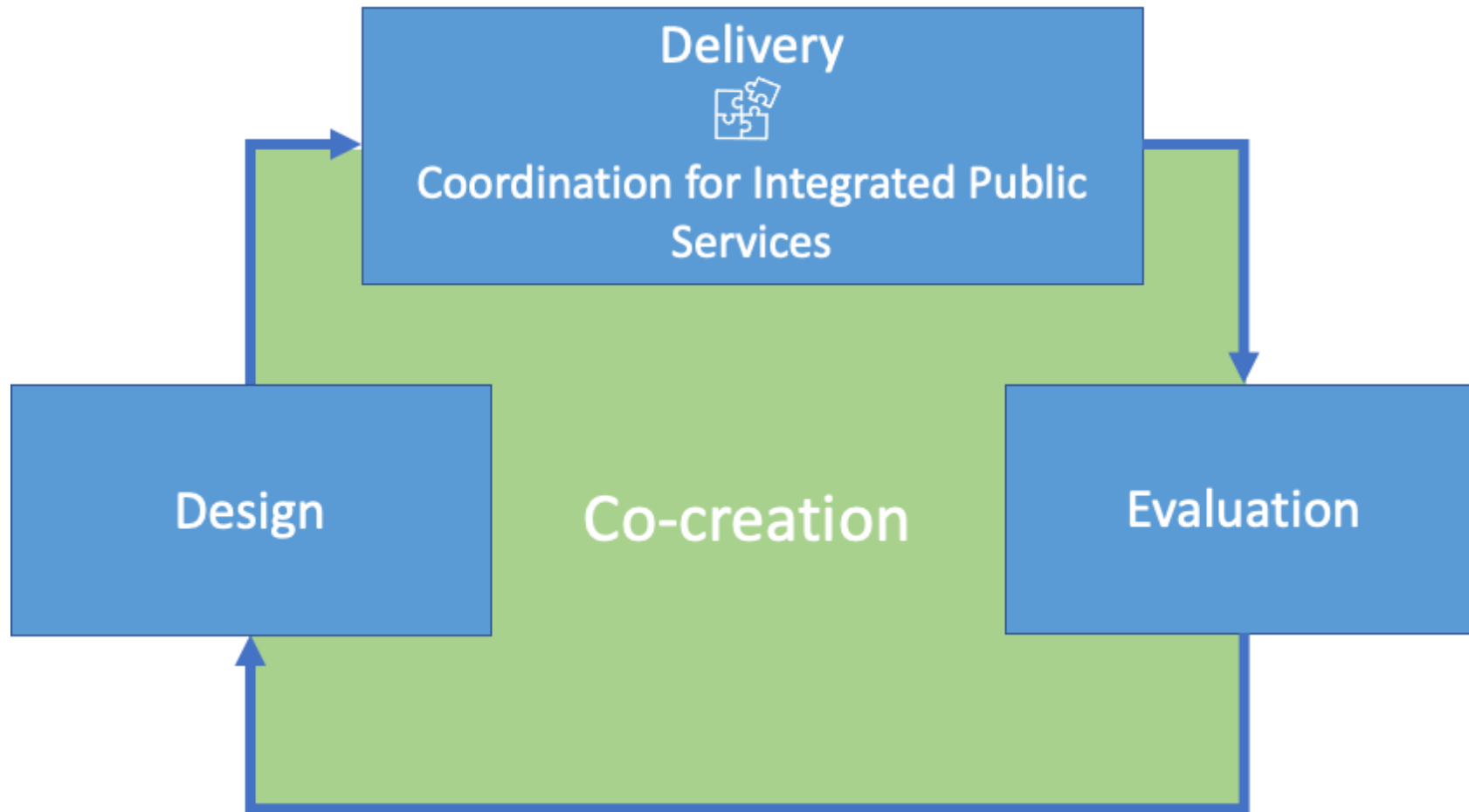


# Background: IPS, co-creation, sustainability



Efthimios Tambouris and Konstantinos Tarabanis (2021) "Inclusive Governance Models and ICT Tools for Integrated Public Service Co-Creation and Provision: The inGov project", 22<sup>nd</sup> Annual International Conference on Digital Government Research (dg.o 2021), ACM, pp. 538-539.

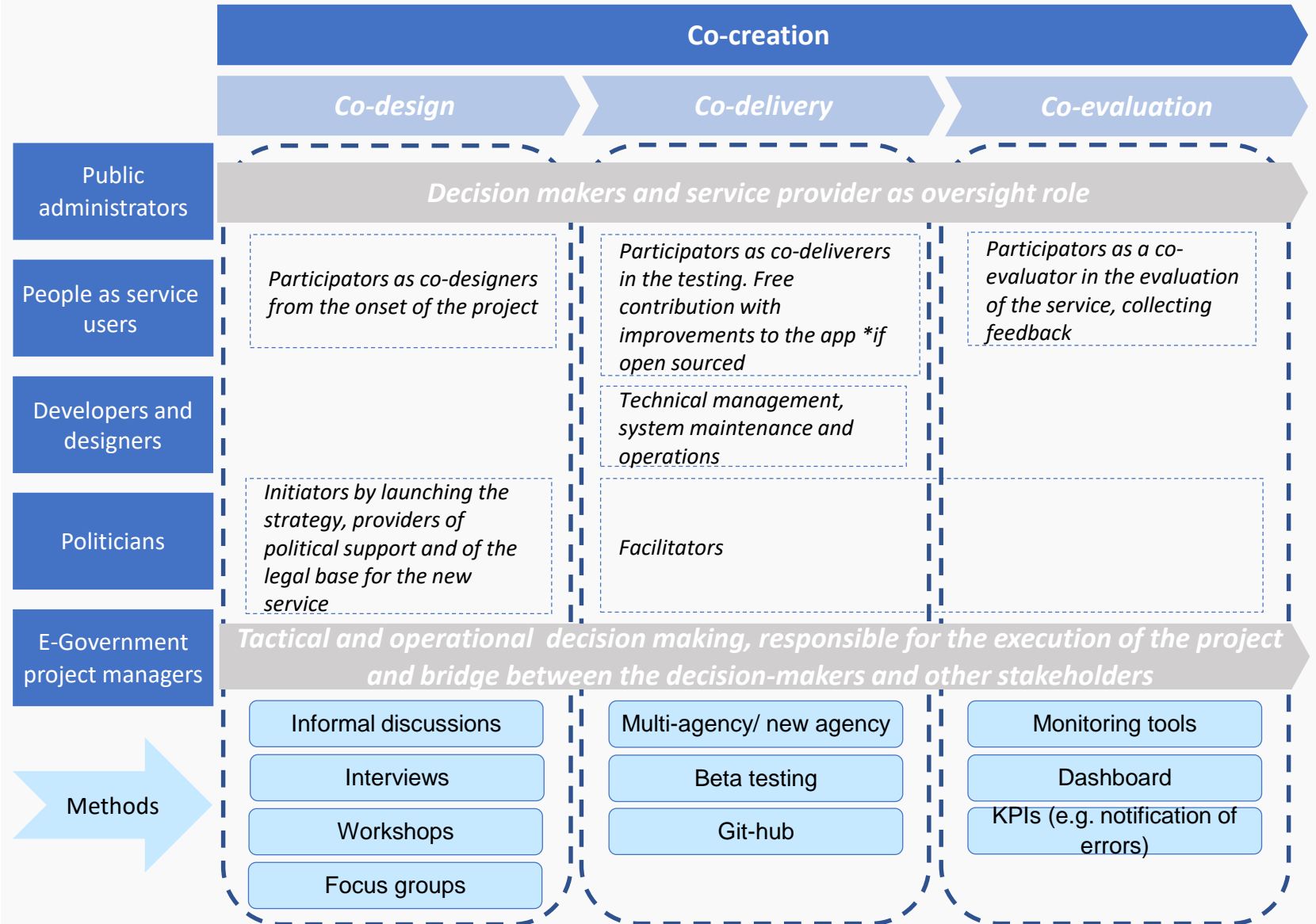
# Background: The co-creation concept and the IPS cycle



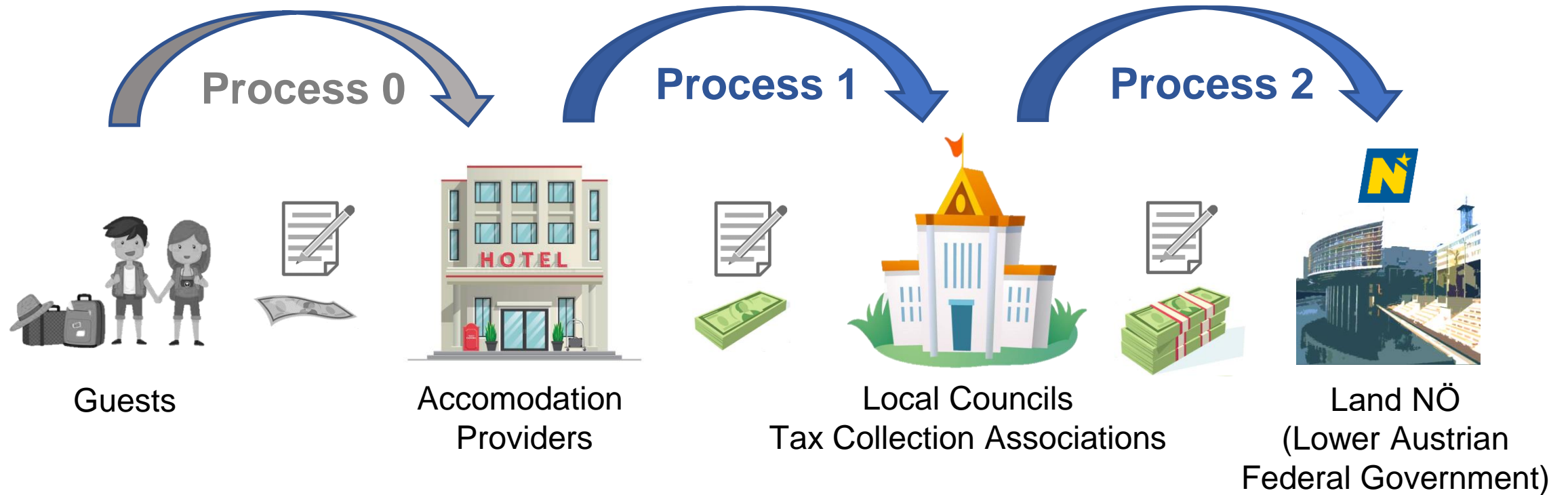
# Stakeholder engagement mechanisms



Observed trend: **involvement of a wide array of stakeholders** in the phases of **project planning/execution** or later in the service provision. This stands in contrast to previous arrangements in which **government was the dominant or even the single actor during the whole cycle of service provision.**



# The Case: The Lower Austrian Tourism Overnight Stay Tax Service



Fully digitalise the Tourism overnight stay tax collection **workflow** and consequently **simplify** Public Authority (PA) employees' and service users' **everyday work** through the use of a web-based solution.

# Results: Stakeholders and their Needs

Public Sector (Internal SH)	Administrative Staff	2
	Legal	1
	IT	2
	Policymaker	1
Public Sector (External SH)	Local Councils in Lower Austria	2
Business (External SH)	Businesses /Hotels in Lower Austria	3
	Business Representatives/Chamber of Commerce, Regional Associations in Lower Austria	3
		<b>Σ14</b>





# Results: co-creation

## Internal stakeholders

- co-creation as jointly working on an implementation, requirements or solutions that are to be used by everyone
- opportunity to address different matters and solving problems.
- “bringing people from a wide variety of specialist fields together in one format to be able to meet challenges that are becoming more and more complex” (Interview A5).

## Eternal stakeholders

- co-creation is about bringing together several organisations, universities, institutions for collaborations and projects,
- better term for “co-creation” would be “collaboration” or “customer journeys” (Interview AT14)
- the redesign of public services and processes is an internal process within the public sector.



# Results: sustainability

## Internal stakeholders:

- Sustainability as a better use of resources (e.g., cost-effectiveness for public administrations, reduction of people involved, increase of efficiency, careful handling of taxpayers' money) and ensuring social justice (e.g., less CO2 emissions).
- In the context of public services, sustainability is understood as better service maintenance, ensure better IT coordination, faster implementation and adaptation, and better interfaces.

## External stakeholders:

- sustainability as an iterative and constant process
- The sustainability of public services means developing user-friendly systems, using agile methods and avoiding tailor-made solutions.
- Help businesses be effective and efficient
- Need training or competence development so that the services are used.
- local councils added the need for a change in legislation, the provision of trainings and digital equality



# Results: Barriers to sustainability

**All stakeholders:** lack of (digital) competencies, knowledge about co-creation

## **Internal stakeholders**

- different national and federal laws
- kick-starting sustainable co-creation process (goals, aims, value, format), identifying and reaching out to the people;
- unwillingness to contribute resources such as time and effort.

## **External stakeholders**

- the time necessary,
- fear of skewed participation,
- loosing sight of the overall picture,
- digital skills,
- financial costs
- the need for “analog loopholes or [...] solutions”

## **Local councils:**

- legal frameworks prevent the full use of available digital infrastructures,
- fast and ongoing innovation in digitalisation

# Discussion: Impact of co-creation on sustainability

## **Sustainability in the European public sector is aligned with digital transformation**

### **> e.g. Berlin Declaration (2020)**

- Ensuring that digital transformation contributes to Sustainable Development Goals (SDGs);
- Develop policies that support a workplace culture and appropriate use of digital technologies through co-creation and collaboration with the civil society;
- Deepen collaboration;

## **But also in terms of climate change and digital transformation**

### **>e.g. Shaping Europe's digital future (2020)**

- Digital solutions and data are to enable a fully integrated life-cycle approach that supports an open, democratic and sustainable society
- Contribute to a sustainable, climate-neutral and resource-efficient economy;

# Discussion

## Public service process analyzed and simplified

- Needs of the different stakeholders included
- New process designed = saves resources (time, money, less errors)
- P1 and P2 prototype developed
- Prototype of the database, online interface

## Next steps

- Technical Integration Workshop
- Usability and Design Evaluation Workshop
- Evaluation by stakeholders

**Municipality Obergroschönheim**

OVERVIEW REPORTS IN PROCESSING **STATEMENT OF ACCOUNT** SEND REPORTS

Reported revenue and received payments (Land NOE's share) Current subtotal: arrears of payment  
**-39.535.53**

Date	Text	Reported revenue	Received payment	Running subtotal
10.01.2022	Quarterly report 2021 quarter IV	39.535,60 €		-39.535,53 €
29.11.2021	Payment received		29.403,92 €	0,07
19.10.2021	Quarterly report 2021 quarter III	29.403,92 €		-29.403,85 €
08.07.2021	payment received		22.543,04 €	0,07 €
06.07.2021	Quarterly report 2021 quarter II	22.543,04 €		-22.542,97 €
16.04.2021	Payment received		16.962,40 €	0,07
13.04.2021	Quarterly report 2021 quarter I	16.962,40 €		-16.962,33 €



# Discussion

**Sustainability:** “the ability ... to uphold or support, i.e. sustain something considered valuable” (Ralf-Eckhard Türke 2012)

- Co-creation can lead to a higher level of user acceptance and plausibility of services and technologies, leading to more **sustainable public service provision**
- Through co-creation, the **sustainability of collaborative practices** can be strengthened
- How co-creation enables the creation of effects that endure, even after the co-creation activity itself has come to an end (Jaspers & Steen 2021)

**Sustainable co-creation or co-creation of sustainable outcomes?**



# Discussion&Outlook

## Measurements & scope of analysis

- Collecting more granular data;
- Quality assessment and assurance tool;
- Demand side of Digital Government
- Assess quality of services and user satisfaction
- Comparability across time;
- Matching supply and demand;
- Measurement of outcomes and impacts;
- Impacts that are intangible and cannot be rendered in monetary terms.

(Misuraca et al., 2021)



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# Thank you!

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