

## → Improved Municipal Services for Entrepreneurs

**Country** Russia

**Project title** Improved Municipal Services for Entrepreneurs

**Twinning** Municipalities of Groningen, Assen (The Netherlands)  
Municipality of Poznan (Russia)

**The Administration of Kaliningrad City District (Russia)**

**Project period** 1 June 2009 to 30 November 2009

**Project budget** € 71.051,97

### Project objective

The project is aimed at the creation of an information point for (starting) entrepreneurs, integrated in the municipal infrastructure and staffed with trained personnel. The project experiences are summarized in a policy document, which is used for designing future forms of service provision in other competences of the Municipality.

### Project summary

The project team created a municipal information point for entrepreneurs, which is situated within the Economic Development Department. It is staffed with trained personnel specifically allocated to work at the desk.

A communication model is designed to inform the citizens on municipal activities for small and medium enterprises. A manual containing comprehensive information on procedures and available services for starting entrepreneurs is created and available both internally and externally. Project experiences have been summarized in a policy document, to be used for designing future forms of service provision.

### Core information

Kaliningrad has approximately 430,000 inhabitants and is a Russian exclave on the Baltic Sea, bordering Poland and Lithuania. Kaliningrad City was originally founded as Königsberg in 1255 and is now the administrative centre of Kaliningrad District (oblast). Isolated from the main land of Russia, its location is a vital stimulus for international cooperation.

### Problem analysis

The Administration of Kaliningrad City District lacked the capacity to provide adequate services to entrepreneurs due to the lack of knowledge and practical experience in the municipal organization. A strategy for communication with small and medium enterprises was absent and no long-term vision on service provision existed. Communication with entrepreneurs required involvement of Regional and Federal Authorities such as Kaliningrad Employment Agency and

A practice to improve the service delivery of local governments

the Chamber of Commerce, but this was insufficiently organised. The Municipal Government concluded that without proper central coordination involving all stakeholders this problem would not be successfully solved.

### **Project implementation**

The project group created a municipal information point for entrepreneurs, which is integrated in the Economic Development Department. The desk is staffed with two officers from Kaliningrad Municipality, who received tailor made trainings in Groningen and Assen. Job descriptions for the desk positions were designed, as to clearly indicate the needs and requirements for the functioning of the desk. As the desk is integrated in the municipal infrastructure and is staffed with employees already working for the municipality, funds are secured for their activities. During the project implementation, attention was paid to the way the partners deal with the feedback of the entrepreneurs in order to improve service provision as much as possible. During the implementation phase it became clear that without communication with Kaliningrad Exhibition Centre, the Chamber of Commerce and the Employment Agency the work will not be effective. A strong communication system with these stakeholders was therefore developed.

### **Process management**

For the sake of the project and for the provision of high quality services it was vitally important to develop a strong network of partner organisations involved in the organisation of private businesses by individuals. In order to do so, a preliminary stakeholder analysis was made, which resulted in the creation of effective communication strategy with all levels of government, both local, regional, as federal. Involving the stakeholders early in the process resulted in a higher political involvement, a change of mentality within all organisations involved, changes of policies on service provision, and adjusted working processes. A separate document clarifying the role local administrations play in the development of small and medium enterprises in Kaliningrad was developed to ensure sustainability of the project results.

### **Recommendations: do's and dont's**

- Implementation of such projects requires development of an interdepartmental information flow and development of horizontal communication within the local authority.
- A work monitoring system should be developed in order to make results sustainable.
- It is highly important to develop regulations for service provision. This will make services more transparent to the customers.
- Develop strong communication networks with external stakeholders involved in service provision.
- Monitor results and feedback of the customers closely. This will allow your team to update the service more flexibly.
- The more integrated the service is within the municipal structures, the more sustainable the results will be.