Digitizing Public Services in Europe: Putting ambition into action

9th Benchmark Measurement | December 2010

Prepared by Capgemini, IDC, Rand Europe, Sogeti and DTi

for: European Commission, Directorate General for Information Society and Media

i2010

This report captures the findings of the 2010 eGovernment benchmark survey, conducted over the period May to December 2010. This year's edition features a significantly expanded wealth of information in familiar areas as well as new domains. It covers a detailed profile for each of the benchmarked countries, and an extensive range of data tables with rankings. Qualitative insights complement the picture and comprehensively illustrate the way forward for Europe. The full and extensive report will be published in February 2011, including downloadable data. It will be available, together with the Executive Summary at hand, on:
http://ec.europa.eu/information_society/newsroom/cf/item-detail-dae.cfm?item_id=6537
The full method paper on which the study is based is available on:
http://ec.europa.eu/information_society/eeurope/i2010/docs/benchmarking/eGovernment_Benchmarking_Method_paper_2010.pdf

This study is carried out by Capgemini, Sogeti, IDC, RAND Europe and the Danish Technological Institute for the Directorate General Information Society of the European Commission.

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The opinions expressed in this study are those of the authors and do not necessarily reflect the views of the European Commission

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1.1 Setting

Benchmarking – to improve!

The European Commission, DG Information Society's annual eGovernment benchmark is one of the flagship studies in measuring public sector performance. The benchmark is, notably, a collaborative exercise, designed by and involving both the European Commission and Country Representatives. The benchmark uses a comprehensive ranking system to identify those European countries that have implemented the most mature eGovernment services.

The 2010 benchmark includes a considerable increase in scope, including the likes of life-event measurement, regional / local service analysis, and status across nine common horizontal IT-enablers. The benchmark is now part of a continuous improvement cycle, with annual method reviews, pilot measures (Open Government and Transparency now ongoing), and Action Learning Groups amongst Member State Representatives.

Given the scale and scope of the work, the benchmark would not have been possible without the commitment and enthusiasm of representatives of the 32 participating countries[1], who have shaped and contributed to the measurement throughout the year.

The report shows that performance measurement is more relevant than ever and that Europe is increasingly acting collectively to strengthen performance.

Executive Summary Content

This executive summary addresses the following topics in relation to eGovernment developments in Europe:

1. Policy Context
2. European Development of Public Services
3. The Challenges that lie ahead
4. Empowering users: Life-event measurement
5. Behind the Web: Common Horizontal Enablers
6. Forward Plans

1.2 Policy Context

Policy: a decade in context

The European Commission's eEurope initiative in 2000 aimed to accelerate Europe's transition towards a knowledge-based economy. The two successive eEurope Action Plans (2002 and 2005) resulted in the i2010 eGovernment Action Plan - intended to accelerate eGovernment in Europe for the benefit of all. The i2010 Action Plan set specific objectives for 2010:

- *No citizen left behind*: advancing inclusion through eGovernment so that by 2010 all citizens benefit from trusted, innovative services and easy access for all

[1] The EU-27 and Croatia, Iceland, Norway, Switzerland and Turkey. In this document the 32 participating countries are also referred to as EU27+.

- *Making efficiency and effectiveness a reality* – significantly contributing to high user satisfaction, transparency and accountability, reduced administrative burden and gains in efficiency by 2010
- *Implementing high-impact key services for citizens and businesses* - by 2010, 100% of public procurement will be available electronically, with 50% actual usage, with agreement on cooperation between member states on further high-impact online citizen services
- *Putting key enablers in place* - enabling citizens and businesses to benefit from convenient, secure and interoperable authenticated access across Europe to public services by 2010
- *Strengthening participation and democratic decision-making* - demonstrating, by 2010, tools for effective public debate and participation in democratic decision-making

The Malmö Ministerial Declaration, November 2009, sets four imminent priorities for eGovernment:

- *Empower citizens and businesses*
- *Reinforce mobility in the Single Market*
- *Enable efficiency and effectiveness*
- *Create necessary key enablers and pre-conditions for the above priorities*

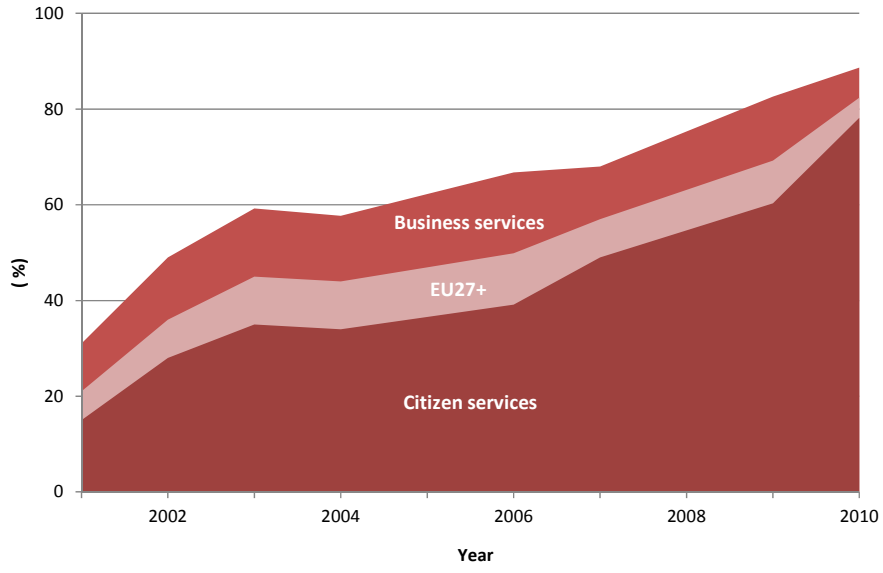
So how do European countries measure up to these goals, how have we progressed over the past decade, how have we built a learning system that will help accelerate improvement in this fast changing technology-enabled world? The 2010 eGovernment benchmark presents a significantly enriched set of findings compared to previous years, and addresses these questions.

The fundamentals are now in place

The majority of the "20 basic public services" are now available online[2]. Services are increasingly interactive and transactional and the quality of service delivery has significantly improved.

Administrations now see eGovernment as an enabler to transform the public sector, significantly changing their relations with citizens and businesses and harvesting the gains in efficiency and effectiveness of the services in the process.

Figure 1.1: Full online availability trend 2001-2010 timeline for EU27+



[2] The full online availability indicator has been recalculated based on amended thresholds this year. The thresholds are largely based on previous estimates and have only changed for the following services: job search, (birth and marriage) certificates, announcement of moving, submission of data to statistical offices.

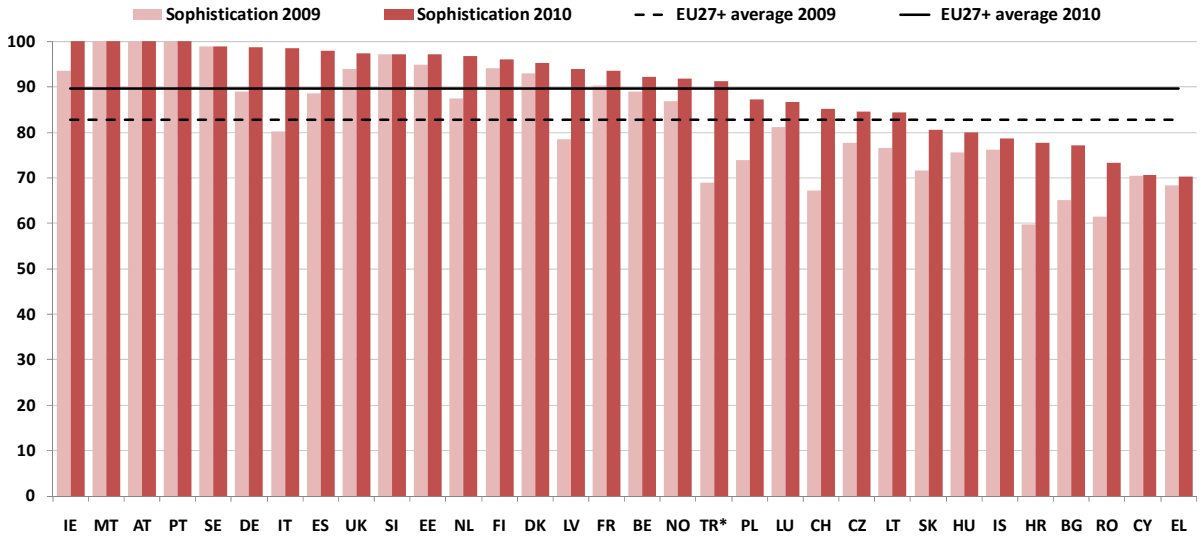
Availability is however only a first step. Focus must be placed on understanding and addressing the motives for use, so that *take-up* of on-line services is increased – whilst also reducing the digital divide.
The ultimate goal is to demonstrate the *better public outcomes* that can be achieved through deploying eGovernment solutions. It is this "ICT dividend" that will help European countries demonstrate the value of their investment in technology, supporting them in addressing short term economic and budgetary challenges, and supporting the countries and the EU in delivering on longer term public service improvement and democratic goals.

1.3 European Development of Public Services

State-of-play of service provision
Better services are designed around users. Each contact with government makes sense, fulfils the user's needs and adds value. The uptake of services supports policy outcomes such as leaner government and increased user satisfaction.

The ***Online Sophistication*** ranking assesses service delivery against a 5-stage maturity model: (i) information, (ii) one-way interaction, (iii) two-way interaction, (iv) transaction, and (v) targetisation/automation. The EU27+ score for this indicator now stands at 90% (an increase of 7% since 2009). In this comparison, the top performers are **Ireland**, **Malta**, **Austria** and **Portugal** (all at 100%), followed closely by **Sweden, Germany** and Italy (all at 99%)[3].

Figure 1.2: Services' sophistication ranking, 2009-2010 (in %)



* Survey not implemented in 2009. The score of 2007 is used in the graph.

On ***Full Online Availability*** (measured introducing a threshold to the 5-stage maturity model which is mostly above the fourth or fifth sophistication level, depending on the service in question), the EU27+ average reaches 82% in 2010 (compared to 69% in 2009). The benchmark reveals that in **Italy, Malta, Austria, Portugal** and **Sweden** all 20 services are now 100% e-enabled. **Switzerland, Italy, Bulgaria, Croatia** and **Latvia** have shown marked improvement (more than 25 percent) over the past year[4].

[3] Turkey did not participate in the benchmark last year, hence the 2009 data point is unavailable.
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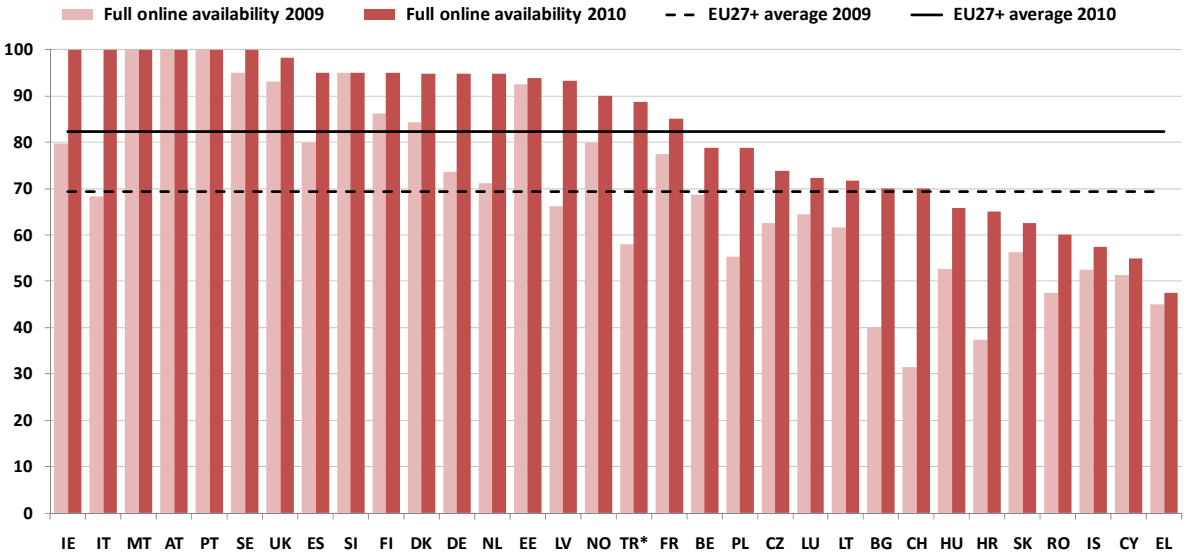
Figure 1.3: Full Online availability ranking, 2009-2010 (in %)



* Survey not implemented in 2009. The score of 2007 is used in the graph.

In general, Europe's eGovernment performance has greatly converged in geographic terms since the expansion of the EU in 2004 – both "old" and "new" Member States populate the leading eGovernment nations.

We assess four **Service Clusters**: (i) income generating, for government; (ii) registration e.g. births, company, moving; (iii) service returns e.g. health, social, libraries; and (iv) permits and licences e.g. building, education, passport. In the past decade, countries have given priority to the improvement of services which generate income for government (such as taxation) which, with an average score of 98%, remain the most advanced service cluster. The registration and the returns cluster currently both stand at 88%. Permits and licenses once more bring up the rear but strikingly, have leapfrogged by 12 percentage points and now reach a sophistication score of 83%.

Similarly, services to businesses have been prioritized over the past years and these services now display a sophistication score of 94%. However, since last year, the sophistication of citizen services has also improved significantly and now stands at 87% (compared to 78% last year), reducing the gap with business services to 7% (compared to 12% in 2009).

Clear efforts are being made to improve the **User Experience** of services and portals. We measure 5 features for services and three for portals (see illustrations 4a and 4b respectively).

Figure 1.4a: User experience of eService delivery in EU27+

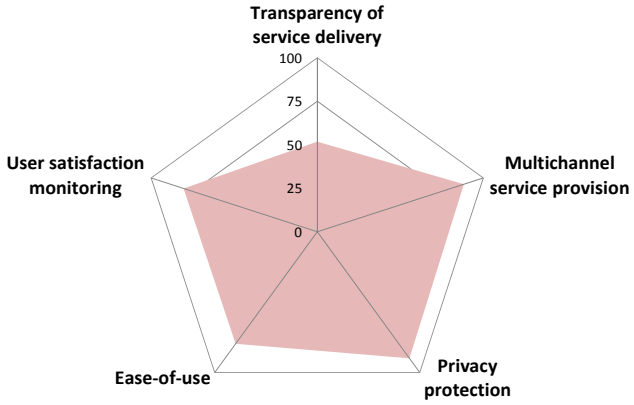
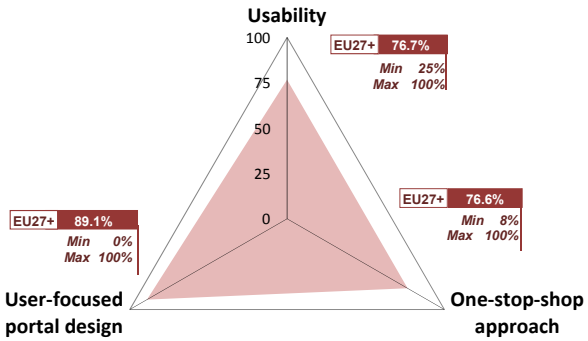


Figure 1.4b: User experience of portals in EU27+



The eServices of the **Malta** (100%), **Sweden** and **the United Kingdom** (both 99%), **Estonia** (94%), and **Denmark** (92%) have been particularly well-rated in terms of transparency of service delivery, multi-channel service provision, privacy protection, ease of use, and user satisfaction monitoring. **France** (100%), **Malta** (100%), The Netherlands (96%), **Spain** (95%), and **Portugal** (94%) have the best portals as regards usability, user-centric design, and service bundling.

The increased focus on user needs is also strongly reflected in the continuing implementation of both online and offline user satisfaction monitoring. This jumped from 9 countries in 2007, to 23 in 2009, and 26 in 2010.

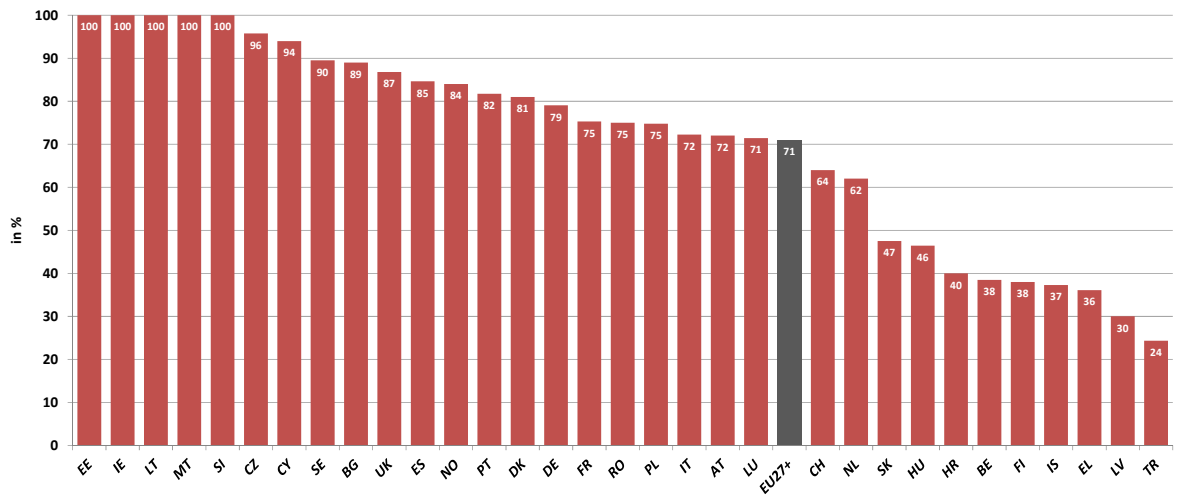
eProcurement for better public services

eProcurement is one of the high impact services representing a major portion of Europe's economy – some €1.3 trillion of public administration expenditure. Increase in trans-EU procurement serves the goal of a single market, can make Europe more competitive for particularly SMEs, and offers substantial efficiency gains.

Motivated by clear benefits of better efficiency and productivity, European administrations are accelerating their transition towards eProcurement. The Manchester Ministerial declaration's goal of making 100% of procurement available electronically by 2010 has not been reached. However, in one year only, from the first measurement in 2009 to 2010, the visibility of eProcurement on the websites of public buyers – helping potential suppliers to look for business opportunities – increased from 56% to 71% for the EU27+. The availability of eProcurement services including eTendering and eAwarding is also growing, and is now at 70% for the EU27+. More importantly, the total number of notices processed increased by 41% according to the survey of eProcurement platforms managers. This shows significant overall development towards the political goals set out in 2005.

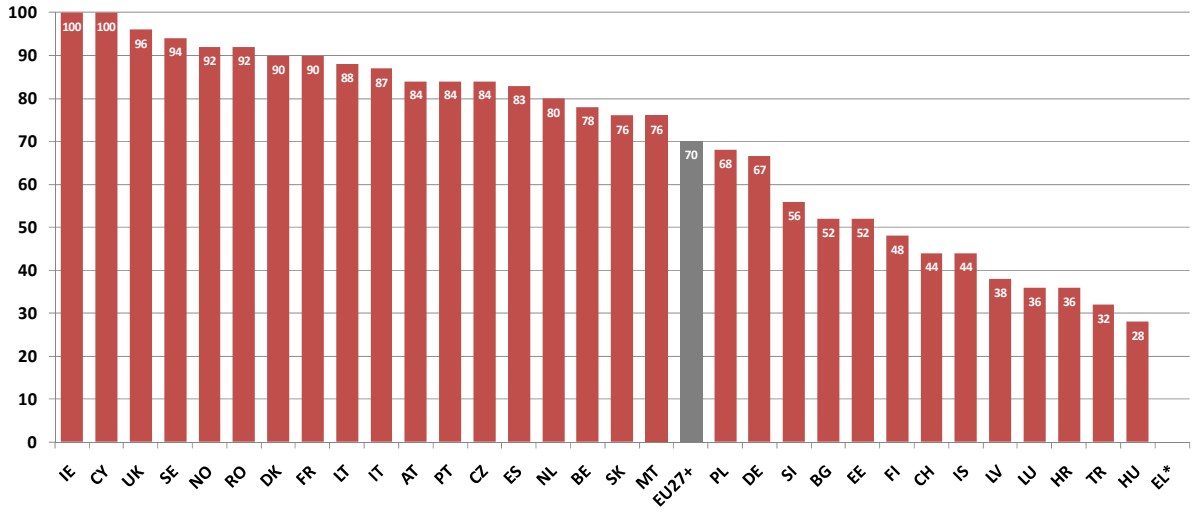
Compared to 2009, the group of best performers with scores over 80% has significantly increased. Only one country, **Ireland**, leads the way with 100% scores for both indicators, but several others come close. Concerning visibility, 4 more countries (**Estonia, Lithuania, Malta and Slovenia**) reach the top score, while **Cyprus**, the **Czech Republic** and **Sweden** score more than 90%. National authorities show higher visibility – with 10 countries reaching 100% – but regional and local authorities are not much behind, as shown by the increasing visibility of eProcurement on regional and city websites in large countries, such as **the United Kingdom, France, Spain** and **Italy**.

Figure 1.5: eProcurement visibility benchmark



Central governments are stepping up their coordination and support of contracting authorities, national and local: eProcurement services are provided through national or regional platforms, or offered at favourable conditions through national portals who act as "virtual" central platforms. eNotification – the online publication of tenders – is becoming a must across Europe: 15 countries in the last year added regulation to mandate online publication of procurement opportunities, and this is clearly reflected in their visibility and availability scores.

Figure 1.6: eProcurement pre-award process availability indicator(in %)



* Greece is not included in the benchmark because its platform is not operative yet.

Cyprus scores 100% for the availability of pre-award services, as well as **Ireland**, followed by the **United Kingdom, Sweden, Norway, Romania, Denmark** and **France** with scores above 90%.

The availability of eProcurement services tends to decrease gradually, from the initial phase of the process (eNotification, with 88% availability across Europe) to eSubmission (60%) and eAwarding (59%). For the post-award phases (after the contract is assigned) the scenario is more complex. About a third of the sample of eProcurement platforms offer eOrdering services (including also electronic markets, for small, repetitive purchases). The availability of eInvoicing and ePayment services instead is more problematic, suffering from legal and practical barriers. More generally, in most countries eInvoicing and ePayments are directly managed by contracting authorities, rather than by the specialised eProcurement platforms.

1.4 The challenges that lie ahead

We explore 3 topics here:

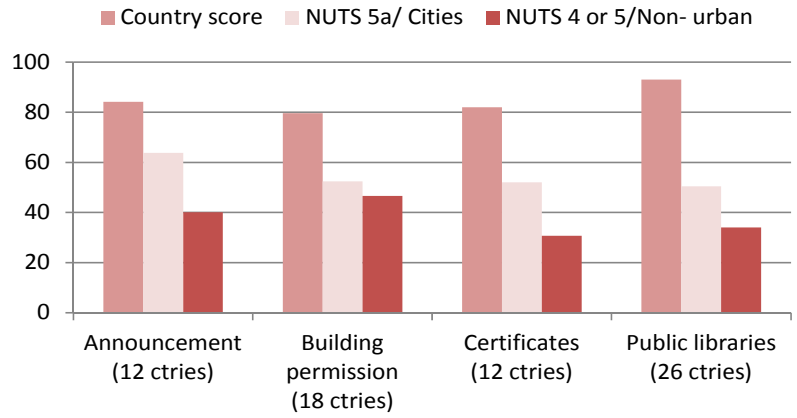
- eGovernment maturity through the tiers of administration from national to regional to local
- Efficiency and Trans-European interoperability
- Take-up and impact

Regional and local eGovernment: significantly challenged

This year, the benchmark takes an in-depth look at the difference in performance across the tiers of government (NUTS Levels: Nomenclature of Territorial Units for Statistics)[5]. It sheds light on the difference between eGovernment service maturity at national, regional and/or local levels, which poses the question of the efficacy of governance within and across administrative layer, an area that may deserve further attention.

Evidence shows indicators lagging at the local level. For the services Announcement of moving, Building permission, Certificates and Public libraries, the Sophistication of local service delivery only reaches 39% on average (see Graph 7), leaving a massive gap of up to 57 percentage points compared to national web sites. Europe's largest cities perform significantly better than their smaller or rural counterparts. Even within clusters of municipalities of comparable size, the difference in performance within countries is significant. The User Experience of *local* web sites varies markedly from one country to another, ranging from excellent to very poor.

Figure 1.7: Sophistication of service provision at the local levels



Some services are naturally more location-based, and so delivery, control of, and investment in improving these should be governed locally. Several services are influenced by multiple tiers, and the approach varies significantly across EU – much for historical reasons. In many cases, service offerings are insufficiently integrated across administrative levels. The results suggest that local administrations' capacity (strategy, funding, capability) to embrace their role as providers of typically local services varies considerably.

Efficiency

No matter the governance structure of a country, diligent coordination of eGovernment activities and collaboration remain key success factors to achieve more consistent progress. It is vitally important for each country to address the often deeply rooted cultural and institutional factors that make administrations operate within their silos. For example: In **Austria**, the platform 'Digital Austria serves as the overarching institution for all eGovernment activity, engaging all levels of government and other stakeholders. It is chaired by the federal CIO and contains a number of task forces, and thematic working groups. Coordination at the federal level is done by the ICT Strategy Unit. Apart from overall strategy, coordination and cross-cutting projects for which the Federal Chancellery is responsible, each ministry and agency carries out its own projects. In **Germany,** the implementation of the new article 91c of the German Constitution (Grundgesetz) established a new IT Planning Council which had its founding meeting on 22 April 2010. The new body encompasses representatives of federal, federal state and local level to govern important cross-cutting IT issues such as secure IT infrastructure and standardisation. In **Belgium**, the federal agency FedICT is in charge of coordinating and ensuring the

[5] http://epp.eurostat.ec.europa.eu/portal/page/portal/nuts_nomenclature/introduction

uniform and consistent implementation of the eGovernment strategy within the Federal Administration for example by providing building blocks for re-use to all government tiers. Similar governance structures can be found in highly decentralised countries, as is the case for **Spain**. **Spain** has in 2005 set up an eGovernment Council for coordination of activities at the national level and in 2007 an eGovernment Sectoral Committee for coordination between the national, regional and local levels. Both the Council and the Committee are anchored in law. **France** has set as a joint goal for ministries to reduce the number of web sites to 1/10th of the sites originally available to render the various institutions' web presence more coherent. As part of this initiative, 63 web sites have been shut down in 2010.

In the aftermath of the recent global financial crisis, most government organisations have already gone through one or two cost-cutting cycles and are bound by active cost-control regulations. Despite depleted budgets, very few countries seem to systematically assess the business case behind their eGovernment projects. The eGovernment business case is likely to go beyond administrations' organisational borders and governmental tiers. For example: **Switzerland** introduced a new methodology to evaluate qualitative benefits and cost-effectiveness of its eGovernment solutions. The so-called UTILITAS method assesses performance focusing on five key areas such as: modernisation/image, cost savings, process optimisation, quality enhancement and fulfillment of legal and organisational requirements. The method has been applied to evaluate 45 eGovernment solutions in 2010 and has received positive feedback. Questionnaire and evaluation instruments will be made available in early 2011. **France** has put a continuous improvement cycle in place for its eGovernment services and assesses- in a yearly barometer- the expectations of users as well as the impact of simplification on the administrative burden citizens and businesses encounter. In **Germany**, the WiBe-Framework serves as dominant method to assess economic efficiency of federal administration. The methodology is in full operation and widely applied at federal, state and municipal level.

European-level collaboration plays an increasingly important role in the technical integration of Member State solutions, and thus the advancement of trans-EU services. It ensures cross-border interoperability and avoids unnecessary duplication of resources. The ongoing Large Scale Pilots: PEPPOL (Pan-European eProcurement), STORK (European eID Interoperability Platform), SPOCS (Services Directive); epSOS (Electronic Health Record Systems in Europe), and e-Codex (improving cross-border access to legal means) are testament to this, and now have active participation of between 12 and 17 countries.

There would appear to be a growing recognition for the need to open up the administrative boundaries at all levels (within and across Member States), and indeed across multiple domains, in order to reap the benefits of investment in technologies and streamline the passage of information throughout service delivery systems.

In the field of **eProcurement**, potential savings are the driver of implementing new systems and procedures. Many countries do not however structurally monitor the benefits achieved from eProcurement. There are notable exceptions to this with a region in the **United Kingdom**, **Scotland**, having reported audited savings of almost £800 million over a 4-year period. Sweden has reported a reduction on prices between 10% and 30% as well as efficiency improvements in the procurement process of 20% going up to 30% when the entire tender is processed online. In **Ireland,** over 62,000 suppliers are registered in the national eProcurement system, of which 25% are foreign. This high level of foreign registration is quite an exception as in most countries eProcurement solutions tend to focus on domestic suppliers. In terms of increase in volume and transactions of eProcurement platforms, in **Malta** almost 20% of purchases of departments are made online and in **Cyprus**, the number of potential suppliers participating to a call for tenders has increased threefold with reported efficiency increases. In **Portugal** there is a much shorter time to process tenders accompanied with a greater level of transparency and in **Turkey** there is also a significant decrease in procurement process errors, increase in transparency as well as more compliancy. Efficiency and process savings of eProcurement also have savings on what otherwise would have been done offline. For example, PECAP, the Plataforma Electrònica de Contractació de les Administracions Públiques in **Spain**, documents savings between 15 and 45% on overall

prices of energy and telecom services for the local administrations Similarly, the Basque Country Regional Government has announced overall savings of 20% on purchase prices due to the increase in competition made possible by the electronic channel.

Take-up of services

Take-up of eGovernment services is slow, obscuring the overall benefits of eGovernment itself. Recent figures[6] for the European Union (EU27) highlight that only one 42% of individuals aged 16 to 74 use the Internet for interaction with public authorities.

The gap between the availability of services and their take-up, shows that the public sector is facing important challenges to re-think how public services can become more citizen-centric. Many countries now formally use methods for user needs identification and are moving away from a one-size-fits-all approach to eGovernment services towards greater segmentation and personalisation. Leading practice can be seen, for example, in **Finland** which has developed national guidelines for online service design based on a wide range of approaches, including the use of personas, such as "first-time buyer" or "looking for rented accommodation" which characterise different user needs in a range of usage scenarios. Also very common is to segment users in terms of demographics, for example, **Spain** segments into the elderly, women and youth, **Malta** by age groups and profiles, and **Iceland** into gender, age groups, residence, education and occupation. Additionally, some countries also segment by the user's relationship to technology, as in **Malta** in terms of volume of internet usage and in **Finland** including the use of old computers and slow connections as well as mobile services. Some countries are now also experimenting with full personalisation of services in which the user has more control over selecting the type, format and configuration of a given service, as can be seen, for example, in the "MyPage" approach recently adopted in both **Denmark** and **Norway**, or in the **United Kingdom'**s "data.gov.uk" initiative.

Initiatives focusing on the usage and impact of eGovernment services, beyond their simple availability, will become more and more important in what many are now calling the "age of austerity".

1.5 Empowering Users: Life-event Measurement

1.5.1 Business life-event: "Company Start-Up"

Empowering businesses means providing an environment, which fosters competitiveness and good business practice. In this context, the benchmark looks at the life-event of starting up a company to assess to what extent bureaucracy is being streamlined, and Governments are taking down the hurdles that can stifle entrepreneurship in Europe. In the current economic climate this is a priority, particularly for the smaller businesses, where administrative burden is disproportionately high and capacity is low.

E-enabling the business start-up procedure has been a key policy goal for years. In 2006 the European Council called for the creation of One-Stop-Shops for in-country business registration in all Member States, although not stipulating the form that these should take – online portal, physical access or both. Subsequently targets were set to bundle procedures and to reduce both costs and time spent to start a company.

The situation changed significantly with the adoption of the EU Services Directive[7] end 2006. The Directive introduces for the first time a legal obligation on the Member States to provide comprehensive e-government services for businesses, through so-called "Points of Single Contact". According to the Services Directive (Article 8) the Member States are obliged to "*ensure that all procedures and formalities relating to access to a service activity and to the exercise thereof may be easily completed at a distance and by electronic means through the*

[6] Source: Eurostat (2010)

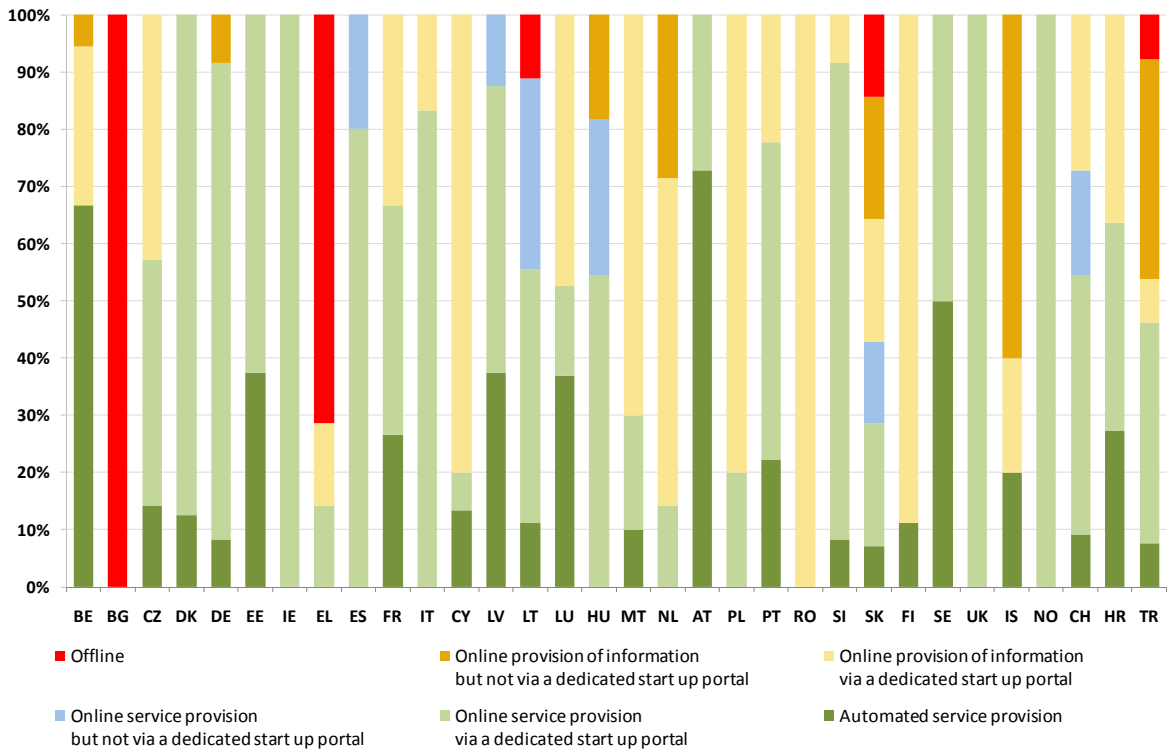
[7] Directive 2006/123/EC of 12 December 2006 on services in the internal market)

relevant Point of Single Contact". The implications of this in policy, collaboration, procedural, operational and technical terms are profound. And impact all tiers of administration. The Services Directive had to be implemented in all Member States by end 2009.

Eight of the 20 basic services relate to businesses. A number of these are associated with the life-event of business start-up. The current measurement took a more comprehensive approach, assessing 21 process steps encompassing services that are about compliance with government regulations in the start-up phase of a business (like getting a VAT number or registering a company, some of the core 20 services measured since 2001). These services are typically, though not always provided by public administration. For each of the required steps the benchmark assessed whether the step was available online, online through a dedicated 'start-up' portal or whether at least information was available on the service (possibly through the dedicated portal). In addition, an expert assessment was carried out of each start-up portal to determine the quality of information provided and whether this focused purely on regulatory requirements or also focused on other needs of the business community. In this expert assessment, additional features (e.g. personalised access, eSignature) of the online service delivery process were mapped.

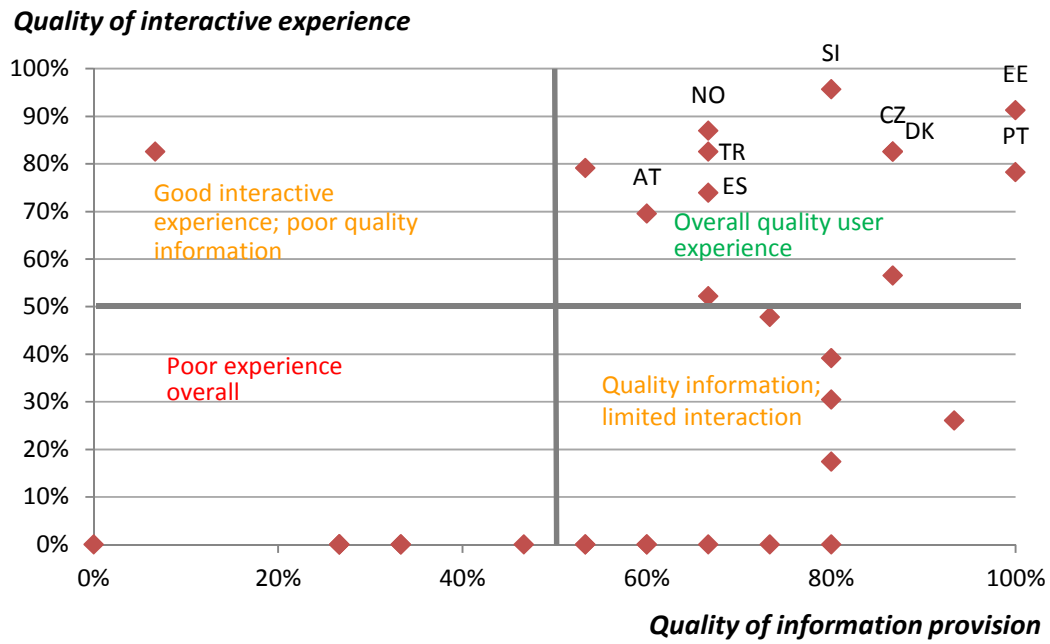
Our findings reveal that despite strong political ambitions, the online implementation of the life-event of starting up a company is patchy (see Figure 8). The review shows that only **Austria, Denmark, Estonia, Ireland, Norway, Sweden** and **the United Kingdom** have fully e-enabled all mandatory steps of their start-up procedures on dedicated business start-up portals. In the vast majority of countries, the chain of events required to set up a company is frequently "broken", with some steps available on dedicated portals, others available online though on different web sites, while again other steps remain paper-based. Whilst additional efforts are required to e-enable services, the benchmark clearly shows that extensive information about the start-up procedure and its requirements is already available online.

Figure 1.8: Maturity of the Life Event 'Starting up a Company'



The expert assessment of portals focused on user experience. Although the availability of information and interactive services is satisfying, the services' quality and usability needs to be improved.

Figure 1.9: User experience of business start-up portals



In many countries, business start-up portals are still not user-centric. Web sites tend to be difficult to navigate and the information provided is not always appropriate (too much, too little, too wordy, out-of-date, etc..). The quality of services strongly depends on the professions concerned, the administrations involved, and the administrative levels providing the service. Where dedicated portals for example lead to other government web sites for the completion of a selection of process steps, our findings have revealed significant differences as regards the level of quality and coherence of service offerings, often posing serious challenges to the successful completion of the start-up life event.

Austria, Norway, Turkey, Spain, Slovenia, the **Czech Republic, Denmark, Portugal and Estonia** have very user-centric solutions in place. Their portals are characterized by personalization, a high degree of interaction, tailor-made information provision and automation. The user only perceives and sees what is effectively relevant to his personal concern: specific legislation to consider, licenses to apply for, forms to fill in etc. ePayment, eSignature and track-and-trace functionalities are in place. These portals engage and empower the user. This will ease the burden of business start-up, and can benefit the economy as a result.

1.5.2 Citizen Life-Event: "Losing & Finding a Job"

Empowering citizens means encouraging and stimulating citizens to become engaged, self-sufficient users of government services. This year's benchmark takes a close-up look at the status of the life event of "losing and finding a job", focusing on the adequacy of administrative procedures and online services that support people who have lost a job and help return them into the productive economy.

Every European Public Employment Service has a web presence and provides basic services online. These agencies' role has shifted from passively registering and financing, to actively stimulating and guiding jobseekers. These citizens are in turn increasingly encouraged to demonstrate sufficient and verifiable efforts

to find employment such as actively carrying out job searches, posting CVs, participating in training programs and similar activities. The web is increasingly useful for jobseekers.
Twelve of the 20 basic services relate to citizens. Two (job search and applying for unemployment benefits) are associated with the life-event of losing and finding a job. By measuring 27 process steps encompassing services that relate to the life-event of losing and finding a job, the life-event measure of this year is much broader in scope.

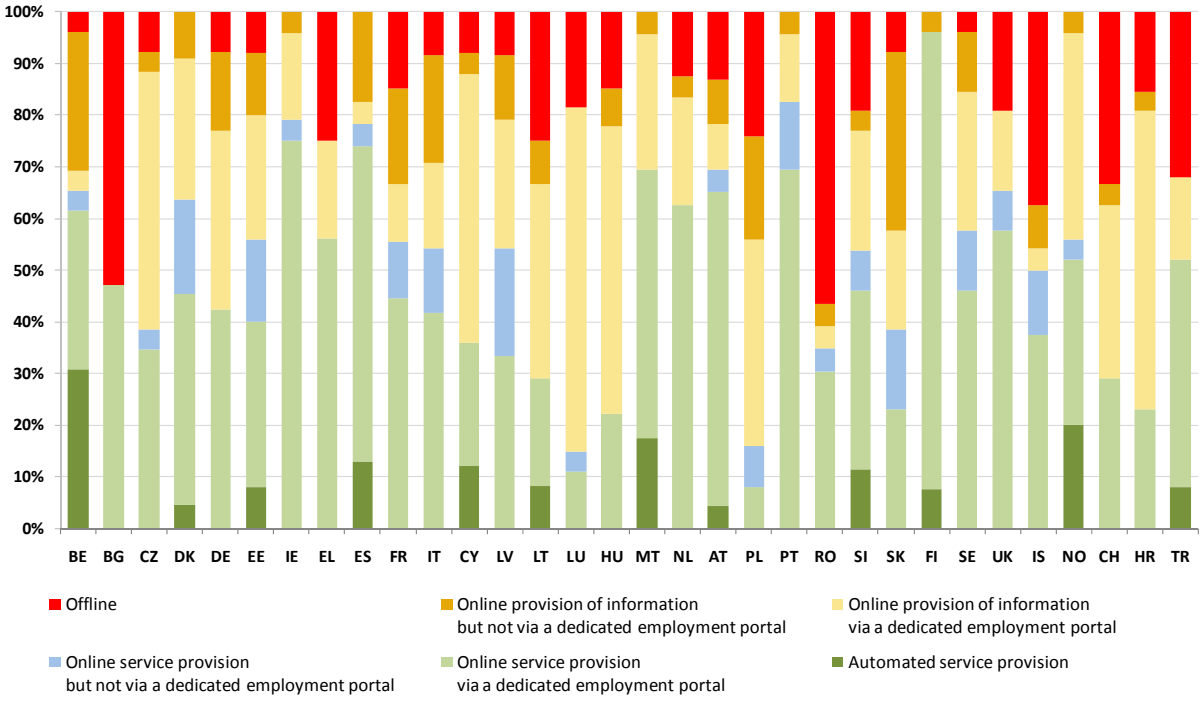
Online offerings are insufficiently joined up within and across government, and with the social and private sectors (which is increasingly active in providing vocational and job search support). Again, the User's journey is broken. The delineation of roles and competences amongst organisations too frequently poorly matches the citizens' requirements during this change of circumstance.

Just over 50% of the assessed services are available online via a dedicated Employment Portal. The services that are the most frequently e-enabled include: job search, obtaining labour market information, posting a CV, and obtaining information about eligibility for benefits.

Few Member States have integrated additional value-adding services into the life-event chain, such as debt counselling, health and housing guidance and the like, as part of a basket of potential services. These can play a vital role to prevent circumstances spiralling out of control, such that the socially disadvantaged moves from unemployment to illness, family strife, homelessness and so forth.

Some good practices for truly integrated services do however exist. These examples offer a single entry-point i.e. a dedicated portal to the job seeker, guide the unemployed and are focused on the desired outcome rather than simply fulfilling an agency's legal obligations. Countries that offer leading examples include **Finland, Ireland, Spain, Malta, Portugal** and **Austria**.

Figure 1.10: Maturity of the Life Event 'Losing and Finding a Job'



The bottleneck for Europe is the speed with which jobseekers are put back into employment. Further investigation is required to better understand the awareness, take-up and impact of online services for jobseekers.

1.6 Behind the Web: Common Horizontal Enablers

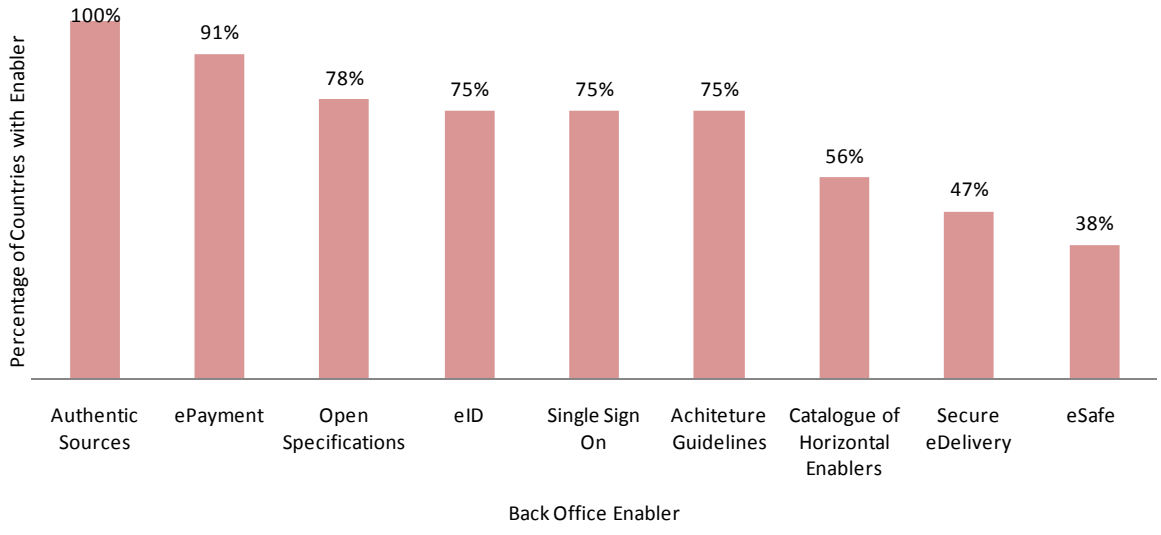
A backbone of eGovernment delivery is the so-called horizontal enablers or "building blocks". These provide the foundations for robust, streamlined and sustainable eGoverment services. Indeed a quality user experience, particularly that of a life-event, can only be provided with these building blocks in place. In this year's benchmark, the availability, usage and take-up of nine horizontal enablers have been analysed through country survey and independent (part) assessment? These are listed in the table below.

Back Office Enabler		Description
(i)	**Authentic Sources**	Authentic Sources are base registries used by governments to automatically validate or fetch data relating to citizens or businesses.
(ii)	**ePayment**	Electronic Payment (ePayment) is an electronic money transfer between government and citizens or business in eGovernment service delivery.
(iii)	**eIdentity**	Electronic Identification (eID) is a government-issued document for online identification, and authentication
(iv)	**Open Specifications**	Open Specification are free and possibly standard specifications that can be used throughout eGovernment applications[8].
(v)	**Single Sign On**	Single Sign On (SSO) allows users to get access to multiple systems without the need to log in multiple times.
(vi)	**Architecture Guidelines**	Architecture Guidelines are common architectural principles and guidance targeting a uniform and re-usable service-based approach.
(vii)	**Catalogue of Horizontal Enablers**	Catalogue of Horizontal Enabler are a collection of technological enablers to be used across governmental environments.
(viii)	**Secure eDelivery**	Secure Electronically Delivery (eDelivery) is a legally recognized secure delivery for electronic exchange of documents and data between government and citizens or businesses.
(ix)	**eSafe**	Electronic Safe (eSafe) is a legally recognized system that allow for secure storage and retrieval of electronic documents.

High availability, low (monitoring of) take-up

The picture revealed for the EU27+ countries shows that the availability of these enablers in Europe is generally sound (Graph 11). 75% of countries have at least six out of the nine enablers in place. And countries such as **Austria, Denmark, Estonia, France, Germany** and **Hungary** have all nine.

Figure 1.11: Frequency of enablers in EU27+



[8] This definition is based on the European Interoperability Framework's version 1.0.

However, simply making the building blocks available is insufficient to ensure administrations' transition from paper-based to digital service provision. For instance, even though all countries do have authentic sources in place – the quality, machine readability, and regulatory access to authentic sources will differ markedly across Europe.

These enablers need further development to cause them to be seen to be adding value, and thus adopted: eIDs need to become eSignature-enabled; the coverage of Single Sign On can extend to additional administrations and services; architectural guidelines and open specifications policies can be applied more thoroughly; eID mechanisms allowing users to authenticate and request a service can be complemented with secure eDelivery using eSafe mechanisms to provide requested services online.

Though *availability* of the enablers is generally fair, *take-up* is disproportionally low. There is a lack of monitoring of the adoption, usability and impact of key enablers. Only about half of countries are monitoring the usage of their enablers. Fed-eView/A in **Belgium**[9] and www.landkaarte-overheid.nl in the **Netherlands** are leading examples of systematically monitoring these building blocks.

Countries report the following factors as critical to the deployment of enablers:

- Fitness-for-use in multiple applications, multiple government levels, multiple sectors, public and private sectors – to achieve critical mass
- Leadership and continuous political support – to sustainably allocate budget and resources to the development of building blocks
- Simple, standardized and interoperable technological infrastructures – to enable administrations to benefit from economies of scale and 'plug and play' capabilities
- Security – to build the levels of trust that underpin adoption
- Usability – to foster ease-of-use and the overall attractiveness of enablers to users

Cooperation at EU level (including the European Competitiveness and Innovation Programme (CIP), and other such EU-funded initiatives), play a vitally important role to foster commonality, and accelerate progress across Europe to adopt and operate these common enabling platforms.

1.7 Forward Plans

eGovernment benchmarking, amidst turbulence in Europe

New ambitious policies and strategies are being set for the forward planning period. The implications of a far-reaching economic crisis linger, and will for some time. Received opinion is that the exit to the crisis will result in a future changed forever.

The recent ***Europe 2020 strategy*** explains how the EU can emerge from the crisis stronger and how it can be turned into a 'smart, sustainable and inclusive economy delivering high levels of employment, productivity and social cohesion'. The **Digital Agenda** covers those aspects of Europe's competitiveness, which call upon the digital economy to 'maximise the benefit of the Digital Revolution for all'. The new ***eGovernment Action plan 2011-2015*** outlines the way forward to implement the Malmö Declaration.

The way the public sector is organized, the services it delivers, indeed the very role of Government have become focal points of debate.

[9] http://www.epractice.eu/en/cases/fedeviewa

What we know is that:

- *Technology* will continue to advance in leaps and bounds and that the technology-savvy will have ever-higher expectations from government. Evidence of which is the rapid advancement discussions and actions on 'G-Cloud'
- *Funds* available to administrations will shrink, and government will be forced to rethink how it can provide quantum improvements in services: '*twice as good, in half the time, for half as much*'. This will pose the question of fundamental transformation
- *Globalisation* will continue in all senses, unfettered, and Europe must affirm its position in the world, giving a boost to Europe's economic competitiveness and socio-ecological sustainability. And also provide a benchmark to influence developing countries

These all emphasize the importance of mapping out clear strategies to get Europe's public sector back on a solid footing – and monitoring progress.

Meanwhile, efficiency remains high on the agenda. Customer expectations not just of service quality, more so now engagement and participation, continue to rise. In the current climate, many will be seeking evidence of the ICT-dividend – in terms of cost savings, efficiency and productivity gains, service level improvements, democratic participation, openness and trust.

This pan-EU benchmark is a core element in putting Europe's ambitions into action. Measurement drives de facto targets, so strong attention has been paid to upgrading the measurement framework to cater to current political objectives of European policy makers. The changes introduced to modernise the benchmark in 2009 and more significantly in 2010 will provide data, information and insight to support policy setters, decision makers, and implementers of eGovernment. We fully intend to continue to develop the benchmark to support this process:

1. To ***stabilise the 2010 scope of measurement*** – and provide a new broader set of benchmarks for countries (and regions) to compare and learn from
2. To establish ***Action Learning Groups*** (ALG) – a process for indicator innovation; piloting; and (leading) practice sharing. This is in process addressing: Open Government & Transparency, and Life-Events
3. To increase reference to ***international leading practices*** – to ensure that Europe remains competitive on a worldwide stage

1.8 Overview of the Pan-European eGovernment Measurement

Core Measurement

The following indicators have featured in previous editions:

- ***Online sophistication***: The extent to which government services allow for interaction and/or transaction between the administration and citizens or businesses. This measure covers 20 basic public services such as online tax filing, obtaining permits, enrolling in schools and many others.
- ***User experience***: The extent to which the 20 basic eGovernment services are easy to use. This covers aspects of usability, transparency, privacy and multi- channel policy as well as the possibility for users to give feedback on the quality of services to administrations.
- ***Full online availability***: The extent to which there is fully automated and proactive delivery of the 20 key public services. A comparison over time illustrates the speed and extent of convergence in performance in Europe.
- ***Portal sophistication***: Identifying the most mature, user-centric and personalized portals that provide direct access to a wide range eGovernment services.
- ***eProcurement visibility***: showing to what extent potential suppliers find information and links to eProcurement on contracting authorities' websites
- ***eProcurement availability*** *for the pre-award phase*: Measuring to what extent the procurement process is e-enabled throughout its pre-award phases from its notification, through requests for proposals to awarding contracts.

2010 Enhancements

This year, the benchmark includes two additions to the indicators that have traditionally been used.

- ***Sub-national analysis***: for the first time, the 20 service metrics have been applied at NUTS (Nomenclature of Territorial Units for Statistics) levels, providing an unprecedented granularity of eGovernment performance across regional and local administrations.
- ***eProcurement availability for the post-award phase***: an analysis of eOrdering, eInvoicing and ePayment services provided by eProcurement platforms in the public sector.

Moreover given the continual evolution of the use of ICT by European governments, entirely new indicators have emerged as a so-called "proof of concept" (i.e. indicators tested for the very first time), including:

- **The maturity of "life events": customer journeys and related services are benchmarked for:**
  - **"Starting up a business"** and
  - **"Losing and finding a job".**
- The ***availability and use of key enablers***: Assessing what organisational and technical frameworks govern the implementation of back-office building blocks such as eID, authentic sources, interoperability guidelines, the adoption of open standards and Single-Sign-On.

Finally, qualitative assessments have been made to identify ***leading practice*** in the benchmarked countries ***in terms of efficiency, take-up and user-centricity***.

Data Sources

Three main sources of data used for the benchmark are:

- Online automated and non-automated service analysis across some 10,000 portals and websites;
- Surveys carried out with nominated representatives from the administrations in the Member States;
- Impartial evaluations carried out by experts from the eGovernment domain.

Country performance overview

Aggregate Country Performance									
	20 services		User experience		eProcurement		Life events		Key enablers
	Full online availability 2010	Sophistication 2010	User experience (average on all services)	User experience (national portal)	eProcurement pre-award 2010	eProcurement visibility in 2010	Business Life Event (automated + service available thr. portal)	Citizen Life Event (automated + service available thr. portal)	Availability (# enablers)
AT	100	100	50	90	84	72	100	65	9
BE	79	92	65	93	78	38	67	62	7
BG	70	77	74	79	52	89	0	47	2
CH	70	85	68	88	44	64	55	29	8
CY	55	71	53	80	100	94	20	36	5
CZ	74	85	43	76	84	96	57	35	4
DE	95	99	83	68	67	79	92	42	9
DK	95	95	92	90	90	81	100	45	9
EE	94	97	94	80	52	100	100	40	9
EL	48	70	91	91	.	36	14	56	4
ES	95	98	91	95	83	85	80	74	7
FI	95	96	86	88	48	38	11	96	6
FR	85	94	89	100	90	75	67	44	9
HR	65	78	90	73	36	40	64	23	4
HU	66	80	70	90	28	46	55	22	9
IE	100	100	87	50	100	100	100	75	5
IS	58	79	72	77	44	37	20	38	6
IT	100	99	79	23	87	72	83	42	7
LT	72	84	76	65	88	100	56	29	5
LU	72	87	66	69	36	71	53	11	6
LV	93	94	72	85	38	30	88	33	8
MT	100	100	100	100	76	100	30	70	7
NL	95	97	91	96	80	62	14	63	8
NO	90	92	67	86	92	84	100	52	6
PL	79	87	91	85	68	75	20	8	3
PT	100	100	91	94	84	82	78	70	7
RO	60	73	62	32	92	75	0	30	5
SE	100	99	99	68	94	90	100	46	7
SI	95	97	85	80	56	100	92	46	6
SK	63	81	85	93	76	47	29	23	7
TR	89	91	80	90	32	24	46	52	6
UK	98	97	99	83	96	87	100	58	4

2. Introduction

2.1 Guide to this report

The vision presented in this report builds on four essential aspects of eGovernment each of which are dealt with in a dedicated chapter.

- **European Development of Public Services (Chapter 3)**

This means looking at the quality and usability of public services and the ways in which services have been improved to better respond to the needs and expectations of citizens and businesses;

- **The Challenges that lie ahead (Chapter 4)**

This means evaluating those topics that particularly require policy makers' attention in Europe: local service delivery, efficiency and interoperability, take-up and impact;

- **European Governments: Empowering Users (Chapter 5)**

This means capturing the increased involvement and active participation of citizens and businesses in the public sphere, through personalized services, greater transparency, open access to public information and web 2.0 interactions;

- **Behind the Web: Common Horizontal Enablers (Chapter 6)**

This means assessing the state-of-play of the implementation and diffusion of back office building blocks enabling eGovernment applications and safeguarding the interoperability, security and privacy of public sector activities;

Chapter 7 concludes the report and outlines the **forward agenda** for eGovernment in Europe. The **annexes** feature the detailed benchmark results (also per country in the Country Reports) and methodological considerations.

The set of indicators presented in this report are based on the concept that eGovernment is not an end in itself but is a key enabler of digital government transformation, gradually reshaping all the activities which are at the core of a government's identity. As it is hard to improve and transform something that is not measured, clearly, the smart thing to do is evaluate.

2.2 Setting the scene

This year's eGovernment benchmark report is being published amid a turning point for Europe. The widely debated policies from the last decade are being phased. And new ambitious goals are being set for the upcoming years to ensure that Europe successfully faces the increasing uncertainty in the global economy and the numerous challenges ahead.

The way the public sector is organized and the services that it delivers are a focal point of debate:

- Technology continues to advance in leaps and bounds and the technology-savvy have ever higher expectations from government
- Funds available to administrations are shrinking and government is forced to rethink how it can provide services that are 'twice as good, in half the time for half as much'
- Europe needs to affirm its position at the global stage, challenging public policy to boost Europe's economic competitiveness and socio-environmental sustainability

This present situation emphasizes the importance of mapping out clear strategies to get Europe's public sector back on a steady footing, in times when economic recovery remains fragile.

For the past ten years, the eGovernment benchmark report has been the flagship publication of the European Commission in the area of measuring public sector performance. This year's edition features a record number of more than 10.00 data points, and thus continues to be the most accurate assessment of its kind. It contains a detailed profile for each of the countries featured in the study as well as an extensive annex of data tables with rankings covering more than a dozen of indicators. Qualitative insights complement the picture and comprehensively illustrate the way forward for Europe.

2.3 The 2010 benchmark framework

In 2009, Member States and the European Commission started reviewing the benchmark framework which has been in place since 2001. During the review, desire was to maintain the comparability of data sets over time, reusing and building on the veritable gold mine of data the benchmarking exercise has collected over the years. It was agreed that changes to the method were much needed but should not jeopardize the comparability of data sets collected over the years.

At the same time, there was a desire to substantially upgrade the measurements to pave the way for new, innovative indicators which take account of swiftly evolving technological and organisational changes in the public sector. Member State and European Commission Officials wanted to make sure that the measurements were responsive to the upcoming decade's policy issues. They wanted to ensure that the benchmark would deliver findings which are politically and professionally relevant for eGovernment decision makers in Europe and beyond.

The 2009 benchmarking exercise was a first step forward towards refreshing the framework. 2010 builds on these achievements and introduces more fundamental change, resulting in the current edition whose findings are much richer than before.

2.3.1 New indicator set

The complete indicator set for 2010 is profiled in below table. This identifies the core measurement included in 2009, and the measures added in 2010.

Three main sources of data are used for the benchmark:

(i) Online service analysis across some 10,000 portals and websites;
(ii) Surveys carried out with nominated representatives from the administrations in the Member States;
(iii) Impartial evaluations carried out by experts from the eGovernment domain.

Overview of the Pan-European eGovernment Measurement

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Moreover given the continual evolution of the use of ICT by European governments, entirely new indicators have emerged as a so-called "proof of concept" (i.e. indicators tested for the very first time), including:

- The maturity of "life events": customer journeys and related services are benchmarked for:
  a. "Starting up a business" and
  b. "Losing and finding a job".
- The availability and use of key enablers: Assessing what organisational and technical frameworks govern the implementation of back-office building blocks such as eID, authentic sources, interoperability guidelines, the adoption of open standards and Single-Sign-On.

Finally, qualitative assessments have been made to identify leading practice in the benchmarked countries in terms of efficiency, take up and user-centricity.

The decision has been taken to tie the findings resulting from the various indicators thematically into the report rather than presenting each indicator in a separate section or chapter. The below table tentatively indicates which elements are reported upon in which chapter.

	Chapter 3 Better Services	Chapter 4 The Challenges that lie ahead	Chapter 5 Empowering Users: Life-event measurement	Chapter 6 Are fundamental IT-enablers in place?
Online sophistication	★	★		
User experience of 20 services sites	★	★		
Full online availability	★	★		
Portal sophistication	★			
eProcurement visibility	★			
eProcurement availability (pre-award)	★	★		
eProcurement availability (post-award)	★	★		★
Life Events Maturity			★	
Availability and use of key enablers				★
Leading practice: User centricity			★	
Leading practice: Efficiency and Take up		★		

2.3.2 The revised measurement process

The upgrade of the benchmark meant a more demanding process for all participants and this report would have not been possible without the commitment and enthusiasm of representatives of the 32 participating countries[10], who have provided significant inputs throughout the last year to design the landscaping and validate the benchmark results.

Three preparatory workshops were held between December 2009 and April 2010 with the European Commission and Member State representatives to design and achieve consensus on the 2010 measurement framework. These workshops also proved an important platform for knowledge sharing.

For the project's duration, Member States have typically set up 'hub and spoke' in their individual countries, with one coordinator, usually supported by a set of national experts to respond to the thematic areas (eProcurement, Life Events, etc.) of the benchmark. This ensured that a wider range of administrations actively contributed to the benchmark and can thus benefit from findings.

The benchmark is not a stand-alone exercise but embedded into a plan which will run up to 2012 allowing for more systematic feedback and contributions to the policy cycle. Action Learning Groups have been initiated on selected themes to deepen learning from the metrics. These will cover a number of themes including Life Events, User focus, Transparency, Open government and Take-up. One output will be pilot indicators for future benchmarking.

In this sense, the benchmark is a truly collaborative benchmark, designed and approved by both the European Commission and representatives of participating country governments. The continuous input from country representatives and the European Commission has created an atmosphere of friendly competition, shared learning and participants benchmarking amongst themselves. The benchmark is an encouraging sign that performance measurement is more relevant than ever and that Europe is acting collectively to strengthen its performance more and more.

2.4 The policy context

Retrospective –a decade of eGovernment in Europe

eGovernment policy has been prominent and is often cited as a corner stone of better government. The European Commission launched the *eEurope initiative* in 2000 with the aim of accelerating Europe's transition towards a knowledge based economy. The momentum of the two successive eEurope Action Plans (2002 and 2005) was built upon to initiate the *i2010 eGovernment Action Plan* which was intended to accelerate eGovernment in Europe for the benefit of all.

The *i2010 Action Plan* set specific objectives for 2010:

- **No citizen left behind**: advancing inclusion through eGovernment so that by 2010 all citizens benefit from trusted, innovative services and easy access for all
- **Making efficiency and effectiveness a reality** – significantly contributing to high user satisfaction, transparency and accountability, reduced administrative burden and gains in efficiency by 2010

[10] The 32 countries participating in the Benchmark this year are: Austria (AT), Belgium (BE), Bulgaria (BG), Switzerland (CH), Cyprus (CY), Czech Republic (CZ), Germany (DE), Denmark (DK), Estonia (EE), Spain (ES), Finland (FI), France (FR), Greece (GR), Croatia (HR), Hungary (HU), Ireland (IE), Iceland (IS), Italy (IT), Lithuania (LT), Luxembourg (LU), Latvia (LV), Malta (MT), Netherlands (NL), Norway (NO), Poland (PL), Portugal (PT), Romania (RO), Sweden (SE), Slovenia (SI), Slovakia (SK), Turkey (TR), and United Kingdom (UK).

- **Implementing high-impact key services for citizens and businesses** - by 2010, 100% of public procurement will be available electronically, with 50% actual usage, with agreement on cooperation between member states on further high-impact online citizen services
- **Putting key enablers in place** - enabling citizens and businesses to benefit from convenient, secure and interoperable authenticated access across Europe to public services by 2010
- **Strengthening participation and democratic decision-making** - demonstrating, by 2010, tools for effective public debate and participation in democratic decision-making

With the end of the decade, i2010 and related policies have come to an end. They are now being evaluated in terms of successes and failures and considerations will pave the way for new goals. Among other evaluations, the benchmark attests that in many areas significant progress has been made but that the way forward is steep.

The current decade- raising the bar

The *Europe 2020 strategy*[11] put forward by the Commission sets out the broad vision of Europe's social market economy for the 21st century. It explains how the EU can come out stronger from the crisis and how it can be turned into a ”smart, sustainable and inclusive economy delivering high levels of employment, productivity and social cohesion”.
The *Digital Agenda* focuses on those aspects of Europe’s competitiveness which touch upon the digital economy. It outlines a set of policies and actions to ”maximise the benefit of the Digital Revolution for all” [12].

New high level Ministerial declarations have been pronounced. The most recent is the *Declaration agreed on 18 November 2009 at the 5th Ministerial eGovernment Conference* in Malmö, Sweden (referred to as *Malmö Declaration*)[13]. In Malmö, the Ministers responsible for eGovernment in Europe have agreed on the following priorities for Europe which Member States should jointly be striving for:

1. Citizens and businesses are empowered by eGovernment services designed around users’ needs and developed in collaboration with third parties, as well as by increased access to public information, strengthened transparency and effective means for involvement of stakeholders in the policy process,
2. Mobility in the Single Market is reinforced by seamless eGovernment services for the setting up and running of a business and for studying, working, residing and retiring anywhere in the European Union,
3. Efficiency and effectiveness is enabled by a constant effort to use eGovernment to reduce the administrative burden, improve organisational processes and promote a sustainable low-carbon economy,
4. The implementation of the policy priorities is made possible by appropriate key enablers and legal and technical preconditions.

The *eGovernment Action plan 2011-2015* operationalizes Malmö’s ambitions. It identifies a series of concrete actions Member States will need to put into place to make progress.

New directives have come into force and now prioritize eGovernment developments in Europe. EU directives lay down specific outcomes that must be achieved in every Member State. National authorities are obliged to adapt their laws to meet these goals, but are free to decide how to do so, offering room to manoeuvre within the necessary deadlines to take account of different national situations[14]. The EU legislative acts which particularly impact eGovernment include the Services Directive[15], the eSignatures Directive[16], the Procurement

[11] COM(2010) 2020
[12] COM(2010) 245
[13] http://ec.europa.eu/information_society/activities/egovernment/conferences/malmo_2009/press/ministerial-declaration-on-egovernment.pdf
[14] http://ec.europa.eu/community_law/directives/directives_en.htm
[15] Directive 2006/123/EC
[16] Directive 1999/93/EC

directives[17], the Data Protection Directive [18], the Directive on the re-use of public sector information[19] and the INSPIRE Directive[20].

More recent (top 5) priorities identified by countries in the survey underscores the dynamic nature of the eGov landscape: new terms appear recurrently. Some popular for several years now: 'Open; Digital; Personalized; Participative; Flexible; Interactive; just to name a few. Others now emerging in policies, though with significant impact: Cloud computing, Crowd sourcing, Social media, Collaborative production, Location-based services, Government as an API[21]. Governments must respond and embrace change much faster than in the past.

We know there are several pre-conditions for moving fast and there are many difficult roadblocks to get around in order to succeed with Europe's ambitions: security, privacy, interoperability, automation, data sharing, and so on. We must also be careful not to forget the non-technical pillars of political backing and prioritization, a skilled workforce, cultural readiness, and the other factors that are effect policy. The point is that the context of eGovernment has deeply changed: the budget imperative imposes a step-change in the commercial operating models of running public services; customer expectations (and their vocal discontent upon failure and waste) are rising; and other parts of the world are raising the bar for Europe to remain competitive.

The following chapters address both Europe's ambitions and the roadblocks governments are confronted with. They illustrate the many actions taken to accomplish the set objectives and provide key insights into where Europe's public sector stands and should be moving in the next decade.

[17] Directive 2004/17/EC and Directive 2004/18/EC
[18] Directive 95/46/EC
[19] Directive 2003/98/EC
[20] Directive 2007/2/EC
[21] API: Application Programming Interface, rules and specifications that other software/online services can follow to make use of certain (in this case government) services and resources.

3. Better services

3.1 About better services

Since the early years of eGovernment benchmarking in Europe, a strong focus has been on assessing to what extent government services were available online.

Since 2001, this assessment has looked at two main elements, the first being sophistication ("what can I do online") and the second being full online availability ("is it the service fully e-enabled?"). To assess this across the whole of Europe, 20 basic services were selected that offered a fair representation of government services in the EU27+ countries. Of these services, 12 are aimed at citizens and 8 at businesses.

Although there are numerous political, socio-economic and cultural differences across the EU27+ countries, these indicators have proven valuable over time. They offer a pan-European overview of the different tasks and interactions of the public sector with citizens and business online. They give a snapshot of *whether* government services in Europe are online and *how* they are online. Offering services online to citizens and businesses is a crucial ingredient to making services "twice as good, in half the time, for half as much". Online channels, phone channels and paper channels are often stated as having a cost ratio of 1:10:100 respectively. Not only does providing services online make it cheaper for government to provide services (an important element in times of budgetary constraints), it also allows services to be provided much faster (sometimes "at the pace of the citizen him/herself") but services can also be tailored to the specific needs of the final "customer".

In 2009, an additional availability assessment was added to the benchmark, that of eProcurement. eProcurement is one of the high impact services representing a major portion of Europe's economy – some €1.3 trillion of public administration expenditure. Increase in trans-EU procurement serves the goal of a single market, can make Europe more competitive for particularly SMEs, and offers substantial efficiency gains. The diffusion of eProcurement has important implications for the efficiency of individual purchases, the overall administration of public procurement and the functioning of the markets for government contracts. The rationalization and transparency enabled by eProcurement can also help to leverage public procurement for innovation and accelerate the diffusion of important qualitative procurement criteria, such as the Green Procurement standards.

3.2 The 20 services measurement

The analysis of the 20 basic government services looks at the following elements:

1. **Online sophistication**: The extent to which government services allow for interaction and/or transaction between the administration and citizens or businesses. This measure covers 20 basic public services such as online tax filing, obtaining permits, enrolling in schools and many others.
2. **Full online availability**: The extent to which there is fully automated and proactive delivery of the 20 key public services. A comparison over time illustrates the speed and extent of convergence in performance in Europe.
3. **User experience of services**: The user-centricity and usability of eGovernment services.
4. **Portal sophistication**: Identifying the most mature, user-centric and personalized portals that provide direct access to a wide range eGovernment services.

5. **Sub-national analysis**: for the first time, the 20 service metrics have been applied at NUTS (Nomenclature of Territorial Units for Statistics) levels, providing an unprecedented granularity of eGovernment performance across regional and local administrations (see section 4.6).

3.2.1 The policy context

The 20 basic eGovernment services of the benchmark find their roots in the *eEurope initiative* of 2000, of which the first implementation phase was heralded by the eEurope 2002 Action Plan[22]. This action plan aimed to capture the potential benefits of the internet. It was followed up in the eEurope 2005 Action Plan which was adopted in a time when the availability of broadband technologies in Europe was steadily increasing and first benefits had become apparent. This new action plan placed a strong emphasis on using new internet technologies to offer services - including public services – online for businesses and citizens. The goal was that by 2005, Europe should have "modern online public services" (eGovernment)[23].

The eEurope 2005 Action plan was succeeded by the i2010 initiative, under the flag of which this year's benchmark study is still published. The i2010 Action Plan set specific objectives for 2010:

- *No citizen left behind*: advancing inclusion through eGovernment so that by 2010 all citizens benefit from trusted, innovative services and easy access for all
- *Making efficiency and effectiveness a reality* – significantly contributing to high user satisfaction, transparency and accountability, reduced administrative burden and gains in efficiency by 2010
- *Implementing high-impact key services for citizens and businesses* - by 2010, 100% of public procurement will be available electronically, with 50% actual usage, with agreement on cooperation between member states on further high-impact online citizen services
- *Putting key enablers in place* - enabling citizens and businesses to benefit from convenient, secure and interoperable authenticated access across Europe to public services by 2010
- *Strengthening participation and democratic decision-making* - demonstrating, by 2010, tools for effective public debate and participation in democratic decision-making

The 20 basic services assessed in this benchmark strongly link to the first three objectives of the i2010 initiative, ensuring that services are available to all citizens, ensuring that services are offered more efficiently and effectively and that high-impact key services are online. We also see some of these objectives returning in the *Malmö Ministerial Declaration* that was adopted in November 2009. This declaration sets four imminent priorities for eGovernment which again recall the principles of efficiency and effectiveness, this time coupled with empowerment, relating to the user experience eGovernment procures.

3.2.2 Measurement method

Measurement of the 20 basic services remains in principle similar to previous years. Details of the measurement can be found in annex D. The measurement involves assessing the availability (on-line presence) and sophistication (using a 5-stage model) of more than 10,000 websites at national, regional and local levels across the 32 participating European countries. The measurement is executed by a multi-lingual team of researchers. The selection of websites is based on input provided by countries and/or based on random

[22] http://ec.europa.eu/information_society/eeurope/i2010/archive/eeurope/index_en.htm
[23] http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52002DC0263:EN:HTML

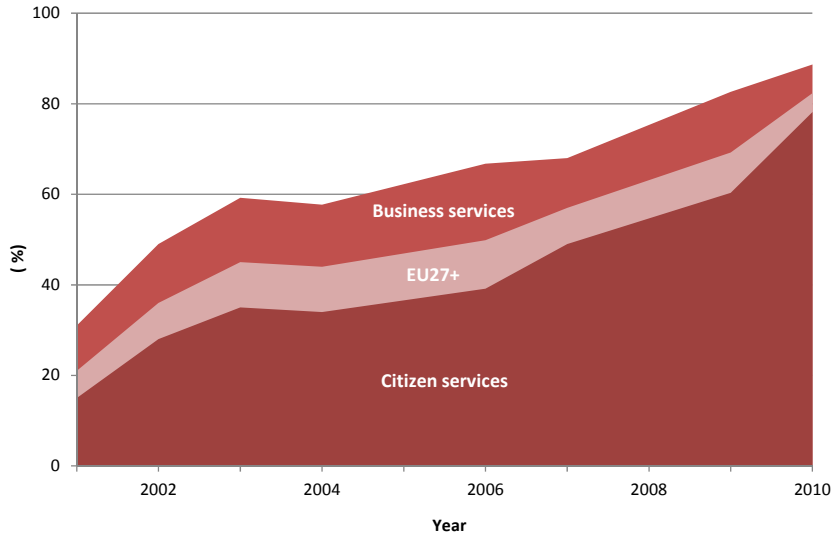
samples in the case of higher NUTS levels. The results are validated by each country. The results are categorised by customer type, service cluster and the like to enable further analysis and presentation of results. User experience involves the assessment against five criteria of service providers and portals, and subsequent normalisation and weighting of results.

3.2.3 Key findings

The fundamentals are now in the EU27+ countries to a large extent in place. The majority of the "20 basic public services" are now available online. Services are increasingly interactive and transactional and the quality of service delivery has significantly improved. Administrations now see eGovernment as an enabler to transform the public sector, significantly changing their relations with citizens and businesses and harvesting the gains in efficiency and effectiveness of the services in the process.

On Full Online Availability[24], the EU27+ average reaches 82% in 2010 (compared to 69% in 2009). The trend graph below shows that a plateau is close to being approached, with the gap between citizen and business services narrowing.

Figure 3.1: Full online availability trend 2001-2010 timeline for EU27+



The core 20 services mentioned previously were not merely assessed in terms of availability and sophistication, but also a specific assessment was done of the relevant websites as regards the overall user experience. The results below show that in four of the domains of user experience the whole of Europe is at quite an advanced stage. Only with regard to the transparency of service delivery can a lot be gained.

The assessment of the different national portals looks at three core elements, namely Usability, One-stop-shop approach (service bundling) and User-focused portal design. The user-focused element of portal design is clearly most developed with a score of 89.1%. Usability and one-stop-shop approach have almost identical scores around 76%, 13% below the score for user-focused design.

[24] The full online availability indicator has been recalculated based on amended thresholds this year. The thresholds are largely based on previous estimates and have only changed for the following services: job search, (birth and marriage) certificates, announcement of moving, submission of data to statistical offices.

Figure 3.2: User experience of eService delivery in EU27+

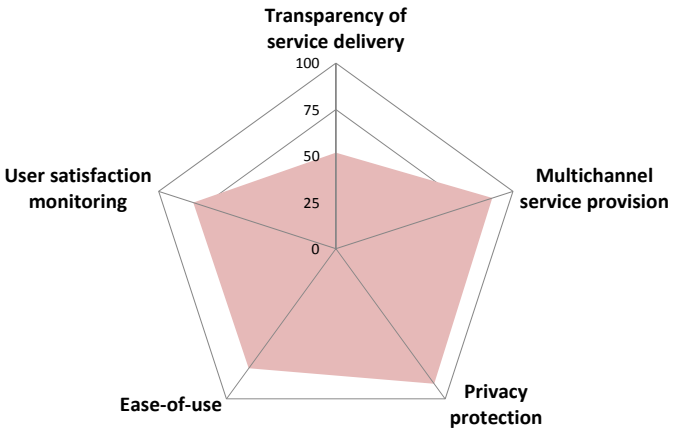
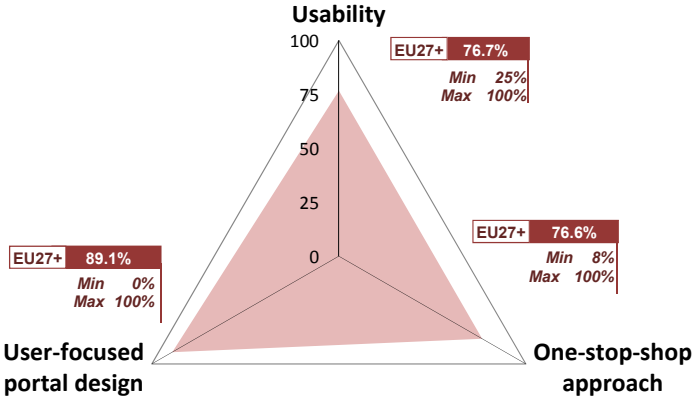


Figure 3.3: User experience of portals in EU27+



3.2.4 Scenarios

Some years ago, Anna and Peter have had their first child. They were not entirely sure whether they were eligible to child allowances and if so, to what amount and for how long so they consulted the web page of the Ministry of Social Affairs of country x to investigate. The Ministry's homepage only contained basic information on the administration's departments and opening hours so Anna and Peter had to visit the administration to obtain the most basic information. As they didn't have all required documents at hand at their first visit, they had to return home, collect the paper documents and re-visit the administration to actually apply. It took the administration several weeks to process the application and in the midst of processing the responsible civil servant realized that the marriage certificate of the couple had not yet been submitted, reason for which the application was returned to Anna and Peter for further completion. The process to obtain child allowances was complex, the application had to be renewed once a year following the same rusty paper procedure.

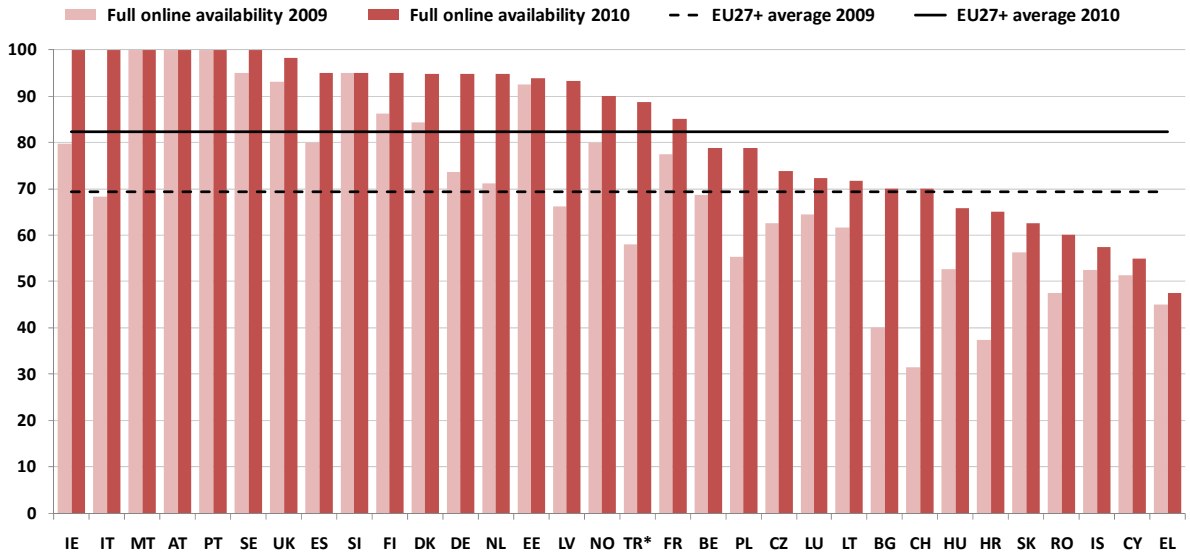
Today, the procedure for applying for child benefits is much less burdensome. For their second child, Anna and Peter actually do not have to apply at all. The hospital at which the child was born transmits all necessary information to the Ministry of Social Affairs who fetches relevant income data from the Income Register and information about the household's composition from the Population Register- both authentic source data bases- to calculate the amount Anna and Peter are eligible to. Anna and Peter can track and trace their dossier online, and the service delivery process is fully transparent: Anna and Peter know what amount they are eligible to, which civil servant is treating their dossier and what type of personal data is being stored and re-used by which administration to ensure flawless service delivery.

3.2.5 Implementation results

Availability of services: is the service there?

The benchmark reveals that in **Ireland**, **Italy**, **Malta**, **Austria**, **Portugal** and **Sweden** all 20 services are now 100% e-enabled. **Switzerland**, **Italy, Bulgaria, Croatia** and **Latvia** have shown marked improvement (more than 25 percent) over the past year[25].

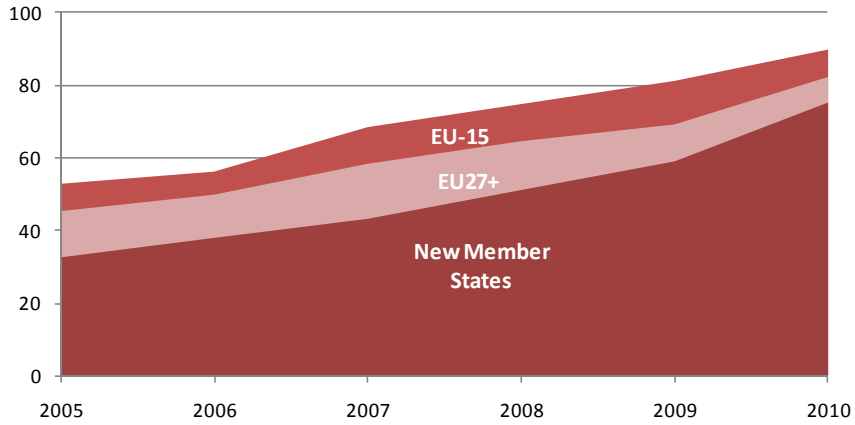
Figure 3.4: Full Online Availability, 2009-2010 (in %)



* Survey not implemented in 2009. The score of 2007 is used in the graph.

Europe's eGovernment performance has greatly converged in geographic terms since the expansion of the EU in 2004 – both "old" and "new" Member States populate the leading eGovernment nations. When differentiating the results of full online availability between the EU15 and the "new" EU Member States, the gap has narrowed further and this distinction hardly seems relevant anymore.

Figure 3.5: Full online availability: Trend from 2005-2010, EU27+, EU-15, New Member States (in %)



Sophistication of services: how good is it?

Assessing whether services are available online is but merely one side of judging performance. To see how such services contribute to policy goals such as user empowerment or efficiency & effectiveness, it is furthermore

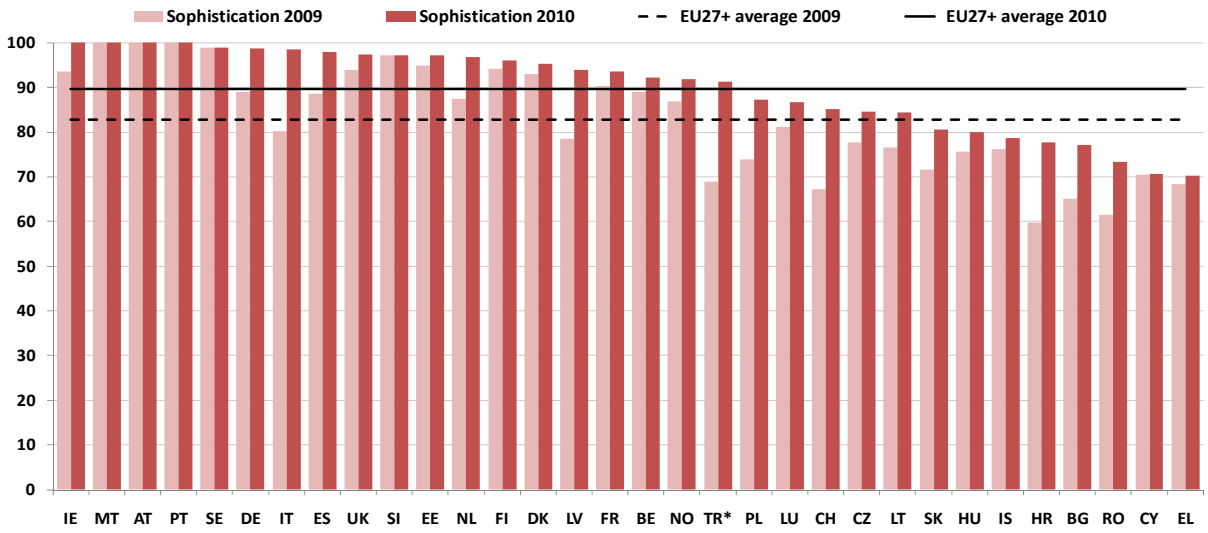
[25] Turkey did not participate in the benchmark last year, hence the 2009 data point is unavailable.

important to look at "what" can be done online. Is mere information being provided or is there a fully targeted or automated service in place?

The Online Sophistication ranking assesses service delivery against a 5-stage maturity model: (i) information, (ii) one-way interaction, (iii) two-way interaction, (iv) transaction, and (v) targetisation/automation.

The top performers on sophistication are **Ireland**, **Malta**, **Austria** and **Portugal** (all at 100%), followed closely by **Sweden**, **Germany** and **Italy** (all at 99%). Overall, it seems that the gap at country level between leaders and laggards in this domain is small[26].

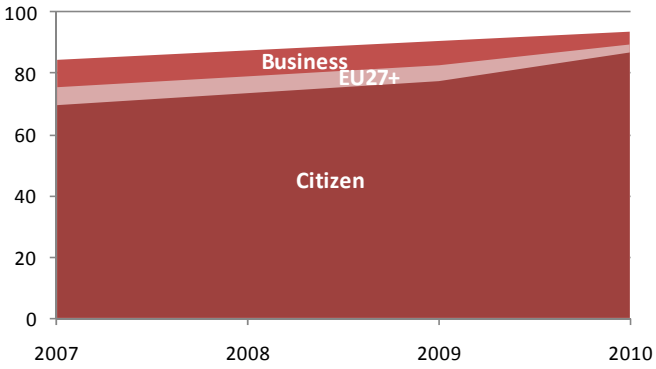
Figure 3.6: Services sophistication, 2009-2010 (in %)



* Survey not implemented in 2009. The score of 2007 is used in the graph.

The EU27+ score for the sophistication of services now stands at 90% (an increase of 7% since 2009) with there being little room for further overall growth. The difference between the overall sophistication of business and citizen services also seems to have become negligible.

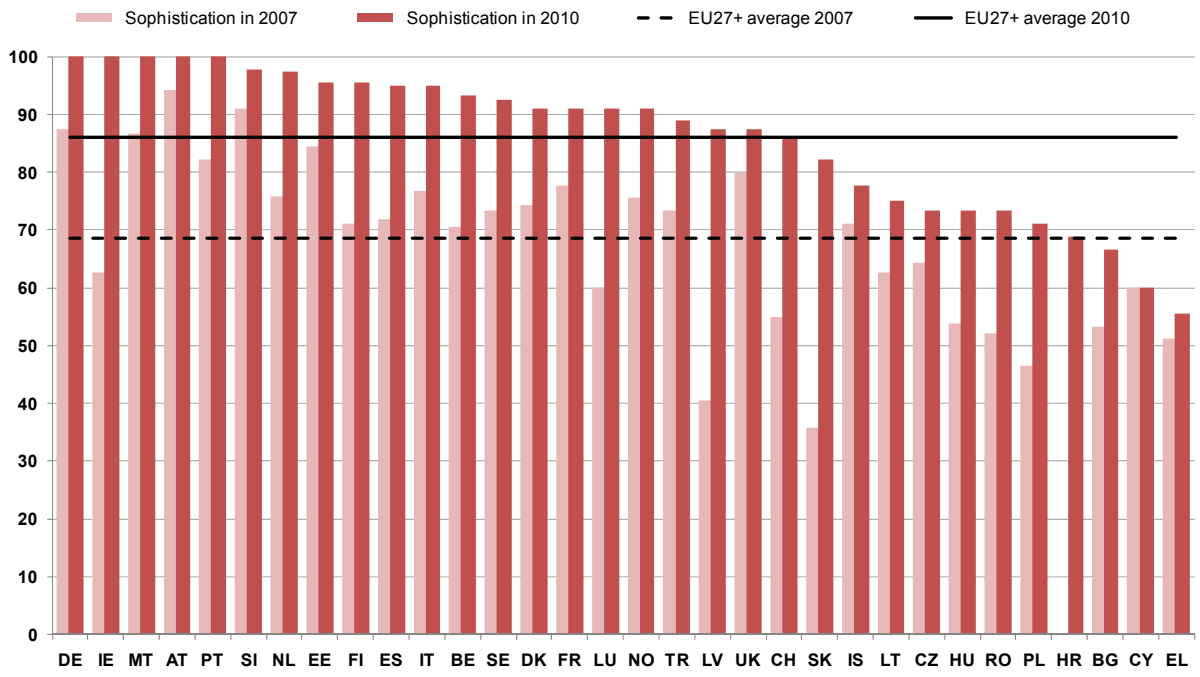
Figure 3.7: Sophistication, trend 2007-2010 for EU27+



Looking more in-depth at the pro-active 5th level of sophistication, the differences between 2010 and 2007 are quite significant. Also, whereas in 2009 even, the ranking of the 5th level showed something of a "sliding scale", going all the way from 100% to 10%, this year the results are overall more homogeneous across countries.

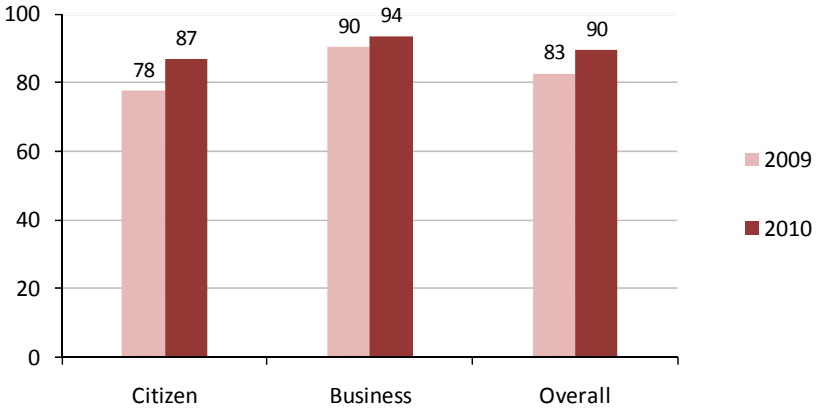
[26] Turkey did not participate in the benchmark last year, hence the 2009 data point is unavailable.

Figure 3.8: Pro-active 5th sophistication level,2007 versus 2010



Comparing citizen and business services as in the graph below, the difference between the two has also become less noteworthy. In the past, services to businesses have been prioritized and these services now display a sophistication score of 94%. However, since last year, the sophistication of citizen services has also improved significantly and now stands at 87% (compared to 78% last year), reducing the gap with business services to 7% (compared to 12% in 2009).

Figure 3.9: Sophistication in the EU27+ : citizen versus business services, 2009 and 2010 (in %)

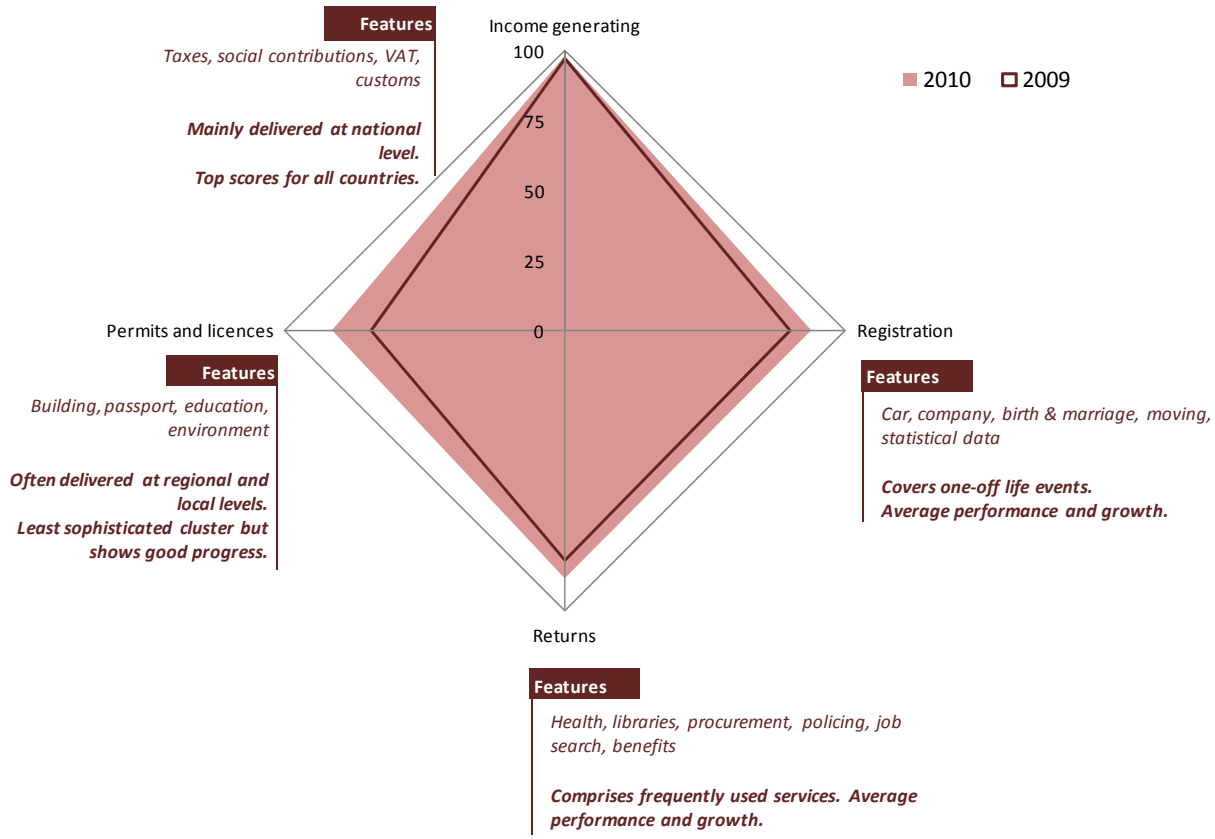


With regard to the sophistication of online public services, Europe thus also seems to have the fundamentals in place, whereby to a large extent pro-active automated services are even being provided. It appears that many years of eGovernment initiatives in different Member States have come to fruition as is demonstrated by the benchmarking results.

Cluster analysis

We have assessed the performance of four Service Clusters: (i) income generating, for government; (ii) registration e.g. births, company, moving; (iii) service returns e.g. health, social, libraries; and (iv) permits and licences e.g. building, education, passport. In the past decade, countries have given priority to the improvement of services that generate income for government (such as taxation) which, with an average score of 98%, remain the most advanced service cluster. The registration and the returns cluster currently both stand at 88%. Permits and licenses once more bring up the rear but strikingly, have leapfrogged by 12 percentage points and now reach a sophistication score of 83%.

Figure 3.10: Sophistication by service cluster in the EU27+



User experience of services

The core 20 services were also assessed as regards the overall user experience. The five key criteria as regards user experience looked at in this year's benchmarking study are:

1. **Transparency of service delivery**: Tracking and tracing of service provision, ability to conduct services in steps and indication of time duration for service completion.
2. **Multichannel service provision**: Can the service be obtained through alternative channels than online (e.g. call centre, e-mail – paper being excluded here).
3. **Privacy Protection**: Is it clear whether there is any privacy regulation concerning personal data usage on the website.
4. **Ease of use**: Is support (FAQ, demo, live support) and can documents be added to applications/requests.
5. **User satisfaction monitoring**: Is there some form of user satisfaction monitoring, feedback options and/or complaints management.

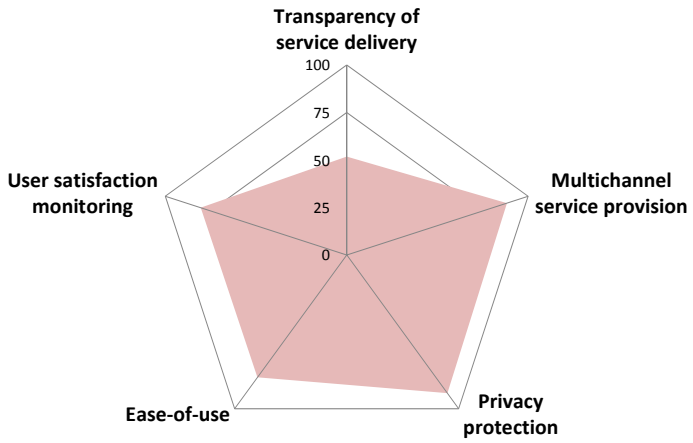
When services are available online and a high degree of service provision (sophistication) is possible, the final question raised is how tailored towards users these services are.

Better services are designed around users. Each contact with government makes sense, fulfils the user's needs and adds value. The uptake of services supports policy outcomes such as leaner government and increased user satisfaction. To what extent is this also the current picture in Europe?

Improving user experience is about changing the paradigm of service provision from an *administration centric* perspective to a *customer centric* perspective. Although the word "customer" is not always deemed to be a suitable connotation in a public service context, it does embody elements that are worth considering by governments. User experience takes into consideration the channel preferences of users, the specific needs of users, simple procedures and short service delivery timeframes. It also considers the need and ability for users to give feedback with regard to the services delivered. How do governments in Europe perform when it comes to such elements?

The results below show that in four of the domains of user experience the whole of Europe is at quite an advanced stage. Only with regard to the transparency of service delivery can a lot be gained.

Figure 3.11: User experience of eService delivery, EU27+



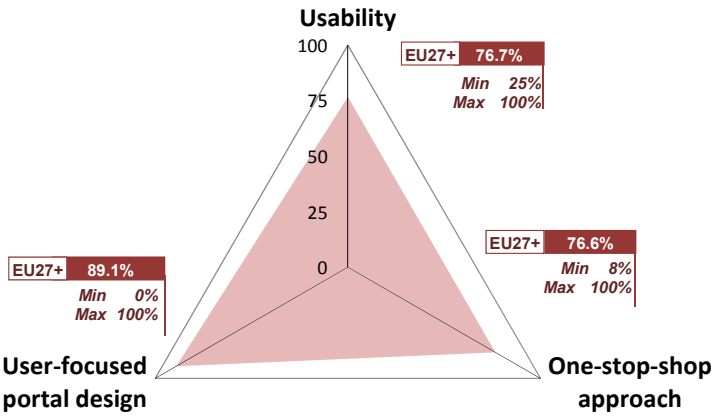
National Portals

The national portals assessment looks at three core elements, namely:

1. **Usability**: This criteria looks at the overall usability such as multilingualism of the portal, the availability of a service catalogue, personalization options and user search.
2. **One-stop shop approach**: Assesses how many of the 20 basic services are available through the national portal.
3. **User-focused portal design**: Verifies whether the portal is organized according to specific (life event) themes and/or specific user groups.

The user-focused element of portal design is clearly most developed with a score of 89.1%. Usability and one-stop-shop approach have almost identical scores around 76%, 13% below the user-focused design. The limited results on the one-stop-shop approach seem closely correlated to the online availability score of the 20 basic services, which leads only by 5.4%. Furthermore, there is a strong link to the life events for businesses and citizens that are covered in the empowerment chapter (see Chapter 5). In general, countries performing strongly in the life events seem equally strong in the one-stop shop score for portals.

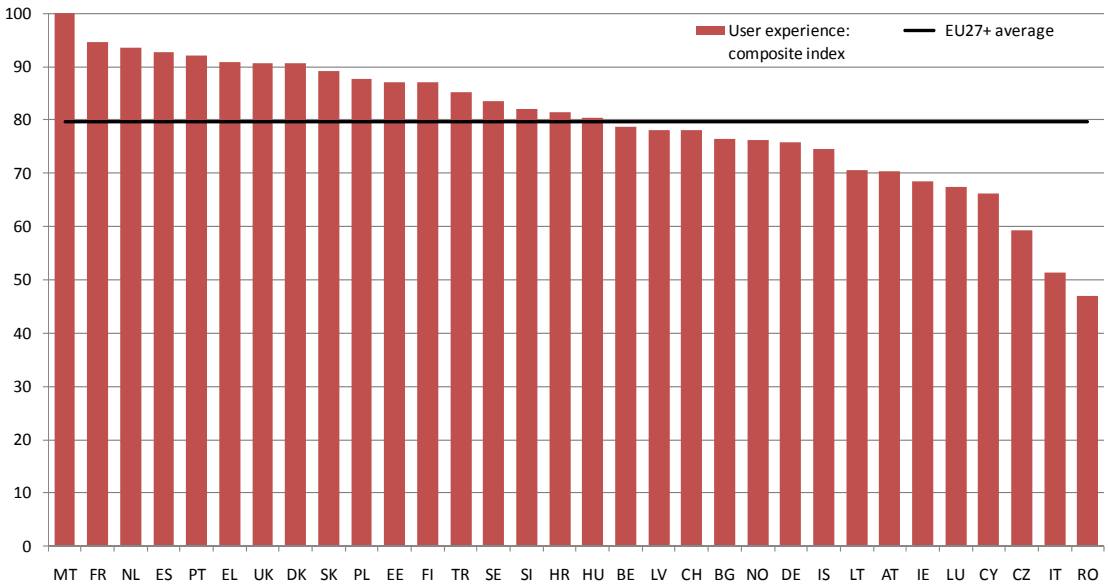
Figure 3.12: User experience of portals, EU27+



Looking at the overall user experience of websites and portals, the EU27+ average is at 80% with 17 countries exceeding this average. Malta receives top scores in this field demonstrating the effects of its National ICT Strategy 2008-2010 under the heading 'Malta: The Smart Island'. **Malta** has taken various initiatives in this field to create a personalised self-service user experience for citizens.

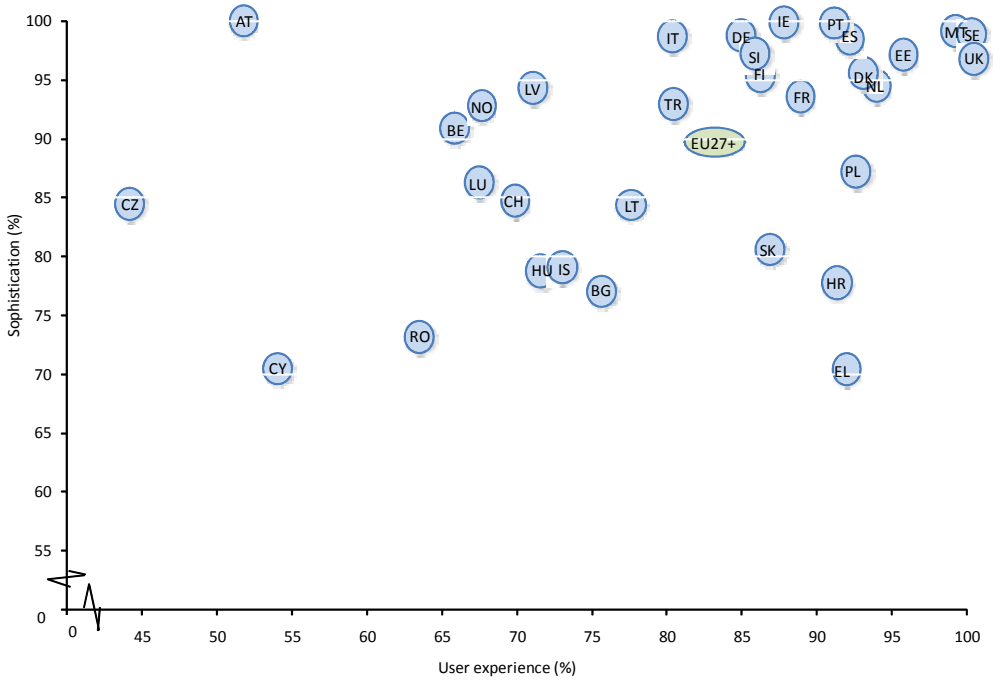
There is however no differentiation in the results of smaller versus larger countries, with **France** achieving a prominent second position for this indicator. Furthermore, the results also show an even geographic spread across all the countries of the EU27+.

Figure 3.13: User experience of websites and portals, 2010 (in %)



Mapping the online sophistication versus the usability of the 20 eGovernment services, it is clear that there is a strong correlation between the two with a few exceptions. This would indicate that in providing and improving the functionalities of services online, governments do not focus solely on the transactional design of the services but also the overall usability from the perspective of the end users.

Figure 3.14: Online sophistication versus usability of the 20 eGovernment services (in %)



3.2.6 Twenty Basic Services conclusions

Conclusions

The results for the "20 Basic Services" demonstrate clear progress over the past decade towards better technology-enabled public services. We are provided however with multiple reasons to continue to advance, and in many ways, and at greater speed. So our current success must be recognised, yet pro-actively advanced from.

Considerations

The following suggestions are offered as a basis for further discussion and potential action.

1. Retain the "20 Basic Services" within the eGov measurement framework: They remain relevant for a significant number of countries, although many countries are at saturation. Individually they still represent relevant hi-impact services; they can also form the basis for further service characterisation and analysis. They can now provide a valuable basis for regional and local analysis. They can be usefully integrated into / related to life-event and horizontal enabler analysis.

2. Explore possibilities of greater in-depth measurement approaches for select 20 services: Significant detail is known about these services now; further profiling and analysis in depth on channel choice, user preferences and the like will build on the resident knowledge. This helps shift the focus from supply-side to demand-side measurement and offers a basis to address such topics as eInclusion. The eProcurement and life-event measurements (discussed later) are testament to this approach. In essence this represents a "T" shaped approach with breadth of service, and deep-dive into select services.

3. Increase focus on measurement of Take-Up: Increase alignment of measurement methods and results between Eurostat and (this) eGov measurement. Increase practice sharing between countries.

4. Increase capture of Evidence of Value: Perhaps with a focus on a few select services, explore possibilities of a pilot to analyse in depth the value-drivers and identify leading practice results achieved. Capture as evidence for sharing; and where possible as detailed recommendations to enhance measurement indicators.

3.3 eProcurement

eProcurement consists of the end-to-end digitization of public procurement processes, from the sourcing phase (pre-award: before the supplier is selected) to the purchase phase (post-award: after the supplier is selected).

3.3.1 The policy context

eProcurement has been a key target of European policies since the introduction of Directives 2004/18/EC and 2004/17/EC, intended to modernise and simplify public procurement processes and enabling the use of electronic technologies. The 2004 Action Plan for Electronic Procurement provided a roadmap, establishing a strategy designed to accelerate the adoption of e-Procurement whilst safe-guarding the core principles and provisions of existing EU procurement legislation and wider Treaty principles. The 2005 eEurope Action Plan reinforced these objectives and the Manchester Ministerial Declaration of 24 November 2005 set specific eProcurement objectives, which were confirmed and detailed in the i2010 eGovernment Action Plan as follows:

- By 2010 all public administrations across Europe will have the capability of carrying out 100% of their procurement electronically (where legally permissible).
- By 2010 all public administrations across Europe will ensure that at least 50% of public procurement above the EC threshold is carried out electronically.

The EU policy was designed from the start to play a complementary role in support of national and regional efforts to put procurement on an electronic footing. It recognised the need to take into account an EU level dimension, without which the switch-over could be hampered and resources could be wasted as the wheel was constantly re-invented. According to the Evaluation of the eProcurement Action Plan (SEC(2010) 1214 final, Brussels 18.10.2010), all Member States have implemented the Directives and many have adopted the optional provisions on framework agreements, eAuctions and Dynamic Purchasing Systems. Nevertheless, several regulatory barriers persist, particularly for cross-border eProcurement.

The *Green Paper on expanding the use of eProcurement in the EU*, published on October 18, 2010 (COM(2010) 571 final), states: "*Actual take-up (of eProcurement) lags far behind initial aspirations, reflecting the technical, logistical and administrative complexity of the changeover. The Commission's evaluation suggests that less than 5% of total procurement budgets in the first-mover Member States is awarded through electronic systems*".

The Green Paper concludes that it is time to refocus Community action to support the deployment of e-Procurement by national, regional and local public administrations. To do so, the Commission has launched a public consultation closing on 31 January 2011 and will publish a second Green Paper on the modernisation of the Public Procurement Framework. The European Digital Agenda foresees the adoption in 2011 of a White Paper for the development of an inter-connected eProcurement infrastructure in Europe. These initiatives will feed into the process of revision of the 2004 Directives that offers the opportunity for a complete review of the existing Public Procurement framework, with

the main goal "to make eProcurement the norm, and offline the exception". The EU role to achieve this will concern:

- **Help to accelerate the switch-over from offline to online procedures** (suggesting further simplification of procedures, exploring the role of mandatory use of e-procedures, identifying regulatory incentives, analysing the role of specialised platforms).
- **Support the diffusion of simple, practical solutions** (for example facilitating the mutual recognition of solutions, supporting the cross-border pilots such as Peppol, and supporting the main building blocks).
- **Make it easy for suppliers to operate across systems and borders** (removing and preventing barriers to cross-border eProcurement).

The EC is also financing important projects to develop the building blocks for cross-border e-Procurement, and promote its implementation described in the following box. Particularly relevant is Open e-Prior, representing the most advanced eProcurement implementation initiative of the Commission for its own purchase process, which DIGIT offers to the MS thanks to its open-source format.

EC Projects supporting the development of eProcurement in Europe
(source: Green Paper on expanding the use of eProcurement in the EU, October 2010)

- ***PEPPOL**, (Pan-European eProcurement, www.peppol.eu) run by public sector organisations from several EU countries and co-funded by the CIP Programme with the objective to develop large-scale, standards based IT infrastructure and services to set-up and run online pan-European public procurement operations.*
- ***Open e-Prior** (http://osor.eu/projects/openeprior), a project developed and deployed by the EC to allow the exchange of structured eCatalogue, eOrdering and eInvoicing documents between the Commission and its suppliers, in a re-usable open source format. This is integrated with a PEPPOL access point. The digitisation of the post-Award processes for the EC will be completed in 2011 and from 2012 it will be extended to pre-award functionalities. The Commission plans to promote eCatalogues in Commission calls for tender.*
- ***E-CERTIS** (http://ec.europa.eu/markt/ecertis/login.do) is a free, on-line information tool, launched at the end of 2010, providing details of the different certificates and attestations frequently requested in procurement procedures across the 27 Member States, plus Turkey, Croatia, Iceland, Liechtenstein and Norway. E-CERTIS has been designed to help both businesses and contracting authorities, first to understand what information is being requested or provided and second to identify mutually acceptable equivalents.*

Both the Evaluation and the Green Paper have used information and evidence from the 2009 e Procurement Benchmark Report. The results presented in this report will provide further support for the forthcoming EC initiatives, particularly the assessment of the role of mandatory regulation for eProcurement and of the profile and role of main eProcurement platforms.

3.3.2 Measurement method

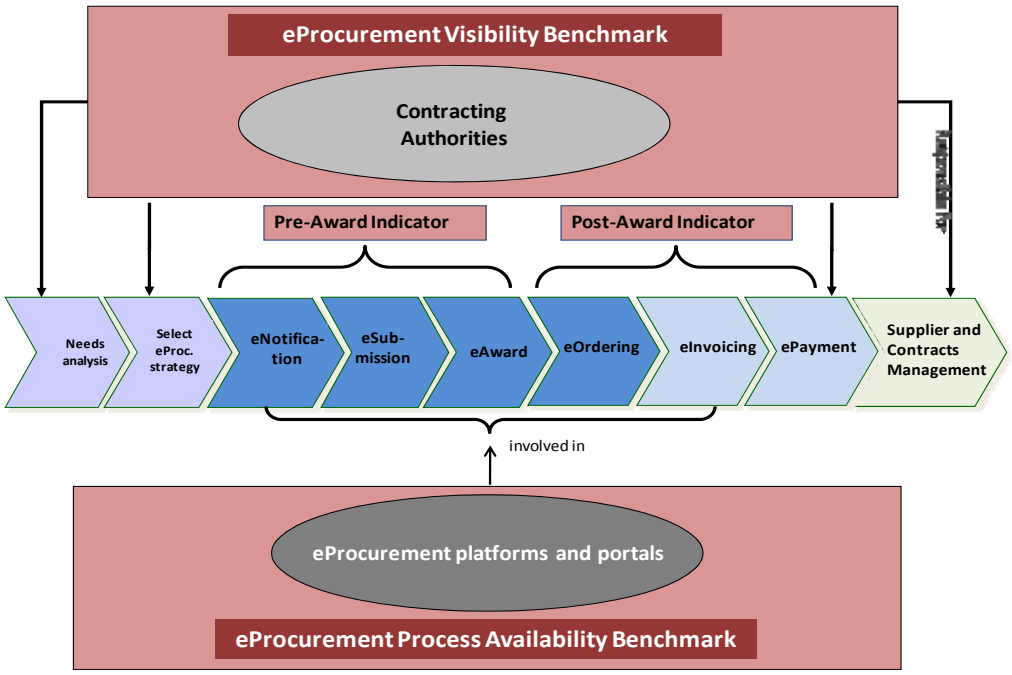
The eProcurement indicator essentially takes one of the high-impact basic 20 services down to a further level of detailed measurement. Consistent with below figure, the eProcurement measurement subdivides the pre- and post-award phases further into 6 sub phases:

Pre-Award Phase:

i. eNotification, the publication of tenders and procurement notices on the web
ii. eSubmisssion, the submission of proposals online
iii. eAwards, the final selection of suppliers (including eAuctions)

Post-Award Phase:

iv. eOrdering, the automatic placement of orders online (including eCatalogues);
v. eInvoicing, the delivery of electronic invoices
vi. ePayment, the online payment of contracts



Mirroring the landscape of eProcurement actors, the eProcurement benchmark consists of two indicators:

- The **eProcurement Visibility of Contracting Authorities.** In this benchmark, we have verified, by visiting the web sites of authorities, whether eProcurement is visible and available to potential suppliers online. This was measured on a sample of 791 authorities websites for 32 countries, of which 367 (46%) at national level and the others at federal/ regional or local level.
- The **eProcurement Process Availability Benchmark of eProcurement Platforms**. For this indicator, we have measured the availability of the main process phases as outlined above, divided into the pre-award and the post-award phases, through a survey addressed to web managers of 67 eProcurement platforms in 31 countries (the Greek Platform is under construction and was interviewed but not included in the measurement).

Sometimes contracting authorities offer eProcurement services directly. For reasons of consistency we have, however, not measured the level of development of eProcurement on authorities' web sites, but only on the platforms sample. Both indicators are assessed on a range from 0 to 100%.

Although the full availability of online services for all phases of the process is an important achievement, contracting authorities may choose to implement only some of these phases electronically, depending on the type of procurement process and the circumstances. For example, the evaluation of contracts requiring predominantly qualitative assessments may require a mix of online and offline procedures.

There is also a clear differentiation between the pre-award and the post-award phase. Some processes e.g. invoicing and payment are not procurement-specific and solutions developed for the wider (B2B) market can be put to work in e-Procurement, or be considered by public authorities as not integrated with the eProcurement process as such. Others call for customized solutions; e-Submission, e-Evaluation and e-Ordering pose the greatest challenges, requiring an agreed set of protocols and standards to organize the exchange of complex documents and interactions between public purchasers and suppliers

Thanks to the benchmarking analysis, this report is able to provide not only quantitative indicators of the diffusion and availability of eProcurement services in the 27+ countries examined, but also a comprehensive mapping of the eProcurement landscape in Europe and the dynamics of its implementation.

3.3.3 Key findings

Motivated by clear benefits of better efficiency and productivity, European administrations are accelerating their transition towards eProcurement. The Manchester Ministerial declaration's goal of making 100% of procurement available electronically by 2010 has not been reached. However, based on our benchmark, in only one year, the visibility of eProcurement on the portals of public buyers – helping potential suppliers to look for business opportunities – increased from 56% in 2009 to 71% in 2010 (for the EU27+). The availability of eProcurement services in the pre-award phase is also growing and is currently at 70% for the EU27+. More importantly, according to the 2010 survey of eProcurement platforms managers, the total number of notices processed online increased by 41%. This shows significant overall development towards the political goals set out in 2005.

The shift from traditional to electronic procurement is progressing within the entire EU, including the New Member States. Almost all countries have a national eProcurement platform or a procurement portal in place. The only two exceptions (also in 2009) are **Iceland** and **Greece**, but the Greek platform should become operative at the start of 2011.

According to the Green Paper on eProcurement, the Commission estimates that less than 5% of the value of total public procurement is processed electronically, with some exceptions. This is broadly consistent with our survey data on the value of eProcurement transactions by platform, which is unfortunately insufficient to allow measuring take-up by country on the total of eProcurement value. According to the Italian National Procurement agency (Consip) in **Italy** approximately 4% of public spending on goods and services is managed with electronic tools, in France this is even lower (2.5%, as declared at the eProcurement Public Hearing workshop held by the EC in November 2010). In other countries or regions this share is substantially higher: in **Scotland** almost a third of public procurement is processed electronically, while the **Portuguese** government claims online processing of almost the totality of national authorities tenders in 2010. Other countries where eProcurement affects a higher share of public spending are **Ireland**, **Malta** (20%), **Estonia**, **Cyprus**. However, there is a lack of a systematic gathering of evidence and these data are difficult to compare.

Main barriers to the widespread diffusion of eProcurement concern:

- **the inertia and resistance of public buyers**
- **the remaining uncertainty about the legal framework** (particularly for authorization and authentication of online public tenders, compounded by the still limited usability of eSignatures) and
- **the fragmentation of platforms and procedures**

A dynamic European landscape of eProcurement

The 2010 surveys allow completing and expanding the mapping of the European eProcurement actors, first designed in the 2009 Benchmarking report.

The contracting authorities engaged in public procurement in the EU27+ could be as many as 100 000, perhaps 'just' 25-30 000 if we consider only those administrations responsible for tenders over the EU threshold. Even though we don't know how many actors actually procure online, we know that they form a large and varied universe. Contracting authorities are present in all government tiers, with very different roles and responsibilities, depending on each country's institutional profile, administrative culture and practices.

As for all government processes, in the last years there has been a trend towards aggregation and rationalization of purchasing processes to achieve economies of scale and scope. This has led to the emergence of centralised procurement agencies at the national and territorial level (regional or federal, in countries such

as **Germany**, **Italy**, **Spain**), or of public procurement agencies specialised in a particular sector (for example healthcare, social services, public transport and public works procurement agencies).

All governments have set in place strategies to promote and stimulate the adoption of eProcurement, through a wide range of institutional and governance models, varying from fully centralised and mandatory, to decentralised and voluntary. Even governments preferring decentralised models usually set up some kind of national infrastructure providing access to services, sometimes specialised by sub phase (for example in eNotification, eTendering, eAuction, eInvoicing…): this is what we defined as the "virtual" national platform model, selected by some Northern countries (**Denmark**, the **Netherlands, Sweden**).

While each country has its own specificities, we have classified the 32 countries in four main clusters, based on similar institutional and organisational arrangements for eProcurement, as follows:

1. **Mandatory National eProcurement Platform** (Platforms provide eProcurement services): eProcurement policy is centralised and the use of the National Platform is mandatory for all contracting authorities (**Cyprus**, **Luxembourg, Lithuania**, **Malta**, **Slovenia**, **Switzerland, Portugal, Turkey**), or for National contracting authorities (**Austria**, **France**, **Germany**, **Italy** and **Spain**). Such a centrally steered approach encourages centralization and coordination but does not per se exclude the development of independent regional, local platforms or private platforms.

2. **Mandatory National eProcurement Portal** (Portals provide eNotification services only[27]): it is mandatory to publish tenders on a single National Portal (**Belgium**, **Estonia**, **Bulgaria, Czech Republic**, **Croatia**, **Ireland**, **Finland** and **Romania**). This obligation can be bound to certain criteria: European tenders, or tenders above a national threshold, or tenders within a specific sector such as ICT. Notice that countries in this group may also have a national eProcurement platform in place which can be used by authorities on a voluntary basis. For **Belgium** the publication of tenders started to be mandatory in 2008 in Flanders and will be in the rest of the country in 2011.

3. **Non mandatory portals**: The countries of this cluster prefer not to impose formal obligations on the Contracting Authorities but still provide consulting support and services for eProcurement, either in a decentralised way or through a web-based entry point, basically a national portal for eProcurement services. As anticipated, some of these countries have established what we defined as a "virtual" national eProcurement platform, that is a web-based platform offering information and access to eProcurement services, provided in turn by specialised sub-suppliers, sometimes in competition with each other. The national government makes sure that such services are offered at favourable and standard conditions, usually pre-negotiated through framework contracts with the sub-suppliers. This model prevails in **Denmark**, the **Netherlands** and **Sweden** and to some extent in the **United Kingdom**. For example, the United Kingdom's National eProcurement Portal 'Buying solutions' offers consulting support and links to more than 600 service providers. The **Netherlands** strongly encourage the publication of notices on the central portal and provide a wide range of services.

   The other countries of this cluster have developed a national eProcurement infrastructure, whose use is recommended, but not mandatory for contracting authorities (this is the case of **Poland, Norway, Hungary, Latvia**, and **Slovakia**). There are some nuances within this group of countries.

[27] Notice that countries in this group may also have a national eProcurement platform in place which can be used by authorities on a voluntary basis (as an example, in Belgium, the platforms marchespublics.wallonie.be and publicprocurement.be provide eTendering and eSubmission services)

4. **National eProcurement Platforms under construction:** This is the case of **Greece** and **Iceland**. At the time writing this report, the General Secretariat of Commerce of the Ministry of Regional Development and Competitiveness was ready to proceed with signing the contract for the development and implementation of the National Electronic Public Procurement System (NEPPS). The platform is expected to l cover and support in an automated manner the whole lifecycle of the public procurement process and is expected to be implemented in 18 months. In **Iceland** Rikiskaup (State Trading Center) provides eNotification services but eProcurement services are decentralised.

The sample of 67 eProcurement Platforms surveyed in 32 countries for the availability indicator reflects the institutional landscape designed above. Where eProcurement is highly centralised the sample includes the national platform only (17 countries). Large countries with a centralised implementation strategy, and/or federal countries, tend to have a network of platforms at national and regional level (**Germany**, **France**, **Italy**, **Spain**, but also **Austria**, **Belgium**, **Switzerland**); countries with a decentralised strategy tend to have a plurality of platforms (for example the **United Kingdom**, **Denmark**, **Sweden**). As the diffusion and take-up of eProcurement grows, particularly at the local level, the number of platforms tends to increase.

Table 3.15: The role of eProcurement platforms

The eProcurement Model Clusters Role of the eProcurement platform	Mandatory	Country	N.
Mandatory National Platform for all contracting authorities	YES	Cyprus, Luxemburg, Lithuania, Malta, Portugal, Slovenia, Switzerland, Turkey	8
National Platform Mandatory for Central or Federal Authorities	YES	Austria, Germany, France, Italy, Spain	5
Public Procurement Portal mandatory for tenders publication or for all tenders above the national threshold and for some sector (ICT)	YES	Bulgaria, Estonia, Romania, Belgium, Croatia, Czech Republic, Finland, Ireland	8
Non-Mandatory National eProcurement Platform/Portal	NO	Hungary, Latvia, Slovakia, Poland, Denmark, Netherlands, Norway, Sweden, UK	9
Platform under construction	NA	Greece, Iceland	2

3.3.4 Scenarios

In this section we present a fictional example of an enterprise supplying the Public Administration. It is based on real conditions and it shows how things are changing from the supplier point of view.

Ten years ago, Fumagalli and sons s.r.l. , a small enterprise operating in Northern **Italy**, producing and selling office supplies, decided to start expanding their business with the Italian government. Fumagalli's sales managers got in touch with the local administrations in their area: they sent brochures, catalogues with prices, and they proposed special conditions for the public administration, in case of large purchases.

Fumagalli was contacted by a local administration interested in buying their products. This local administration asked for a lot of forms and documentation about the enterprise though. After a while and several rounds of requests, the Fumagalli management **decided to give up**, discouraged by the amount of redtape, as well as by the difficulty to satisfy some of the guarantees requested by the public administration.

This all changed when the Italian government launched the national eProcurement platform, and particularly the Electronic Marketplace for under-the threshold purchases (MEPA, run by public agency Consip since 2004). Fumagalli was now able to register as a supplier, providing all the necessary documentation only periodically (with some help from the MEPA support service). Fumagalli prepared an electronic catalogue of its products, using the platform's tools (so with limited cost) and was enabled to fulfil electronic orders from public buyers, based on pre-defined price and delivery conditions. In addition, Fumagalli was able to participate in competitions responding to public administrations' requests for proposals.

Today, Fumagalli has established itself as a trusted supplier to many public administrations, not only in their region but in the national market as well, and as a consequence their revenues grow. They have been encouraged to sharpen their competitiveness and improve the quality of their products, focusing for example on requirements for green procurement or innovative features, instead of trying to respond to bureaucratic requirements. Thanks to the intermediary role of MEPA, both Fumagalli and its public customers feel safe that regulatory compliance is taken care of. There are experts keeping track of whatever new obligations Italian Members of Parliament or the national government dream up. The only problem MEPA cannot solve is cash flow: Italian authorities are notoriously slow in paying their bills to private suppliers, but they cannot default, so Fumagalli and sons is resigned to wait. Now Fumagalli (the son) heard that in **Ireland** and the **United Kingdom** the government pays much faster and that eProcurement is well established there. He is polishing his English and looking into the possibility to broaden his horizon and expand his business to these countries.

Although he already encountered some complication with using electronic signatures, he hasn't given up yet….

3.3.5 Implementation results

eProcurement platform profiles

The profiles of the 67 eProcurement Platforms surveyed provide useful information about the way eProcurement is being implemented in the EU27+.

First of all, the eProcurement Platforms generally reflect the geographical scope and the government tier of the administrations they depend from, with a majority serving the national market (69% of the sample) and/or the federal/regional market (52%). Approximately a third of the sample declares to provide cross-border services too, a confirmation of the slow development of the single market for eProcurement. On the other hand, the platforms tend not to be specialised by sector: most platforms provide services not only to the "core" government sector, but also to the most important public sectors, particularly education, defense and research, and healthcare. A majority of platforms (65%) covers three or more sectors, signalling that eProcurement services are perceived as horizontal rather than vertical within the public domain.

The large majority (79%) deals with notices both above and below the EU threshold of contracts value; only 9% are dedicated to contracts above the threshold, and 12% to notices below the threshold. This shows that the provision of eProcurement services to public authorities is not confined to the large contracts, but is extended to all kinds of procurement notwithstanding the value. This is a confirmation that governments recognize the potential benefits of online processes also for relatively smaller purchases.

Figure 3.16: Geographical scope of eProcurement platforms (% on total)

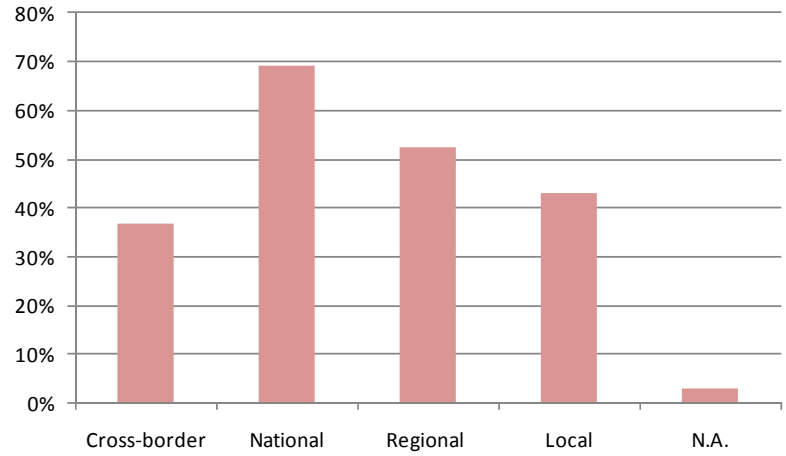
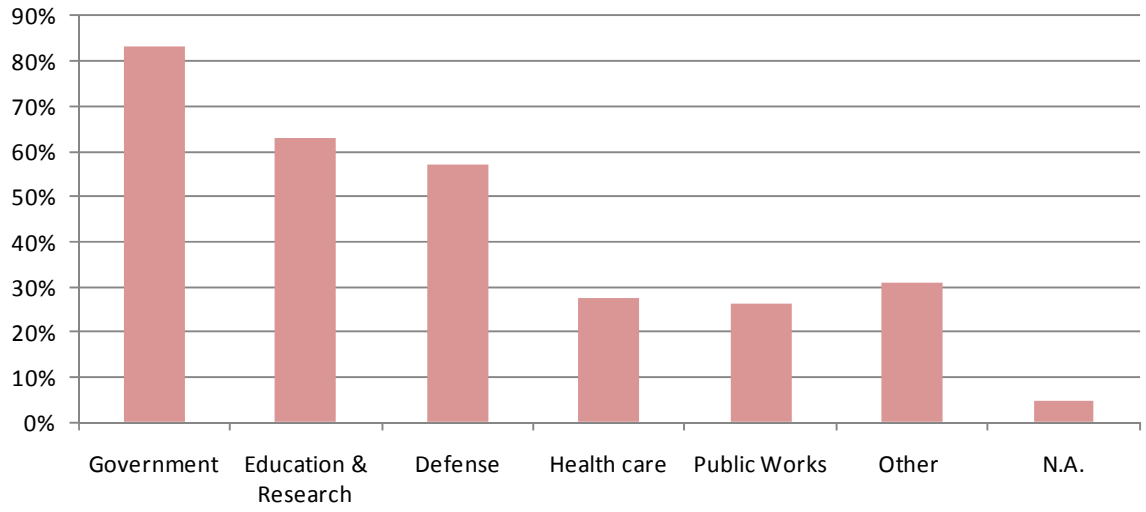


Figure 3.17: Sectoral scope of eProcurement platforms (% on total)



The survey results also provide some interesting data about usage. Overall, there are over 200 thousand contracting authorities registered in the platforms of the sample. These are potentially users of the platforms services which corresponds to an average of approximately 3,500 authorities per platform. There is certainly some duplication in these numbers (authorities will use different platforms depending on the type of contract, the definition of contracting authority differs), but this result shows the growing diffusion of eProcurement across all levels of the public sector. The overall number of notices (that is requests for proposals and contracts) processed by our sample grew by approximately 41% from 2009 to the third quarter of 2010.

The suppliers registered by the platforms are nearly 600 thousand (596,600), with an average of 11,900 suppliers per platform (and almost no platform counts less than a hundred or a few hundred suppliers). This proves that platforms tend to increase the range of choice of public buyers. Again, these data include multiple registrations by the same companies, or the local branches of multinational companies, but is still an impressive number, indicating the relevance of eProcurement in the business environment.

As anticipated, the presence of foreign suppliers is still limited to approximately 5% of total registered suppliers, signalling the relative weakness of the single market integration in public procurement. A few small countries appear to be more open: **Ireland** (with 25% of foreign suppliers) and **Cyprus, Estonia, Malta** (with more than 10%). These economies use the national eProcurement platform also to ease the access of suppliers from elsewhere in Europe, for the convenience of their public buyers.

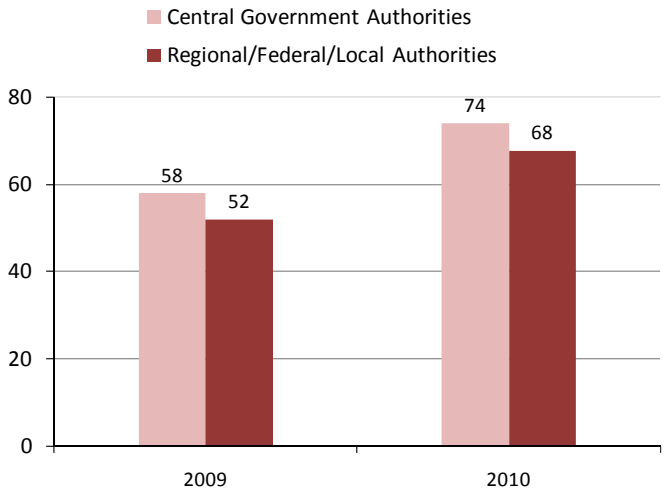
Another group of platforms (in **Austria, France**, **Portugal**, **United Kingdom**) declares a presence of foreign suppliers between 4 and 6% of the total registered suppliers and the other countries are around 1-2%. The public sector market has always been difficult for non-domestic suppliers and the transparency and standardization of electronic procurement processes is a way around legal and practical barriers. Even if these numbers are low, they represent a first step towards a greater opening of the internal market, which is also one of the key goals of the European Digital Agenda.

Visibility indicator

The visibility of eProcurement on the portals of public buyers – helping potential suppliers to look for business opportunities – increased from 56% to 71%. This was calculated on a sample of *791 contracting authorities* in the EU27+ (of which 367 national and the others federal, regional or local). A score of 100% means full visibility,

including a link to service providers' platforms. Visibility is only the first step towards full availability, since Manchester target involves in our view both visibility and availability. This jump ahead is remarkable and brings almost half of the countries examined much closer to the Manchester target. This increase concerns both national authorities (whose visibility grows from 58% in 2009 to 74% today) and federal-regional-local authorities (growing from 52% to 68%). The improvement is consistent across all the countries examined and all government tiers.

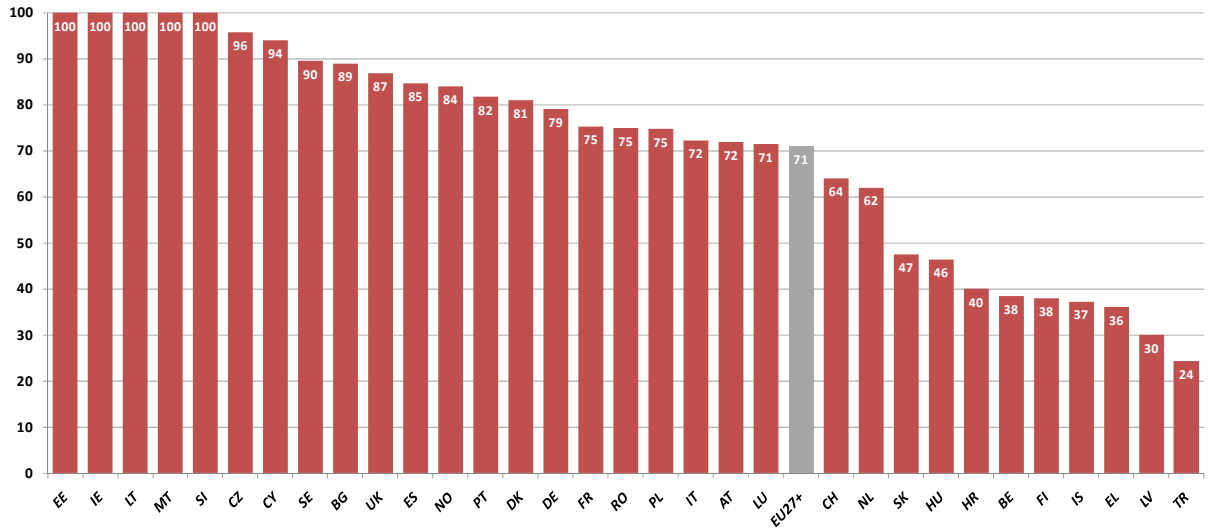
Figure 3.18: eProcurement visibility benchmark by government tier (in %)



Compared to 2009, the group of best performers with scores over 80% has significantly increased, from 4 to 14 countries. The 2010 top performers are **Ireland**, **Estonia**, **Lithuania, Malta** and **Slovenia**, all with 100% visibility. Followed by the **Czech Republic**, **Cyprus**, **Sweden** and **Bulgaria** with scores higher than 90%. In 10 countries National Authorities show 100% visibility, and in 7 countries Regional and Local Authorities show the same. These numbers point to the increasing visibility of eProcurement on regional and municipal portals in large countries, such as the **United Kingdom**, **France**, **Spain** and **Italy**.

The improvement in the average visibility indicator is not only driven by the best performing countries, but by all the countries in the sample. The improvement in the visibility performance involves all the EU27+: the worst performers in 2010 perform much better than the worst performers did in 2009. In 2009, the last three countries registered scores from 32% to 16%, while in 2010 the last three performers reached scores between 36% and 24%.

Figure 3.19: eProcurement visibility benchmark (in %)



The Pre-award Process Availability Indicator

The eProcurement Pre-Award Availability Benchmark measures the availability of all the procurement process steps before the selection of the supplier:

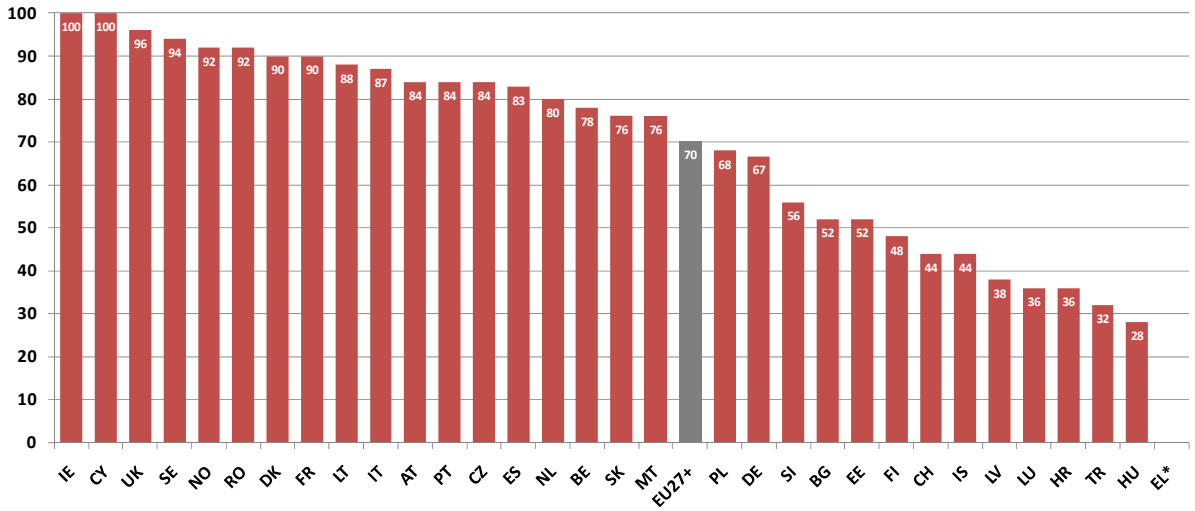
- the publication of a tender
- the submission by the supplier
- the awarding of the contract.

The EU27+ average score is at 70%, while in 2009 it was 59% (with the remark that the indicator is not exactly comparable because the definitions of a few services were updated).

The top performers are **Cyprus** and **Ireland** with 100% for the availability of pre-award services, followed by the **United Kingdom**, **Sweden**, **Norway**, **Romania**, **Denmark** and **France** with scores above 90%. **Ireland** is the only country with a full score for both indicators. **Greece** was not measured because its national eProcurement platform was planned to become operational at the end of 2010, even if some pilot contracts were negotiated through eProcurements already in the past year

Unlike in 2009 (when small countries with only one National platform were dominating the pre-award ranking), in 2010 the top tiers include several countries with articulated eProcurement infrastructures, such as the **United Kingdom**, **France**, **Sweden**, as well as **Italy**, **Austria** and **Spain** scoring over 80%.

Figure 3.20: eProcurement pre-award process availability indicator (in %)

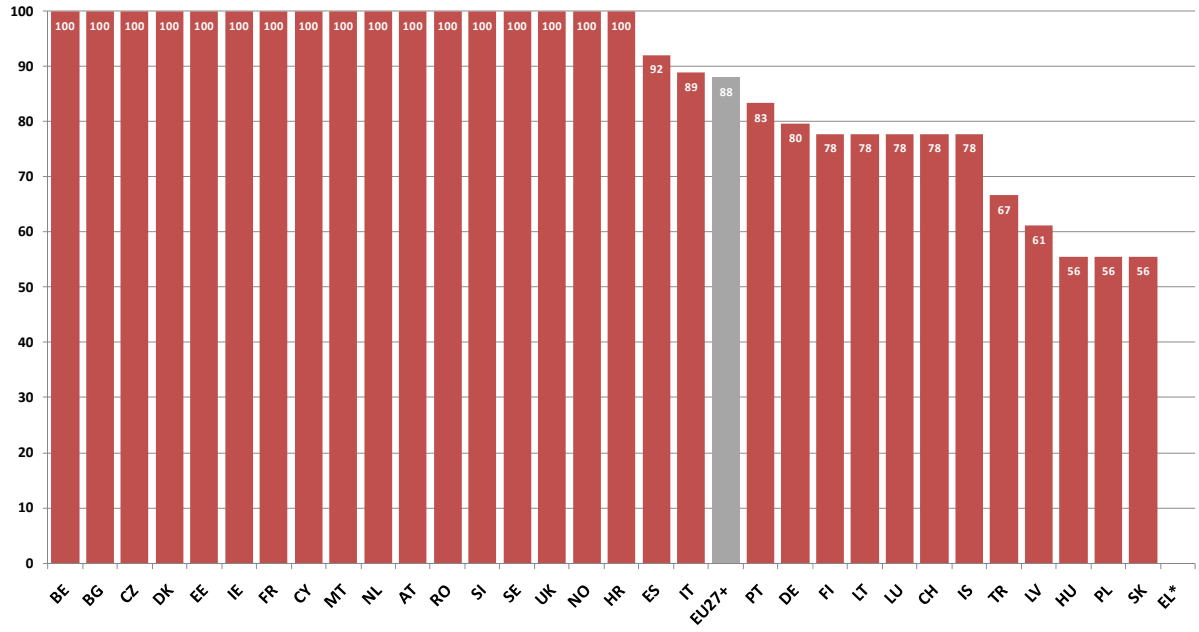


* Greece is not included in the benchmark because its platform is not operative yet.

Pre-award Process Availability Indicator by sub phases

The availability of eProcurement services tends to decrease gradually from the initial phase of the process, the eNotification subphase (the publication of tenders and procurement notices on the web) with 88% of availability across Europe, to eSubmission (the submission of proposals online) with 60% and eAwarding (the final selection of suppliers) with 59% availability.

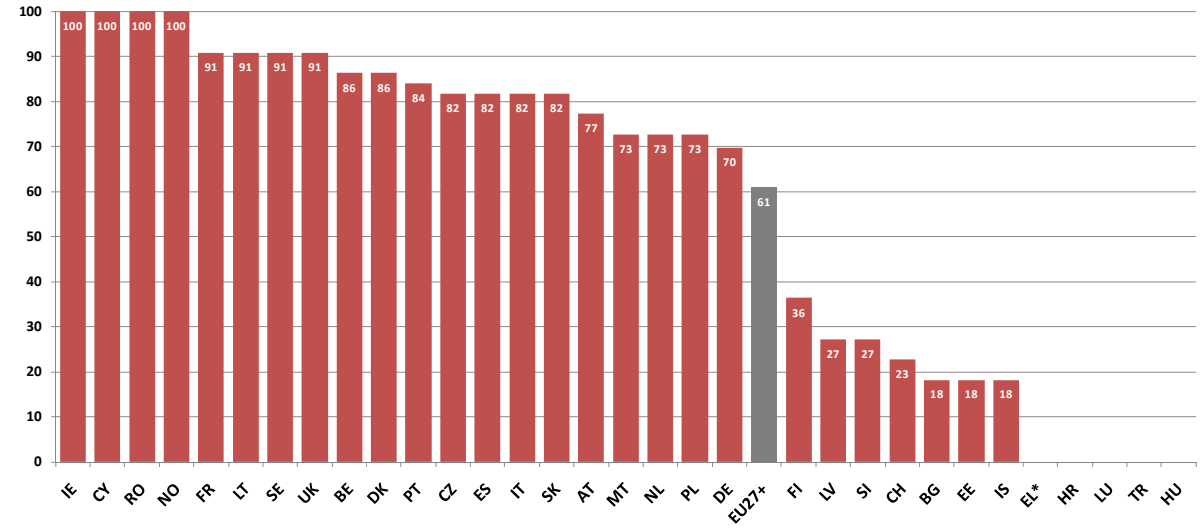
Figure 3.21: eProcurement pre-award process availability indicator– eNotification sub phase (in %)



(i) eNotification

This phase includes the simple publication of tenders online (by now a standard government practice in all countries) and some interactive functions aimed at personalizing the relation with potential suppliers. This includes for example giving suppliers the opportunity to identify their areas of interest and to ask for personalized email alerts and the availability of procurement documents with automatic 24/7 access (without need of human intermediation). The latter functionalities are in particular offered by the more advanced providers. 17 countries out of 32 register a score of 100% and 9 countries register scores from 77.8% to 92%. National level platforms tend to offer a wider range of services. Large countries with a high number of platforms (such as Spain, Italy and Germany) score lower than 100% because of the lower availability offered by regional and local platforms. Their results correspond to the EC assessment of the general acceptance of the common infrastructure for the electronic publication of contract notices, centered around the TED (Tenders Electronic Daily, http://ted.europa.eu/TED/misc/chooseLanguage.do), now expanding from over-the threshold notices to under the threshold ones.

Figure 3.22: eProcurement pre-award process availability indicator– eSubmission sub phase (in %)



* Greece is not included in the benchmark because its platform is not operative yet.

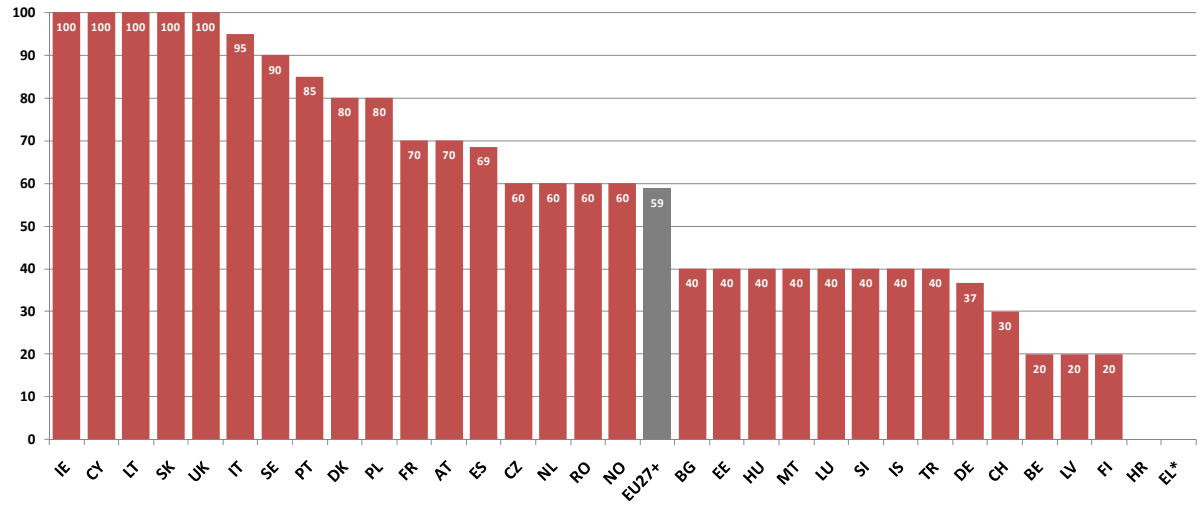
(ii) eSubmission

This phase focuses on the process of searching for and submitting tenders online and on the interaction between the platform and the tenderer. The steps of this process are:

- the availability of automated description forms allowing the supplier to profile itself
- the possibility to submit tenders electronically in a secure way
- the possibility for the tenderer to recall, revise and update his submission before the official deadline
- the availability of systems permitting certificates via electronic mean
- the protection of the e-tenders until the opening date
- the availability of online communication channels and finally the existence of specific user help services finalized to the assistance of the supplier

The average indicator of eSubmission availability hides a polarization between 20 countries scoring over the general average (of which 15 countries are above 80% availability, with a marked improvement over last year's results) and 12 countries with very low scores. The top performers with 100% are **Cyprus**, **Ireland**, **Norway** and **Romania**, followed by **France**, **Sweden**, the **United Kingdom** and **Lithuania** with 91%.

Figure 3.23: eProcurement pre-award process availability indicator – eAwarding sub phase (in %)



* Greece is not included in the benchmark because its platform is not operative yet.

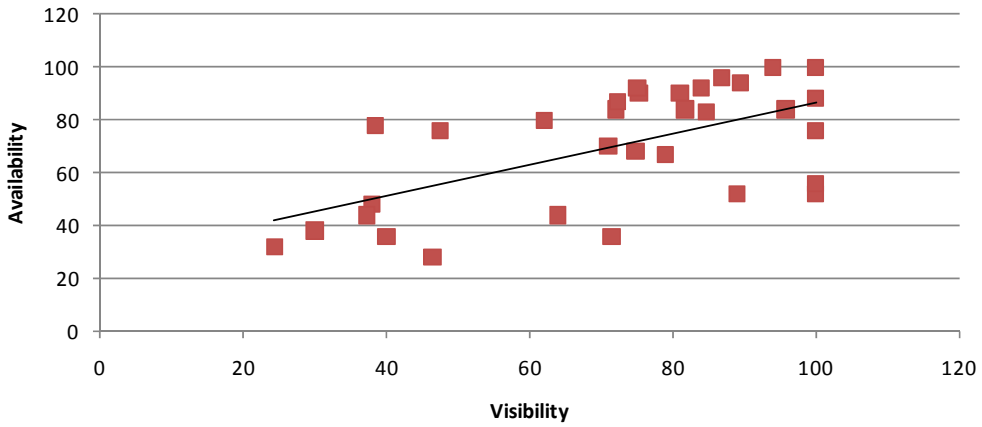
(iii) eAward

This phase includes the publication of awarded contracts, the availability of automated opening and evaluation of bids, and the availability of eAuctions. The availability of the eAward services is slightly lower than for eSubmission. eAuctions are available in 16 countries, offered by 29 platforms: in some countries (**Austria**, **Belgium**) they are being implemented. The five best performers (**Cyprus**, **Ireland**, **UK**, **Lithuania**, and **Slovakia**) have 100% score. 17 countries register a score above 60% and 13 countries have scores from 40% to 20%. Among the worst performers we find **Belgium** and **Germany** that both register good levels of pre-award scores (respectively 78 and 67%, the average pre-award score for the EU27+ being 70%).

Where comparing the three sub phases, we notice that the best performers in the three sub phases are not necessarily the same countries. Some of the best performers in eSubmission are also best performers in eAwarding sub phases, for example **Cyprus**, **Ireland**, **UK**, **Sweden**. Also, for the three sub phases, nearly 20 countries have scores above the EU27+ average.

As a conclusion, we'd like to stress that there is a positive correlation between the Visibility and Availability indicators by country, showing that the maturity of the offering of eProcurement services proceeds at a similar pace. The correlation between visibility and availability of services is positive (0.6) and the two indicators show a positive trendline. The countries reaching the Manchester target are those with both a high visibility and a high availability indicator.

Figure 3.24: Correlation between visibility and availability indicators (linear trendline)



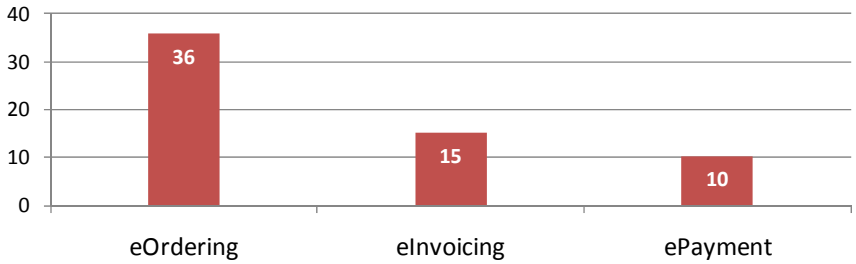
eProcurement post-award availability indicator

The post-award process (after the contract is assigned) implies the interchange of documents between buyers and suppliers in the contract management phase, with a higher level of involvement of the Contracting Authorities.

In most countries, the implementation of eProcurement starts with the pre-awarding phase. There is now a clear trend for eProcurement platforms to offer eOrdering services and set up electronic markets (particularly for smaller, frequent purchases under the European threshold). This is a natural expansion for specialised intermediaries, such as the platforms of our sample, further enabled by a greater interoperability with the information systems of the buyers themselves.

For the Post-award sub phases eInvoicing and ePayment, the role of eProcurement platforms is currently less relevant, because these services tend to be offered also by the Contracting Authorities themselves, or by service providers specialised in financial management. Our indicator measures the availability of eInvoicing and ePayment services offered by the eProcurement Platforms sample, which is not sufficient to measure overall availability of such services at the country level. On the other hand, the indicator provides information on the completeness of the offering by the eProcurement Platforms, whether it extends to the whole pre- and post-award process. This is also indirectly an indicator of the governments' strategies on eProcurement: high availability signals that governments consider important to provide a full range of services through the specialized platforms, and therefore a single point of access to such services for public buyers and sellers.

Figure 3.25: eProcurement post-award process Availability Indicators by subphase (oneProcurement platforms sample) (in %)



(i) eOrdering

The eOrdering subphase includes the availability of eOrdering, eCatalogues and Electronic Markets (defined as online marketplaces allowing a direct interaction between buyers and suppliers). The aggregate indicator reaches a availability score of 36% for the EU27+. There are 31 platforms offering eOrdering services and 25 platforms running electronic markets. They are bundeled in 14 countries: **Belgium**, **Switzerland**, **Cyprus**, **Denmark**, **Spain**, **France**, **Italy**, **Latvia**, **Norway**, **Portugal**, **Sweden**, **UK (Scotland)**.

The availability of eOrdering is growing: national platforms of **Austria**, **Ireland** and **Slovakia** will implement it soon, as well as more platforms in the countries already mentioned (for example Consip in **Italy**). In other words, eOrdering is becoming part of the standard offering of public National Platforms, as well as of the national framework in decentralised countries. The main difference with pre-award services is that the use of eOrdering is almost never mandatory.

(ii) eInvoicing

This subphase includes the provision of eInvoicing services on behalf of the buyers, and the provision of validation services of eInvoices. The availability of this service is measured at 15% for the EU27+.

According to our survey, eInvoicing is offered by 12 platforms in 9 countries (**Switzerland, Germany**, **Denmark**, **Spain**, **Italy**, **Norway**, **Portugal**, **Sweden** and **Scotland** again). The French and Italian national platforms plan to offer this service in 2011-2012, even if in most countries eInvoicing is considered part of financial management.

The potential benefits of eInvoicing are well recognized and particularly Northern countries have made strong efforts to promote their diffusion. **Denmark** has made eInvoicing mandatory for the public sector in 2005, **Sweden** in 2008 and **Finland** in 2010. There are initiatives to make eInvoicing mandatory, or at least highly recommended for public authorities in **Italy**, Estonia, **Spain**, and **France** (under different timeframes and conditions). Countries such as **Belgium** and **Austria** are considering this, but need to update the legislative framework which currently demands more stringent requirements about authentication and validation of eInvoices compared to paper invoices. There are persistent problems with eSignatures, within countries and for cross-border procurement, since different countries require different levels of security.

The provision of eInvoicing services is often entrusted to specialised operators. In **Finland** for example, eInvoicing on behalf of public buyers (contracting authorities) is delegated to a dedicated service operator (Itella, a postal services company, http://www.itella.fi/english). Suppliers can send their invoices directly to Itella or they can choose to address Itella via a web portal by Basware (www.basware.com/fi/Pages/default.aspx) or via a VAN operated by Finnish banks. Invoice formats supported are TEAPPS and Finvoice (http://www.finvoice.eu/en-US/index.php).

In **Sweden** the National Financial Management Authority (ESV) is entrusted to make sure that all government agencies are able to handle electronic invoices. ESV has enabled the use of a common standard (Svefaktura, www.svefaktura.se) for all public administration, a simplification greatly appreciated by private suppliers of the government.

The **Danish** government promoted the development of a public-private competitive market of eInvoicing services by adopting open standards (mandatory for all IT solutions in the public sector). In cooperation with a wide range of public and private stakeholders, the Danish National IT and Telecom Agency has drawn up a customized Danish version of the international e-Business standard UBL 2.0 issued by OASIS. The Danish version is known as OIOUBL (www.oioubl.info/classes/en/index.html). The public sector expanded this service with the introduction of Nemhandel (Easy Trade, www.nemhandel.dk/#/forside) whereas all kind of e-business messages are included and will be compulsory for the Public Sector by 1 May 2011.

(iii) ePayment

This subphase includes electronic payment and its validation offered by the electronic platforms on behalf of the contracting authorities and the integration in the eProcurement process. According to our survey, ePayment is offered by 7 platforms in 6 countries: **Denmark**, **France**, **Germany**, **Ireland**, **Italy**, **Portugal** and **Sweden**. In **Denmark** and **Sweden** , the “virtual platforms” providing access to eProcurement services extend

to the contract management phase and therefore offer ePayment services. In **France**, the national platform provides ePayment based on smartcards, but the overall focus is on the pre-award phase.

In most of the other EU27+ countries, ePayment is a service offered by the accounting systems of contracting authorities, based on the national rules of public accountability, and thus considered separate from the eProcurement process. This is for example the case in **Ireland**.

3.3.6 eProcurement conclusions

Conclusions

eProcurement is undoubtedly a vital high-impact service that deserves continued attention and analysis. The volume of public sector expenditure, and the potential impact it can have on the economy (particularly SME) makes this even more important, given the current climate.

We have not achieved the Manchester declaration goals, even though progress in availability has been substantial and half of the measured countries are getting close. Lack of availability does not seem to be an obstacle any more. With an average of 3 500 contracting authorities and 11,900 suppliers registered for each platform, the availability of eProcurement across government silos and government tiers appears rather advanced. On the other hand, cross-border eProcurement still plays a minor role in most countries, with only 5% foreign suppliers in total for each platform. This is certainly an important obstacle to the completion of the Single Market.

The main problem remains the insufficient take-up. Best estimates are very far from the 50% target indicated by the Manchester agenda, with the exception of the electronic publication of tender notices which is now widespread. However, we are still missing a clear way to measure the level of take-up and the resulting benefits.

eProcurement is near to a tipping point. As indicated in the Commission Green Paper, now is the moment to overcome institutional and cultural inertia and spearhead an effort towards widespread adoption. There must therefore be a clear and very visible political and administrative leadership focus to achieve desired ambitions and remove the few persisting barriers (particularly authorization and authentication methods for cross-border eCommerce, including the harmonisation of eSignatures).

Considerations

1. **Consolidate and enhance measurement method for pre-award stages.** This phase enhances opportunities in the single market, and provides vital management information for public agencies – for the €1.3 trillion public expenditure. This work should be done in collaboration with relevant EC Directorates. At the same time: **increase political and administrative leadership** attention to achieving better results from technology enabled procurement: This through strengthening policies, communications, monitoring, and evidencing of value (to buyer and supplier communities)
2. **Improve measurement method and/or data availability on post-award transactions**: More specifically this should be focused on the methods and (leading) practices in force within countries to determine the extent to which (and when) statistical (and financial) measurement of post-award transactions can be performed at an EU27+ level in a suitably robust and meaningful fashion.
3. **Explore possibilities of launching an Action Learning Group (ALG) on eProcurement**: This should define discrete and specific packages of work to address the above, and ensure timely delivery of a series of value-adding insights and methods. These work packages could cover for instance: Operating models; Pre-Award; Post-Award;Measurement. As a consequence, these findings could be integrated with PEPPOL Large Scale Pilot which would improve sustainability. It will require appropriate collaboration across EC Directorates.

4. The challenges that lie ahead

4.1 The contemporary policy challenges

Between political ambition in the many eGovernment policies at EU and country levels and evidence realised of improved service delivery lies considerable complexity:

- Governance, within and between departments, and through different tiers of government
- Budgetary and resource constraints
- Systems that are not interoperable and information that is not easily transferable

To support the analysis of how public agencies can improve we have addressed three policy areas:

- **eGovernment maturity through the tiers of administration** (from national to regional to local). This year's benchmark looks- for the first time- at the difference in performance across the levels of government in terms of service availability and maturity, and back office readiness.

- **Efficiency & eGovernance**. The benchmark explores drivers for efficiency such as coordination and collaboration across administrations, eEnablement of high impact services (eProcurement), diligent project evaluation and management, and trans-European interoperability. The given examples illustrate in facts and figures how eGovernment can generate savings and add value instead of being seen as a cost centre.

- **Driving take-up and evidencing better outcomes**. This refers to the usage of eGovernment services, the many government initiatives to encourage usage and collect user feedback to improve service delivery and equal access.

Discussions with Member State representatives confirm the importance of the above topics and it seems evident that initiatives focusing on the usage and impact of eGovernment services, beyond their simple availability, will become more and more important in what many are now calling the "age of austerity".

4. 2 The policy context

The challenges discussed in this chapter are anchored in many EU policies.

One of the most recent initiatives is the *eGovernment Action Plan 2011-2015* published in mid-December 2010[28]. With this Action Plan, the European Commission aims to support the provision of *a new generation of eGovernment services for businesses and citizens*. The Action Plan identifies four political priorities based on the *Malmö Declaration*, agreed on 18 November 2009 at the 5th Ministerial eGovernment Conference in Malmö, Sweden (see chapter 2.4). These are:

1. User Empowerment
2. Internal Market
3. Efficiency and Effectiveness
4. Preconditions for eGovernment

[28] http://ec.europa.eu/information_society/activities/egovernment/action_plan_2011_2015/priorities_objectives/developing_egovernment/index_en.htm

To ensure public resources are used efficiently, the Action Plan calls for fully exploiting the synergies between national and European policy instruments. The European level can help to coordinate in-country efforts, for example through joint action and knowledge sharing and joint implementation projects. More coordinated actions should foster leaner organisational processes, reduced administrative burden, and interoperable eGovernment services.

The Action Plan further refers to all levels of government (national/regional/local) by stating that the new generation of eGovernment services must be delivered seamlessly across tiers. The provision of services which are inclusive and designed around user needs, personalized or even developed collaboratively with the public should increase the take-up of eGovernment services. As an ambitious target, the Action Plan states that *by 2015 50% of citizens should use eGovernment. The target envisaged for businesses is 80% by 2015.*

In total, the Action Plan defines 40 actions falling under the four umbrella objectives named above to ensure European governments are doing the right things, in the right way, for the right people in a timely inclusive, open, and accountable manner.

4.3 Measurement method

The findings discussed here represent a further more detailed analysis of the data collected as part of the measurement process described earlier. Specifically:

- **Regional & Local Government** analysis takes the 20 services data and analyses it applying NUTS 1-5 levels of administration. This is done at an overall country level as well as considering some specific (more local) services.
- **Efficiency & eGovernance** uses returns received from surveys of all participating countries, including a number of specific reports and references cited by participating countries. This incorporates as well efficiency data from the eProcurement measurement.
- **Take-Up and Impact** combines the results for the 20 basic services with separate Eurostat survey data for use of public services.

Qualitative findings are assimilated from the extensive materials provided or referred to by countries in their survey returns, from which specific examples of practices and insights are generated.

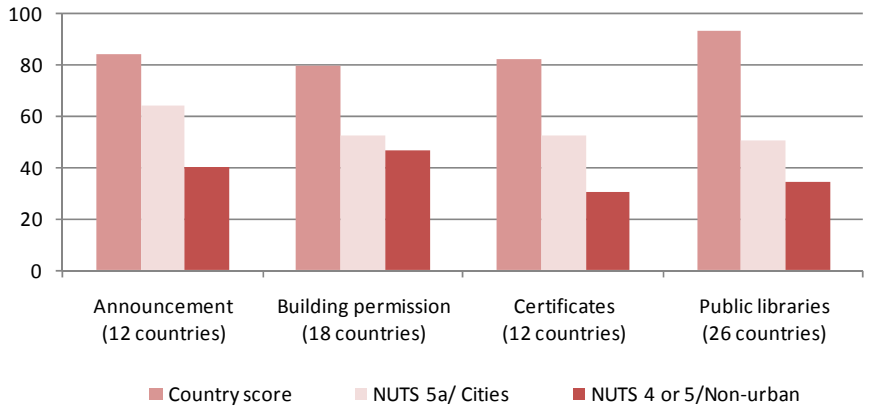
4.4 Our key findings

Regional and local eGovernment: significantly challenged

The breakdown of benchmark results to the various NUTS Levels (NUTS Levels: Nomenclature of Territorial Units for Statistics)[29] sheds light on the difference between eGovernment service maturity at national, regional and/or local levels, which poses the question of the efficacy of governance within and across administrative layer, an area that may deserve further attention.

[29] http://epp.eurostat.ec.europa.eu/portal/page/portal/nuts_nomenclature/introduction

Figure 4.1: Sophistication of service provision at the local levels



Evidence shows indicators lagging at the local level. For the services Announcement of moving, Building permission, Certificates and Public libraries, the Sophistication of local service delivery only reaches 39% on average, leaving a massive gap of up to 57 percentage points compared to national web sites. Europe's largest cities perform significantly better than their smaller or rural counterparts. The findings in general suggest that local administrations' capacity (strategy, funding, capability) to embrace their role as providers of typically local services varies considerably.

Efficiency & eGovernance

No matter the governance structure of a country, diligent coordination of eGovernment activities and collaboration remain key success factors to achieve more consistent progress. Examples of countries successfully addressing eGovernment coordination, despite decentralised or federal governance structures can be found in:

- **Austria:** the platform 'Digital **Austria**' serves as the overarching institution for all eGovernment activity
- **Germany:** the implementation of the new article 91c of the German Constitution (Grundgesetz) established a new IT Planning Council encompassing representatives of all government levels
- **Belgium:** the federal agency FedICT is in charge of ensuring the consistent implementation of the eGovernment strategy within the Federal Administration. A cooperation agreement for an integrated egovernment forms the basis for the coordination across all governmental levels.
- **Spain:** the Spanish eGovernment Council coordinates activities at the national level, the eGovernment Sectoral Committee coordinates activities across governmental levels.
- **France:** cross-cutting initiative amongst ministries to reduce the number of web sites to 1/10th of the sites originally available.

The benchmark has also identified ***leading practice*** in assessing the efficiency and effectiveness gains generated by eGovernment. For example: **Switzerland** (UTILITAS method used to evaluate cost effectiveness and benefits), **France** (yearly barometer assessing user expectations and the impact of administrative simplification initiatives on eGovernment service delivery), **Germany (**WiBe-Framework measuring economic efficiency).

In the field of eProcurement, potential savings are the driver of implementing new systems and procedures. **Scotland**, has reported audited savings of almost £800 million over a 4-year period. **Sweden** has reported a reduction on prices between 10% and 30% as well as efficiency improvements in the procurement process of 20% going up to 30% when the entire tender is processed online. In **Ireland**, over 62,000 suppliers are registered in the national eProcurement system, of which 25% are foreign. In **Malta** almost 20% of purchases of departments are made online and in **Cyprus**, the number of potential suppliers participating to a call for

tenders has increased threefold with reported efficiency increases. In **Portugal** there is a much shorter time to process tenders accompanied with a greater level of transparency and in **Turkey** there is also a significant decrease in procurement process errors, increase in transparency as well as more compliancy. PECAP, the Plataforma Electrònica de Contractació de les Administracions Públiques in **Spain**, documents savings between 15 and 45% on overall prices of energy and telecom services for the local administrations. Similarly, the Basque Country Regional Government has announced overall savings of 20% on purchase prices due to the increase in competition made possible by the electronic channel.

European-level collaboration plays an increasingly important role in the technical integration of Member State solutions, and thus the advancement of trans-EU services. The ongoing Large Scale Pilots: PEPPOL (Pan-European eProcurement), STORK (European eID Interoperability Platform), SPOCS (Services Directive); epSOS (Electronic Health Record Systems in Europe), and e-Codex (improving cross-border access to legal means) are testament to this, and now have active participation of between 12 and 17 countries.

Driving Take-up and evidencing better outcomes

Take-up of eGovernment services is slow, obscuring the overall benefits of eGovernment itself. Recent figures for the European Union (EU27) highlight that only one 42% of individuals aged 16 to 74 use the Internet for interaction with public authorities[30].

The gap between the availability of services and their take-up, shows that the public sector is facing important challenges to re-think how public services can become more citizen-centric. Many countries now formally use methods for user needs identification and are moving away from a one-size-fits-all approach to eGovernment services towards greater segmentation and personalisation. Leading practice can be seen, for example, in **Finland** which has developed national guidelines for online service design based on a wide range of approaches, including the use of personas which characterise different user needs in a range of usage scenarios. Also very common is to segment users in terms of demographics, (for example: **Spain, Malta, Iceland, Finland**). Some countries are now also experimenting with full personalisation of services, as can be seen, for example, in the "MyPage" approach recently adopted in both **Denmark** and **Norway**, or in the **United Kingdom**'s "data.gov.uk" initiative. The **Austria**n www.myhelp.gv.at follows a similar approach.

[30] Source: Eurostat (2010)

4.5 Scenarios

In a not very favourable scenario, City X is suffering from squalid urban conditions, increasing health costs, rising crime rates, and staggering unemployment. The city- previously a pole for innovation- does no longer attract investors. Citizens increasingly disengage from politics and policy making as they feel that government has disconnected from their own, daily-life priorities: waste management, police on the streets, children and youth education, just to name a few of them.

Public administration would like to provide a response to the socio-economic challenges but feels overburdened. City X is in fact not only responsible for truly local services – services based on local policy – but also for many national services and for products of joint governance. According to the City's estimate, about 70 per cent of all public services to be provided in the country are now supposed to be delivered locally. However, the allocation of responsibilities, budgets and competences is not straightforward and the resources of City X are insufficient to compensate for the serious administrative burden it faces. Due to the high degree of autonomy anchored in public administrations' culture, City X has got used to working in silos, re-inventing the wheel and fragmenting efforts, budget, and personnel. Now that the economic crisis has hit the country, City X feels left alone to face the challenges ahead. ICT-enablement of administrative procedures could help to cut down cost, increase service quality and render the city more attractive, but City X cannot make it on its own. The city's eGovernment readiness (computerization, digital literacy of public officers, ICT infrastructure, digitalization of work flows and data, …) is low and withholds speedy progress.

In a more favourable scenario, City X has the status of a leading Digital City. The city has a strong web presence: a unified gate way or Digital Counter so to say. This ergonomically designed online one stop shop is the principal entry point to the more than 100 services the city offers online. The web presence and offering of the city is streamlined with those of other cities in the region and seamlessly integrated with national web sites. The city has implemented targeted policies to ensure unity in communications (citizens receive the same information and answers to problems, irrespective of the communication channel) and redesign and full integration of front and back office work flows. Service delivery is transparent, service quality is high across the board and processes are regularly audited to supervise performance. An easy-to-use feedback and complaint system have been put into place for customers should they ever encounter difficulties in using public services.

City X proactively collaborates with the private sector and civil society where beneficial and has already defined a few such 'strategic alliances' in the areas of culture, education, tourism, doctors, public transport and parking, schools, business, sports and recreation. The city regularly identifies user needs and invites citizens and the business community to eGovernment service testing days where services are tested in a 'life lab' environment.

In addition to its Digital Counter, an attractive Physical Counter has been set up. Facilities are spacious and decorated with colourful furniture and appealing materials. The Physical Counter is divided into main thematic areas: reception and general service, specific service counters (certificates, permits, etc.), ICT helpdesk, and an Internet space. At the reception point, waiting tickets are handed out immediately channelling the citizen to the right service area. Several computers are equipped with software programs for impaired users. Citizens are well-aware of the facility which they visit at least once every legislative period to make use of the electronic voting machines.

4.6 Implementation results

4.6.1. Challenge 1: eGovernment maturity through tiers of government

Typology of service delivery structures across the EU27+

This year, the benchmark provides - for the first time - a breakdown of sophistication and full online availability results to the various NUTS Levels (NUTS Levels: Nomenclature of Territorial Units for Statistics)[31]. This breakdown sheds light on the difference between eGovernment service maturity at national, regional and/or local levels, a statement of the current governance regime. It also however can influence the efficacy of governance within and across administrative layers, an area that may deserve further attention.

Table 4.2: Number of web addresses surveyed in 2010, by country and by NUTS level

NUTS Level	BE	BG	CZ	DK	DE	EE	IE	EL	ES	FR	IT	CY	LV	LT	LU	HU
0	144	89	165	119	150	53	54	124	69	122	138	37	101	162	67	112
1	28				144											
2								13	34	53	63					
3		12	18		120			55		23	40					
4		46	34	160	50	7	28							90		
5a	35	4	20	32	92	3	12	18	10	225	108	2	4	10	6	9
5b	168		125		100	57		48	25	75	100	11	88		60	75

NUTS Level	MT	NL	AT	PL	PT	RO	SI	SK	FI	SE	UK	HR	IS	TR	NO	CH
0	28	77	77	214	60	95	86	155	100	50	44	37	55	181	37	153
1																
2		13	19	97												
3				36				8		9	18	37		85	11	338
4				115							48		11	72		
5a		50	1	60	7	18	3	7	8	5	72	2	1	6	6	80
5b		120	25	100	25	46	22	24	46	23		24			48	100

Put in a simplified way, NUTS 0 stands for the national level, NUTS 1, NUTS 2 and NUTS 3[32] mainly represent the regional levels and NUTS 4 and 5 are local levels. Further a distinction is made between large cities accounting for at least 20 % of a country's population (Level 5a) and implicitly less urban areas (Level 5b). Administrative entities with less than 1 000 inhabitants are excluded from the measurement.

The distribution of data collected reflects the importance of different NUTS Levels in the EU27+ countries. It also provides an idea of individual countries' 'administrative profiles' with eGovernment services being provided at national and at one local level (typically NUTS Level 4 or 5) in smaller countries, and at a greater number of levels in larger countries. Further details on the governance and performance of local levels in each country are provided in the Country Reports annexed to this report (Annex B).

[31] http://epp.eurostat.ec.europa.eu/portal/page/portal/nuts_nomenclature/introduction

[32] NUTS 3 comprises a range of 15.000 to 800.000 inhabitants, hence governmental organisations at this level can either be regional or local, depending on the country size and policy.

Basically, for all services scores were calculated at NUTS Level 0. The observation of strong 'activity' at NUTS Levels 1, 2,and 3 potentially indicates regional service provision. The observation of strong 'activity' at NUTS Levels 4 or 5 points toward a service being local.

Grouping the services into the four traditional service clusters - Income generating, Permits and Licenses, Registration and Returns as shown in the table below - reveals the following patterns in service delivery structures:

- Income generating services are mostly 'central'
- Business services except Environmental permits are mostly 'central'
- Returns services are predominantly 'central' except those assumed to require increased citizen proximity, and to involve large administrative volumes, both qualities being offered by local-level supply
- Registration services for citizens are in many countries delivered locally

As a general rule,-the vast majority of services out of the traditional 20 services basket is provided at central (NUTS Level 0, i.e. national) level whilst only four services are delivered in a decentralized manner in more than one third of the 32 benchmarked countries (i.e. Application for building permission, Certificates, Announcement of moving, Public libraries- these services are evoked further below) When in a given country a given service has been measured at a NUTS level other than the national level this is marked as 'decentral' service delivery in the table below. Comparing countries and geographies, in **Switzerland**, **Poland**, **Belgium**, **Germany**, the **Czech Republic**, **Denmark, France** and **Italy**, service delivery is rather decentralised whilst delivery of the 20 public services remains strongly centralised in the other benchmarked countries.

Table 4.3: Decentralised service delivery according to the type of service

Cluster	Citizen / Business	Service	Decentralised service delivery in the following countries:
Income generating	*Citizen*	Income taxes	CH, DE (2)
	Business	Social contribution for employees	CH (1)
	Business	Corporate tax	CH (1)
	Business	VAT	
	Business	Customs declaration	
Permits and Licences	*Citizen*	Enrolment in higher education	BE (1)
	Citizen	Passports	BE, CH, CZ, DK, FR, NL (6)
	Citizen	Driver's licence	BE, CH, CZ, DK, EL, PL, TR (7)
	Citizen	Application for a building permission	AT, BE, BG, CH, CZ, DE, DK, EE, EL, ES, FI,FR, HR, IE, IS, IT, LT, LU, LV, NO, PL, PT, RO, TR, UK (25)
	Business	Environment-related permits	BE, CH, EL, ES, FR, HR, IT, PL, SK (9)
Registration	*Citizen*	Car registration	CH, CZ, DE, DK, EL, FR, PL, TR (8)
	Citizen	(Birth and marriage) Certificates	BE, CZ, DE, DK, EE, EL, HR, HU, IT, LT, LU, LV, NL, PL, TR (15)
	Citizen	Announcement of moving	BE, CH, DE, DK, EE, HU, IT, LT, LU, LV, NL, PL (12)
	Business	Registration of a new company	CH, DE, EL, PL (4)
	Business	Submission of statistical data	PL (1)
Returns	*Citizen*	Medical costs	BE, CH, IT (3)
	Citizen	Student grants	BE (1)
	Citizen	Health-related services	ES, IT, RO (3)
	Citizen	Job search services	BG, CZ, DE, FR, IT, PL (6)
	Citizen	Unemployment benefits	CZ, PL (2)
	Citizen	Child allowances	DE, LT (2)
	Citizen	Declaration to the police	AT, CH, DE, DK, FR, NL, PL, TR, UK (9)
	Citizen	Public libraries	AT, BE, BG, CH, CY, CZ, DE, DK, EL, FI, FR, HR, HU, IE, IT, LT, LV, NL, NO, PL, RO, SE, SI, SK, TR, UK (26)
	Business	Public procurement	BE, DE, FR, NL (4)

Marked differences between national, regional and local performance

The next table summarizes the benchmark results in terms of online sophistication per service and per NUTS level. To improve the readability of the table, sophistication levels have been coloured to give an indication of service maturity: sophistication scores above 80% have been highlighted in dark ('high' sophistication of service delivery), sophistication scores above 60% in medium ('medium' sophistication), sophistication scores below 60% in light ('low' sophistication). The table clearly shows that nearly all indicators are lagging substantially at the local level.

Sophistication scores at the national level are on average at 74%.,Service maturity decreases substantially at the regional and local levels, with the 5a urban Level being the only (logical) exception to the rule.

- At the NUTS 0 Level, the average sophistication is at 90%.
- At the NUTS 1 Level, the average sophistication is at 72%.
- At the NUTS 2 Level, the average sophistication is at 55%.
- At the NUTS 3 Level, the average sophistication is at 50%.
- At the NUTS 4 Level, the average sophistication is at 34%.
- At the NUTS 5a Level, the average sophistication is at 44%
- At the NUTS 5b Level, the average sophistication is at 29%.

Table 4.4: Average sophistication scores by services and NUTS levels

	NUTS Level 0	NUTS Level 1	NUTS Level 2	NUTS Level 3	NUTS Level 4	NUTS Level 5a	NUTS Level 5b
	Average Score	*Average Score*	*Average Score*	*Average Score*	*Average Score*	*Average Score*	*Average Score*
Announcement of moving	71				61	64	36
Building permission	52	75	17	31	53	52	43
Car registration	73		0	30	29	31	14
Certificates (birth, marriage)	60		46	35	36	52	28
Child allowances	78	60			34	40	
Corporate tax	95			63			
Customs declaration	98						
Declaration to police	74	100	60	88	0	9	4
Driver's licence	63			25	34	37	11
Enrolment in higher education	69	8					
Environment-related permits	74	80	50	22		10	12
Health-related services	35		55	100			
Income taxes	92	80		36			
Job search	97	75	75	64	18		
Medical costs	91						
Passports	70		80	49	39	58	58
Public libraries	85	90	79	32	41	50	31
Public procurement	90	100	100			45	19
Company registration	88	100		29	20	70	44
Social contributions	99			52			
Student grants	70	100		24			
Submission of statistical data	93		80				
Unemployment benefits	83			78	24		
VAT	97						

below 60% | 60-79 % | 80-100%

Focus on the four most local-level services

Four services display particularly strong local activity: Announcement of moving, Building permission, Certificates and Public libraries (see table below). Appearing to be truly 'local', the scores of these services are focused on in more detail below.

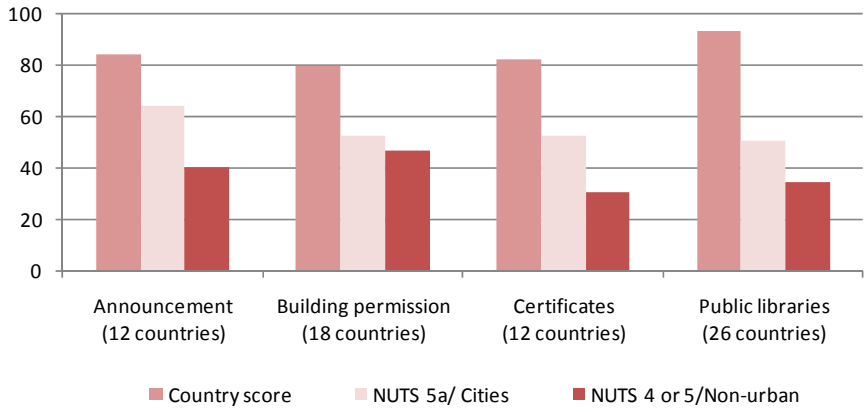
Table 4.5: Sercvices reported at NUTS levels 4 or 5, by type of service and by country

Services reported at NUTS Levels 4 or 5	Proportion of countries in which available (%)	BE	BG	CZ	DK	DE	EE	IE	EL	ES	FR	IT	CY	LV	LT	LU
Public libraries	**84%**	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	
Building permit	**68%**	✓	✓	✓	✓		✓	✓	✓	✓		✓		✓	✓	✓
Certificates (birth or marriage)	**42%**	✓		✓	✓	✓	✓					✓		✓	✓	✓
Announcement of moving	**39%**	✓			✓	✓	✓					✓		✓	✓	✓
Driver's licence	13%	✓		✓	✓											
Passports	13%	✓			✓						✓					
Car registration	10%			✓	✓											
Declaration to the police	10%				✓						✓					
Registration of company	6%					✓										
Child allowance	3%														✓	
Environmental permit	3%	✓														
Job	3%			✓												
Public procurement	3%															
Unemployment benefits	3%			✓												

Services reported at NUTS Levels 4 or 5	Proportion of countries in which available (%)	HU	NL	AT	PL	PT	RO	SI	SK	FI	SE	UK	HR	IS	TR	NO	CH
Public libraries	**84%**	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Building permit	**68%**				✓	✓	✓			✓		✓		✓	✓	✓	✓
Certificates (birth or marriage)	**42%**	✓	✓		✓										✓		
Announcement of moving	**39%**	✓	✓		✓												✓
Driver's licence	13%				✓												
Passports	13%		✓														
Car registration	10%				✓												
Declaration to the police	10%																✓
Registration of company	6%				✓												
Child allowance	3%																
Environmental permit	3%																
Job	3%																
Public procurement	3%		✓														
Unemployment benefits	3%																

For these services, the Sophistication of local service delivery only reaches 39% on average, leaving a massive gap of up to 57 percentage points compared to national web sites. Europe's largest cities perform significantly better than their smaller or rural counterparts. The below graph illustrates the stated gaps.

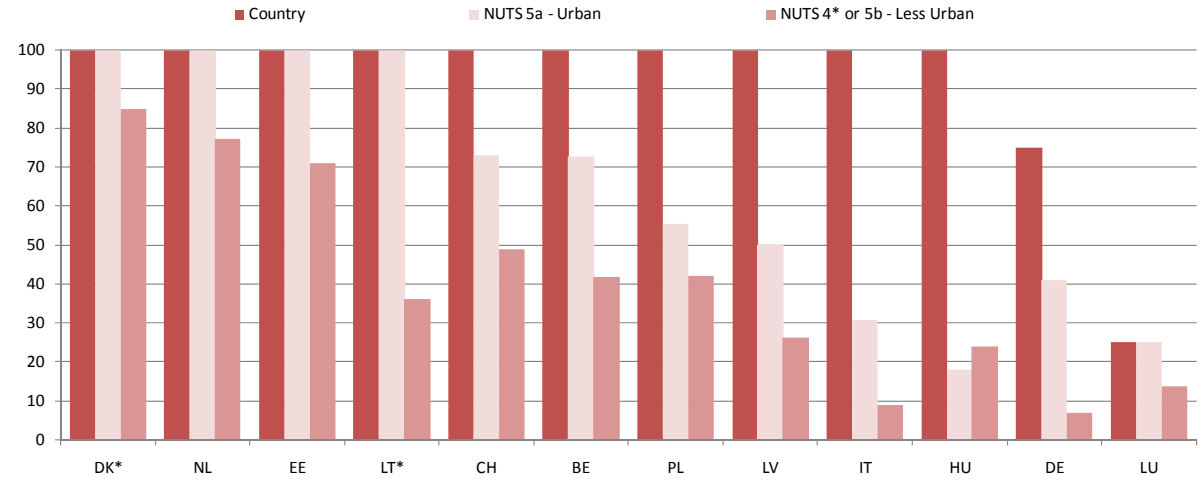
Figure 4.6: Sophistication of service provision at the local levels



Even within clusters of municipalities of comparable size, the difference in performance for these four services within countries is significant.

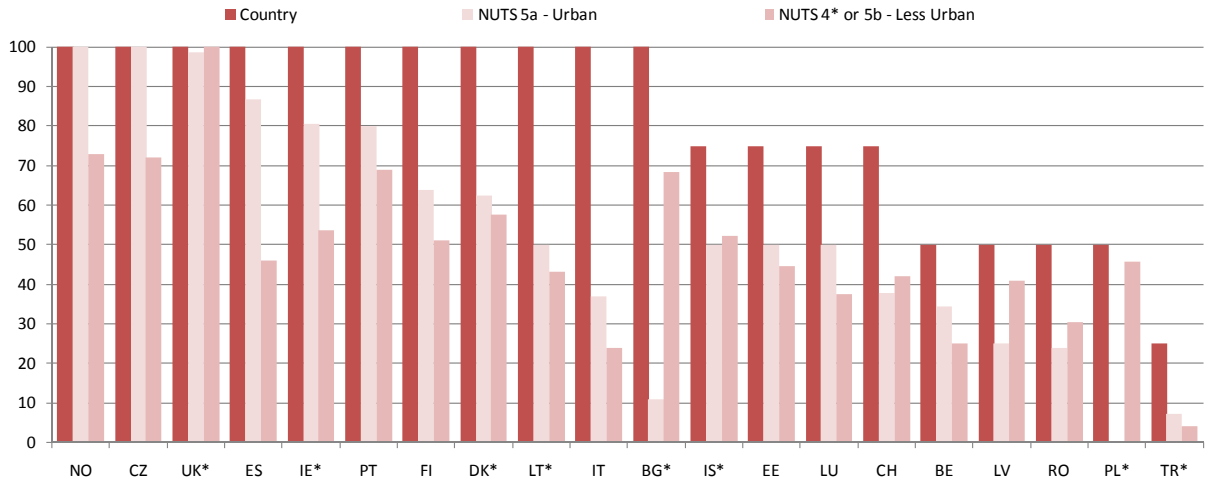
The following graphs detail the *best* score in a given country versus the urban- and non-urban sophistication scores for each of the above services. Note that the below graphs only cover NUTS Levels and countries relevant to a given service.

Figure 4.7: Announcement of moving – sophistication at levels: country, NUTS 5a and 4 or 5b (in %)



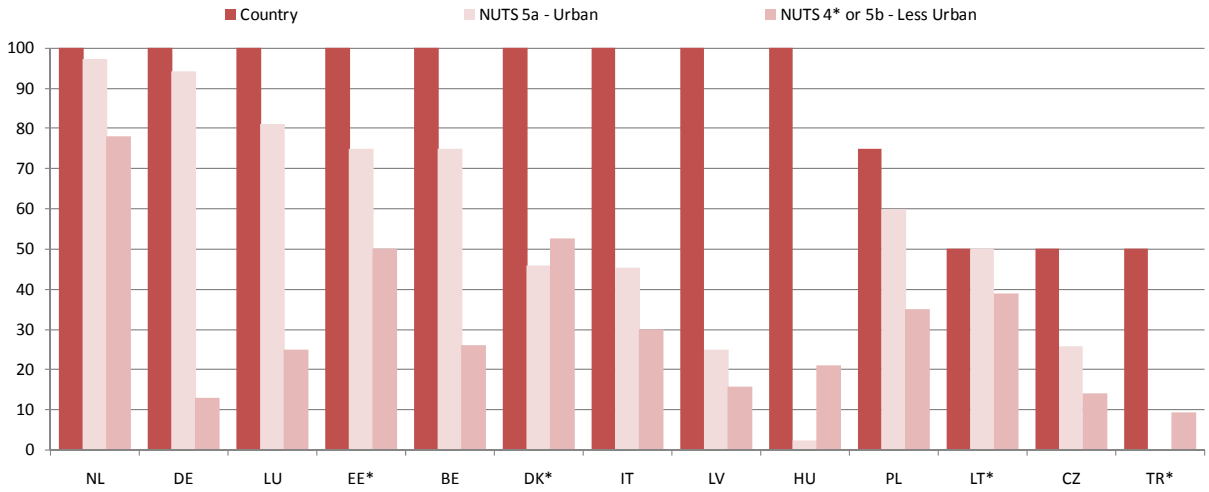
For *Announcement of Moving*, local service delivery is well-developed in **Denmark**, the **Netherlands** and **Estoni**a. In **Denmark,** the **Netherlands, Estonia, Lithuania** and **Luxembourg** the largest cities achieve the same results as the best-in-class. Interestingly, in **Hungary**, non-urban communities perform better than the larger cities.

Figure 4.8: Building Permission – sophistication at levels: country, NUTS 5a and 4 or 5b (in %)



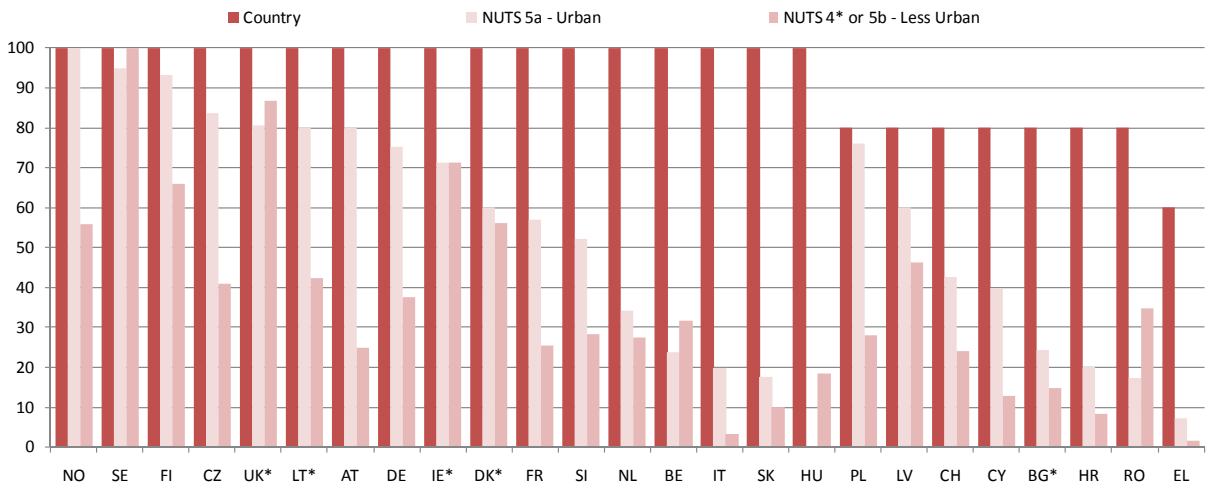
For the service *Building Permission*, the performance gap between the best-in-class and the local level is less marked. It amounts to less than 20% in seven countries. In quite a few countries, the non-urban communities perform better than the largest cities.

Figure 4.9: Birth and marriage certificates – sophistication at levels: country, NUTS 5a and 4 or 5b (in %)



The *Birth and Marriage Certificates* service displays marked differences in performance. In some countries (such as the **Netherlands, Estonia, Lithuania**) sophistication scores decrease gradually from one administrative level to the other. In others (such as **Denmark, Italy, Latvia, Hungary,** the **Czech Republic**), the difference between the best-in-class and the scores obtained at local levels (large cities included) is a major one. In **Germany, Luxembourg, Belgium** and **Poland**, the largest cities perform well whilst local communities are clearly left behind.

Figure 4.10: Public libraries – sophistication at levels: country, NUTS 5a and 4 or 5b (in %)



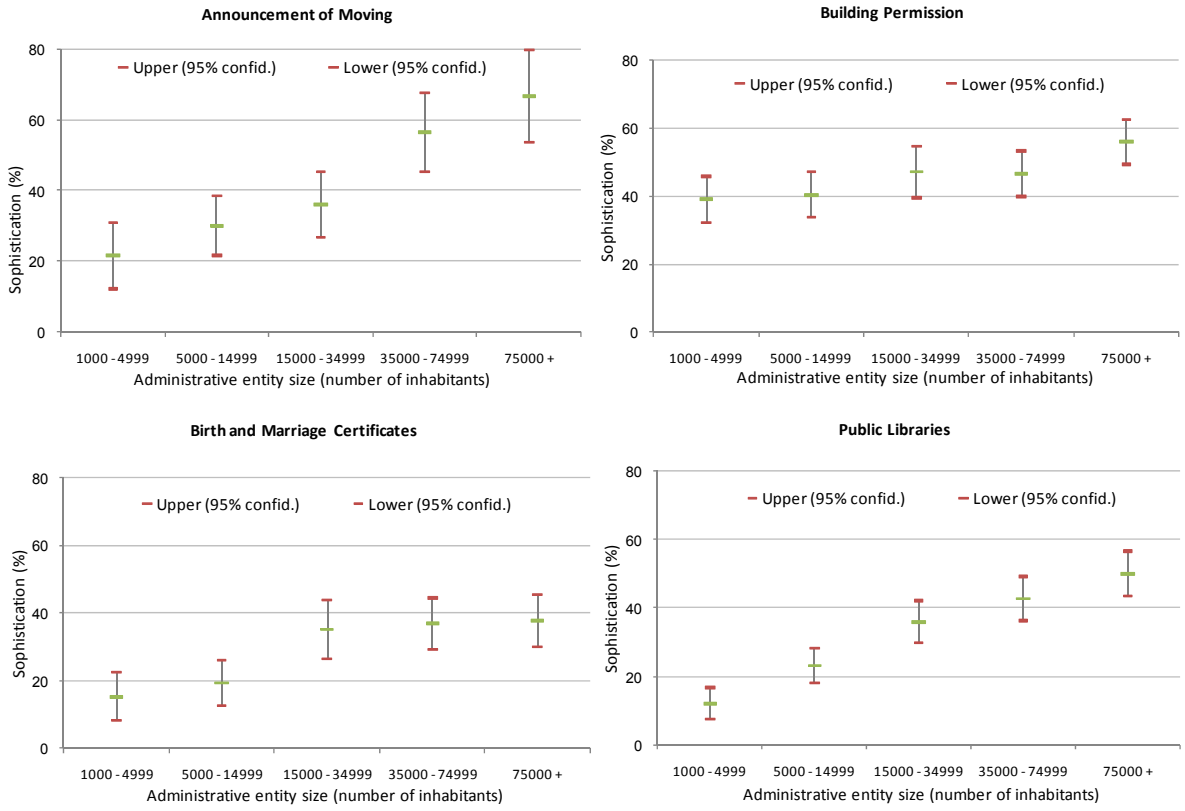
The best performers for the service *Public libraries* score 100% in most countries, which puts the urban and local communities to the test. The Nordic countries and The United Kingdom reach high scores across all government tiers. In **Lithuania**, **Austria**, **Germany, Ireland** and **Poland**, sub-national service sophistication is approximately 20% lower than the best performer's score. Sophistication is poor at the local levels in **Italy, Slovakia, Hungary, Croatia**, and **Cyprus**.

Size matters: inhabitants of larger cities benefit from more mature online services

Interestingly, at NUTS Levels 4 and 5, sophistication scores increase with entity 'size' i.e. population, meaning that larger cities and municipalities perform significantly better than their smaller, often rural counterparts. This is shown in the group of graphs below.

This is an important finding as it shows that despite good availability of eGovernment services in cities, smaller municipalities are being left behind and cannot guarantee equal access and consistent service quality to their inhabitants. The reasons why eServices delivered by smaller municipalities are less mature can be manifold: preponderance of alternative channels (such as the face-to-face channel which may still be very popular), weaker capacity of small administrations (strategy, funding, capability) to embrace their role as providers of typically local services, insufficient integration of service offerings across administrative levels. The overall benchmark results seem to suggest that local administrations' eService delivery capacity is at risk and by consequence deserves heightened attention by European policy makers.

Figure 4.11: Mean score at NUTS level 4 and 5b by administrative entity size-category



To conclude, the breakdown of the traditional 20 services analysis to the NUTS Levels reveals a patchy picture and major performance gaps which are to be addressed:

- across government tiers (with the national level and large cities by far outperforming the other administrative layers)
- even within tiers of government (where the size of the administrative unit influences service performance, jeopardizing policy goals of equal access and inclusive eGovernment).

It needs to be further examined, how local services are perceived by end users as local services are likely to be amongst the most frequently required services with a potentially high impact on users' quality of life.

4.6.2. Challenge 2: Efficiency & eGovernance

The importance of diligent coordination and collaboration

No matter the governance structure of a country, diligent coordination of eGovernment activities and collaboration remain key success factors to achieve more consistent progress. It is vitally important for each country to address the often deep rooted cultural and institutional factors that make administrations operate within their silos such as:

- present funding arrangements which cover core businesses of a departments rather than cross-cutting initiatives
- accountability arrangements reflecting again departmental responsibilities rather than cross-government priorities
- incentives which tend to reward the accrual of staff and budgets rather than incentivise sharing and pooling control
- insufficient incentives to pioneer leading practice and innovate
- risk averseness which makes administrations reluctant to invest until cross-cutting initiatives are proven and economies of scale are apparent
- proneness to act and think on the short-run (typically legislative cycles) during which cross-cutting investments may not pay off

Whilst there are many reasons for administrations to continue working in silos, leading country examples illustrate the far-reaching benefits of coordination and collaboration.

For example: In **Austria**, the platform 'Digital **Austria**' serves as the overarching institution for all eGovernment activity, engaging all levels of government and other stakeholders. It is chaired by the federal CIO and contains a number of task forces, and thematic working groups. Coordination at the federal level is done by the ICT Strategy Unit. Apart from overall strategy, coordination and cross-cutting projects for which the Federal Chancellery is responsible, each ministry and agency carries out its own projects.

In **Germany**, the implementation of the new article 91c of the German Constitution (Grundgesetz) established a new IT Planning Council which had its founding meeting on 22 April 2010. The new body encompasses representatives of federal, federal state and local level to govern important cross-cutting IT issues such as secure IT infrastructure and standardisation.

Similar governance structures can be found in highly decentralised countries, as is the case for Spain. **Spain** has in 2005 set up an eGovernment Council for coordination of activities at the national level and in 2007 an eGovernment Sectoral Committee for coordination between the national, regional and local levels. Both the Council and the Committee are anchored in law. Besides modifications to governance, the Spanish eGovernment law (Ley 11/2007) confirms the right of citizens to choose the electronic channel in their communication with administrations. The law entered into force end of 2009, and even though it does not apply to regional and local levels, it seems to have led to more awareness and incentivized better implementation of eGovernment across government tiers in Spain.

In **Ireland,** eGovernment leadership is streamlined in a working national governance organisation for eGovernment, under the leadership of a Cabinet Committee (on Transforming Public Services) chaired by the Taoiseach (Prime Minister) and comprising Ministers of the government.

The eGovernment Strategy of the **Slovak Republic** and The National Concept of eGovernment (which details under what conditions feasibility studies are to be conducted, basic rules for procurement, requirements for monitoring eGovernment progress etc.) are also reported to be main drivers for country-wide progress.

Initial efforts to increase back office readiness across tiers of government and the EU27+

Collaboration of different administrations and government tiers must also be targeted to establish a level playing field in terms of back office readiness. The benchmark reveals this is not yet reality.

In fact, the readiness of the back office still substantially differs from one government level to the other. The next three graphs depict: which government tier is responsible for monitoring the fundamental IT enablers eID, Single Sign On, ePayment, eSafe (for further information on these enablers please see Chapter 6); which government tier is being monitored; and last but not least which government tier is reported to be using the enabler.

As the graphs show, the national level plays a preponderant role both in monitoring and using key enablers. Whilst regional activity is noteworthy, local levels hardly monitor, and are monitored and reported to be using enablers in between 55% and 71% of the cases. In other words, between one fourth and one half of municipalities are not on the radar when it comes to adequately enabling the back office.

Figure 4.12: Governmental levels responsible for monitoring

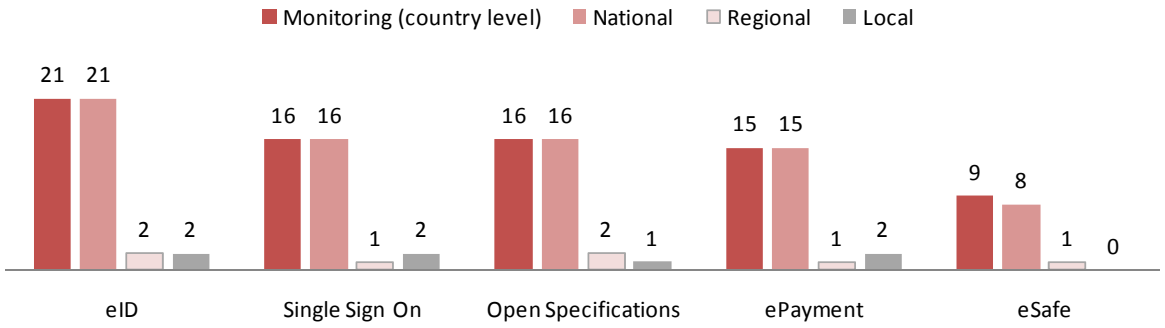


Figure 4.13: Governmental levels being monitored

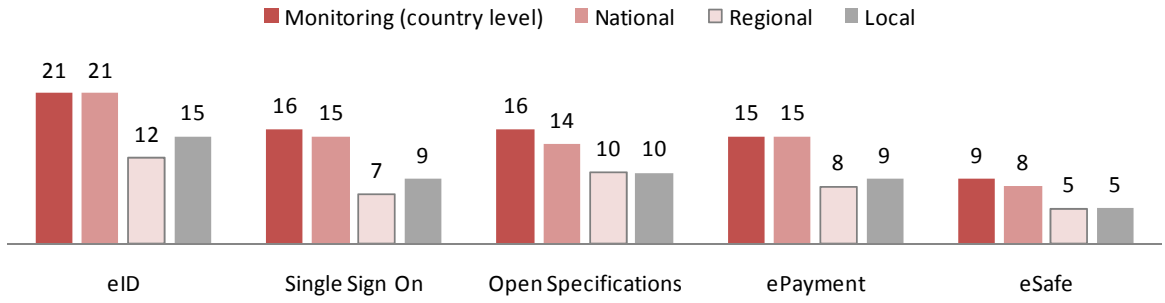
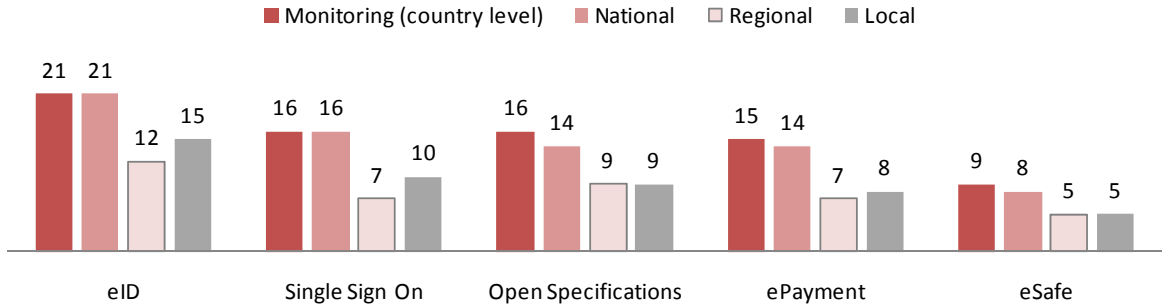


Figure 4.14: Governmental levels reported to use enabler



The backlog at the local levels has two major disadvantages:
Firstly, low usage of enablers across government tiers implies lower economies of scale and weakens the business case for investing in the back office for any government. Secondly, it implies that despite enablers being available in a country they cannot be used by citizens and businesses in their daily interactions with local governments: to pay for a building permit, authenticate to request a birth certificate, conveniently have a marriage certificate delivered in a personal eSafe etc. Clearly, Member States need to make sure that enablers are integrated in many more local government applications and services throughout the years to come.

Interestingly, where government tiers are being monitored on the usage of enablers they are very often reported to be actually using the enabler illustrating how monitoring can itself incentivize administrations to effectively implement an enabler.

Countries such as **Belgium** and **Switzerland** have made efforts to streamline the implementation of back office enablers to ensure more consistent implementation progress across administrations. In Belgium, the federal agency FedICT is in charge of coordinating and ensuring the uniform and consistent implementation of the eGovernment strategy within the Federal Administration and also for providing building blocks for re-use to all government tiers. This concerns building blocks or services such as:

- broadband network services
- middleware services allowing electronic data exchanges
- website and portal content management systems
- electronic identity card and user management services
- authentic source access services

Switzerland has in priority 'B1.06 E-Government-Architektur' of its current eGovernment strategy brought the Swiss eGovernment Architecture Community (SEAC) into being. SEAC brings together eGovernment architects of a wide range of administrations, universities and the business community. The approach is more bottom- up than the Belgian one as SEAC's goal is to support the different government tiers (Bund, cantons and Gemeinden) to autonomously build eGovernment components where they wish to do so, whilst making sure that the components fit together and are interoperable and can be re-used by other administrations. SEAC is also intended to be a knowledge sharing community to foster learning and reduce implementation errors.

European-level collaboration plays an increasingly important role in the technical integration of Member State solutions, and thus the advancement of trans-EU services. It ensures cross-border interoperability and avoids unnecessary duplication of resources. The ongoing Large Scale Pilots: PEPPOL (Pan-European eProcurement), STORK (European eID Interoperability Platform), SPOCS (Services Directive); epSOS (Electronic Health Record Systems in Europe), and e-Codex (improving cross-border access to legal means) are testament to this, and now have active participation of between 12 and 17 countries.

There would appear to be a growing recognition for the need to open up the administrative boundaries at all levels (within and across Member States), and indeed across multiple domains, in order to reap the benefits of investment in technologies and streamline the passage of information throughout service delivery systems.

The business case for eGovernment is weakly articulated

In the aftermath of the recent global financial crisis, most government organisations have already gone through one or two cost-cutting cycles and are bound by active cost-control regulations. Despite depleted budgets, few countries seem to systematically assess the business case behind their eGovernment projects and put appropriate surveillance of costs and benefits into place.
Concerns exist about the measurement of efficiency gains resulting from eGovernment. Often eGovernment services exist in addition to traditional services. This means that multiple channels have to be maintained (for

instance to avoid exclusion, to provide full coverage, or due to legal constraints), thus creating additional cost. In other cases the gains made in one part of the chain are cancelled out by reduced efficiency, bottle necks or duplication in other parts, thus offsetting or reducing the cost benefits. These costs are then to be measured against uptake of eGovernment services by end users.

Organisational change is essential to the successful implementation and roll out of eGovernment services, and a likely consequence as well, yet it has only been addressed marginally until now. Also the co-development of services and potential Public Private Partnerships (from straight forward outsourcing to truly jointly developing and operating public services) will affect the organisational structure for deploying these services. Furthermore, 'green' eGovernment has recently been added to the agenda, and hence to be integrated in a measurement framework[33].
Various countries, including **Cyprus**, **Luxembourg, Turkey** and **Spain** have identified efficiency, effectiveness, and optimization of ICT spending as one of the five key priorities for this year. In the majority of cases, efficiency gains are primarily associated with administrative simplification. The Standard Cost Model remains the most prominent method to monitor efficiency savings and reduce procedural slack.

Out of the 32 surveyed countries, seven report measuring efficiency gains of eGovernment projects.
These are: **Belgium, Germany, Malta, Portugal, Spain, Switzerland** and **Turkey**.

Belgium is particularly recognized for its red-tape reduction initiatives. The so-called Kafka campaign[34] launched in 2003 aims at reducing unnecessary bureaucracy and streamlining the administrative system. The Fed-eView/ A evaluation provides a picture of the use of ICT and eGovernment elements (such as infrastructure, electronic identity card, e-payment modules, information management policy, web services) in the Belgian federal administration. The purpose is not to measure the ICT performance but rather to get an idea of the extent of computerisation within the administration, particularly in the back office[35].

Spain measures the efficiency gains generated by eGovernment as part of the impact analysis foreseen for new regulations under the Royal Decree 1083/2009 (http://www.boe.es/boe/dias/2009/07/18/pdfs/BOE-A-2009-11930.pdf). Based on the Standard Cost Model, the National Government has designed a simplified methodology that allows Government units to estimate the cost of the different options of usage of electronic means .[36] This methodology is also being applied by Regional Governments.
Portugal is measuring the efficiency gains of eGovernment and online services with the Standard Cost Model. In the past years, about 30 simplification initiatives have been measured with this method. The SCM measure is combined with user satisfaction metrics.
Malta refers to a variety of cases illustrating the type of data currently reported with respect to efficiency gains. Cases include Malta Environment and Planning Authority (MEPA)[37], IR Services On-line[38], Vehicle Annual Road License System[39], or evaluation of its Customer Care System[40].

The eGovernment business case is likely to go beyond administrations' organisational borders and governmental tiers. For example: **Switzerland** introduced a new methodology to evaluate qualitative benefits and cost-effectiveness of its eGovernment solutions. The so-called UTILITAS method assesses performance focusing on five key areas such as: modernisation/image, cost savings, process optimisation, quality

[33] Schindler et al (2010). Study on "eGovernment scenarios for 2020 and the preparation of the 2015 Action Plan"; Final report (D5), RAND, Santa Monica, Technical Report, TR-888-EC.
[34] http://www.simplification.fgov.be/showpage.php?iPageID=3&sLangCode=FR
[35] http://www.epractice.eu/en/cases/fedeviewa
[36] http://www1.mpr.es/uploads/media/pdf/4/guia-metodologica-ain_1264084813.pdf
[37] http://www.epractice.eu/en/cases/eappsmt
[38] http://www.epractice.eu/en/cases/eirdmt
[39] http://www.epractice.eu/en/cases/evera
[40] http://www.epractice.eu/en/cases/customercare

enhancement and fulfilment of legal and organisational requirements. The method has been applied to evaluate 45 eGovernment solutions in 2010 and has received positive feedback. Questionnaire and evaluation instruments will be made available in early 2011. Today, 26% of ongoing projects are expected to bring a positive return-on-investments, 14% a negative one. For other project, the government admits, it is difficult to quantify monetary gains but the systematic use of measurement techniques shall produce relief in future. The most common qualitative benefits associated with projects are process optimization, modernization and an increase in quality, the Swiss government points out.
In **France**, MAREVA serves as methodology to assess the value of public sector transformation projects since 2005. MAREVA has been designed to help administration in prioritising initiatives, managing them and building knowledge for further projects to optimise their value.
In **Germany**, the WiBe-Framework serves as dominant method to assess economic efficiency of federal administration. The methodology is in full operation and widely applied at federal, state and municipal level.

In general, few innovative methods seem to have been mainstreamed into administrations' daily business to demonstrate efficiency savings generated by eGovernment. Again, the problem is that evidence of efficiency savings remains scare. The risk is firstly that eGovernment is seen as a cost and not as a driver for cost reduction, despite the evident routes eGovernment opens for efficiency savings. And secondly that projects which do indeed not pay off are continued, instead of for example considering their stoppage, fading out or recalibration into more meaningful streams.

eProcurement as a major driver for more efficient government

eProcurement is one of the few areas showing clear evidence of efficiency, effectiveness and public value benefits, even if only on a case by case basis. Efficiency benefits derive from two main interlinked effects: operational savings thanks to the streamlining and greater productivity of the digitisation of the procurement process and price reductions of purchased goods and services, thanks to increased competition and greater transparency in the bidding process. According to Thomas Meyer of Deutsche Bank Research, presented at the EC Public Consultation on eProcurement (November 2011), price savings on average could realistically average 2-3% compared to traditional procedures, while operational savings are higher and could be in the order of €10-15bn per year in Europe. This is confirmed for example by the following cases:

- eProcurement **Scotland**, launched by the Scottish government as a "catalyst for strategic change" of the procurement process, reports *audited* savings of almost £800 million over a 4-year period. Although the service is not mandatory, more than 100 contracting authorities (central and local government, NHS, Universities..) with over 35,000 registered users use it as their primary procurement resource. In the fiscal year 2009/2010 the eOrdering service handled 3.2bn€ of value corresponding to one third of the value of national Scottish procurement. Overall efficiency savings for suppliers are estimated to be more than €42bn in 3 years.
- **Sweden** has reported a reduction on prices between 10% and 30% as well as efficiency improvements in the procurement process of 20% going up to 30% when the entire tender is processed online.
- The **Austria**n Federal Procurement Agency provides eProcurement services for federal authorities purchases. In 2008 it reported savings of €180 million against a procurement volume of €830 million. The Austrian Register of Tenderers (ANKO) providing pre-award services for local contracting authorities reported to our survey estimated savings of €1.65bn by contracting authorities and €5.86bn by private companies.
- In **Portugal**, since 2009 all public tenders (save for very small ones) are conducted online with the possible exception of the negotiation phase. In 2010, the Portuguese eProcurement platforms have dealt with approximately 30,500 contracts for a value of nearly €6bn. The Portuguese government reports process efficiency benefits including a substantial shortening in the deadlines, reduction of the administrative burden, greater transparency, and positive environmental impacts (not least because of the reduction of paper consumption). In addition, price savings are frequent; in one instance an

eAuction allowed achieving in 3 hours savings of €6 million compared to the previous paper-based process. A comparative Portuguese study estimated a cost reduction of 18% in the procurement contracts for public works by public hospitals in 2010, thanks to the introduction of online procedures.

- In **Spain**, PECAP, the Plataforma Electrònica de Contractació de les Administracions Públiques in Spain, documents savings between 15 and 45% on overall prices of energy and telecom services for the local administrations Similarly, the Basque Country Regional Government has announced overall savings of 20% on purchase prices due to the increase in competition made possible by the electronic channel.
- Similar efficiency benefits are indicated by **Cyprus**, **Malta**, **Turkey**, **Lithuania**, **Latvia** and other countries. In addition, **Cyprus** reported that the number of potential suppliers participating to a call for tenders has increased threefold, increasing price competition and the range of choice by contracting authorities.

These benefits mainly derive from the pre-award phases of eProcurement. Post-award services, particularly eInvoicing, provide substantial additional benefits. The benefits that Europe could derive from e-Invoicing adoption are estimated at € 238 billion (cumulated over a period of six years, by the Capgemini study on SEPA adoption). The European Association of Corporate Treasurers estimates that companies could save up to 80% of their current costs by processing invoice data automatically, removing paper and manual efforts. But the diffusion of eInvoices is still severely limited: in 2009 only 22% of companies used them and only 5% of invoices were sent electronically, according to Billentis in a study for Deutsche Bank Research. The same study concludes that the adoption of eInvoices by the public sector could provide a boost to the number of einvoices issues and promote the development of cross-industry standards, enabling a take-off of these tools.

4.6.3. Challenge 3: Take-up and impact

Take-up of eGovernment services is slow, obscuring the overall benefits of eGovernment itself. Recent figures for the European Union (EU27) highlight that only 42% of individuals aged 16 to 74 use the Internet for interaction with public authorities[41] in the EU27+. There are marked differences between countries, ranging from take-up figures of 85% for the most advanced to 29% for the bottom of the league. As many citizens still resort to more conventional ways of interacting, even the most innovative public administrations have to run a lot of their services still in a classical and often cost-intensive way.

Of some concern is the still large difference between Internet usage and usage of eGvernemnt services by citizen where the latter is only slightly more than half of the former, although this gap is closing. Business usage of eGovernment, on the other hand follows very closely behind internet usage[42].

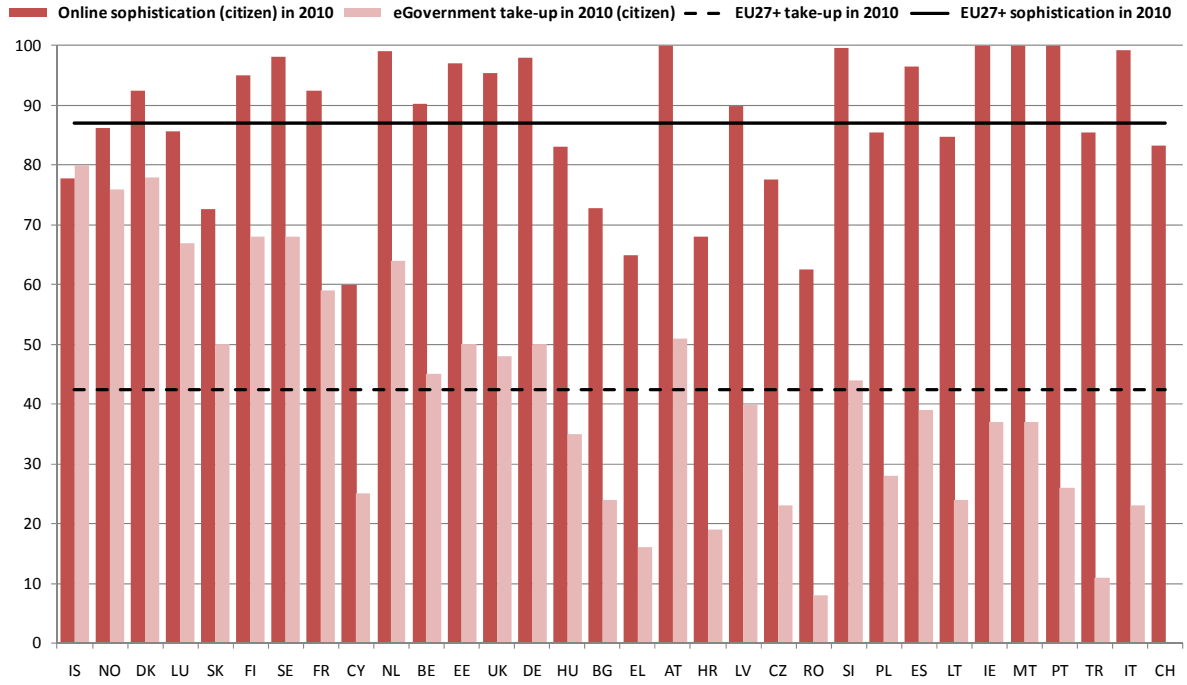
The below graph combines the online sophistication scores of each country for the citizens services measured in this benchmark with usage rates. The difference between services' sophistication and usage (what is here referred to as eGovernment take-up gap) is significant (up to 76 points%), even in many of the advanced eGovernment nations. Seemingly, it is particularly the Southern European countries (with the notable exception of **Cyprus**) where low take-up is in contrast with high service sophistication: take **Italy, Turkey**, **Portugal** and **Malta** for example. Usage and availability are closest in **Iceland, Norway, Denmark, Luxembourg,**

[41] Source: Eurostat (2010). Here, take up refers to the percentage of individuals aged 16 to 74 use the Internet for interaction with public authorities. Therefore, the figures given do not reflect other types of usage of eGovernment such as: government-internal usage of eGovernment, usage of eGovernment by intermediaries.

[42] Similar findings concerning both the supply and demand sides of eGovernment have been made by the OECD in its 2009 report on re-thinking eGovernment services, showing that these challenges are widespread. (OECD, 2009, Rethinking e-Government Services: User-Centred Approaches, Paris, October 2009). The 2009 McKinsey report on eGovernment 2.0 also noted "However, despite the continued allocation of enormous resources, progress on the e-government front appears to have plateaued over the past few years." E-government 2.0, number 4, summer 2009 edition of McKinsey on Government, retrieved 8 December 2009 from: http://www.mckinseyquarterly.com/Public_Sector/E-government_20_2408.)

Slovakia and **Finland.** In general, the Nordic nations seem to be more acquainted with using eGovernment services than their Southern European counterparts.

Figure 4.15: eGovernment take-up gap for citizens services, by gap-size (in %)



The achievement of the critical mass requires a certain level of eGovernment acceptance not only on customer side but also within public administrations. Unfortunately, hardly any comparative figures exist for usage of eGovernment within government (degree of computerization of administrations, ICT-enablement of the back office, elimination of paper-based processes and such like) even though this report's chapter 6 sheds some light on the usage of select ICT enablers for eGovernment in Europe. Without the critical mass of eGovernment users, the real value derived from eGovernment will continue to elude administrations; service delivery will never be as cost-effective as sought; administrations will fail to use technology to free up the front line of service delivery; citizens will continue disengaging from democratic processes; entrepreneurs will not receive the business support they seek, and so forth.

Despite awareness of the eGovernment take-up gap, only 9 countries have reported in the survey to have some experience with measuring take-up in this year's benchmark. These are: **Finland, Latvia, Malta,** the **Netherlands, Norway, Portugal, Spain, Switzerland,** and **Turkey**. We recognize that under-reporting will have occurred.

For example, **Finland** measures the percentage of all applications received through electronic channels (e.g. higher education enrolment access percentage is close to 100%). **Malta, Switzerland** and **Turkey** measure take-up (and user need in the case of Switzerland) through annual surveys. in the Spanish National Statistics Agency investigated limitations to measuring take-up of eGovernment services, and new data on usage is being collected directly by IT systems on e.g. usage, sophistication, and compliance with accessibility standards. In **Portugal**, take-up measurement is steered by the ICT network – Knowledge Network, which includes representatives from all level of public administration and is formed around working groups. **Norway** has developed a web-based tool to guide ICT projects that aims to increase methodological and organisation coordination both horizontally and vertically.

Customer insights

In the past, eGovernment was often about delivering eGovernment services 'inside out': administrations made assumptions about user needs and preferences and built their services accordingly. Nowadays, an 'outside in' view is increasingly taken where users are directly and upfront involved in service development and improvement. Customer Insight Workshops (workshops that bring together a mix of agencies, functions, and roles and evaluate customer experiences), Life event Modeling (composing a single complex eGovernment service that corresponds to an event in a citizen's life), Customer Journey Mapping (mapping the key steps of a service by considering the end-to-end customer experience) and Business Information Management (encouraging targeted relevant contact and automated services) are increasingly 'en vogue'. Administrations need to make sure that what they deliver will effectively be used and used at its best. Asking users seems to be essential in succeeding.

Evidence like the eGovernment take-up gap and usage statistics show that the public sector is facing important challenges and needs to re-think how public services can become more citizen-centric. Most eGovernment services still focus on delivering large scale administrative services designed to make existing government functions work more efficiently and effectively, such as tax and procurement systems, automation of registrations, permits and licenses, etc. These services are often existing services put online which are still basically silo-centric, top-down, with little service innovation, expensive, and with just as many failures as successes. In other words, their main focus remains first and foremost to serve the needs of government. What is also required is to really think about what citizens need in their everyday lives. This change, however, is difficult especially at a time of financial squeeze, which requires renewed focus on saving money for government and limits experimentation.

The following 14 countries have documented their efforts in terms of User needs and insights (i.e. efforts to understand user expectations before implementing services) and User satisfaction monitoring (i.e. ex post service delivery has been put in place): **Belgium, Estonia, Finland, France, Iceland, Ireland, Italy, Malta,** the **Netherlands, Norway, Poland, Portugal, Slovenia** and **Spain**. Their good practices are presented herewith.

Taking a stronger user focus through being more aware of their needs and differences, as well as monitoring user satisfaction, has become an important weapon over the last few years in meeting the twin challenges of increasing usage and serving users better.

User needs approaches now becoming mainstream

Most countries now formally use methods for user needs identification and are moving away from a one-size-fits-all approach to eGovernment services towards much greater segmentation and personalisation. However, there is no standard approach, often even within countries. This may reflect specific and local needs, but can also result from ad hoc planning which misses potential scale economies and the benefits of learning from others.

Estonia has adopted a de-centralised approach in which the identification and segmenting of users depends very much on the service developer and services which they provide[43]. There is no universal catalogue of users which have already been identified and segmented. Every service provider independently identifies the users and their needs in relation to the specific nature of the service. However, identifying users and user needs is a mandatory process when starting to develop new services or improve existing ones. **Norway** has in the past followed a similar approach, but in 2010 has launched a more standardised initiative in which users are segmented demographically and geographically.

[43] From 2008 Estonia has set up guidelines for usercentric websites design including personas and usage scenarios for public authorities' websites and e-Services (http://www.riso.ee/et/files/Kasutajakeskse_veebi_lehekylgede_disain.pdf).

Other countries have long had a more coordinated approach. **Finland** is a leader in the field and has developed national guidelines for online service design based on a wide range of approaches, including demographic background, language, disability, interests, job, and relation to technology. These are often expressed through personas, such as "first-time buyer" or "looking for rented accommodation" which characterise different user needs in a range of usage scenarios.

Finland's user personas directly reflect the type of usage situation rather than the user, whereas most countries rely mainly on the latter. This tends to be of two main types, the most common being the simple distinction between citizens and businesses, and often also the civil servant (or administration) as user, which nearly all countries have as their standard approach, for example **France** and **Poland**.

Also very common is to segment users in terms of demographics, for example, Spain segments into the elderly, women and youth, **Malta** by age groups and profiles, **Iceland** into gender, age groups, residence, education and occupation. Additionally, some countries also segment by the user's relationship to technology, as in **Malta** in terms of volume of internet usage, and in Finland including the use of old computers and slow connections as well as mobile services.

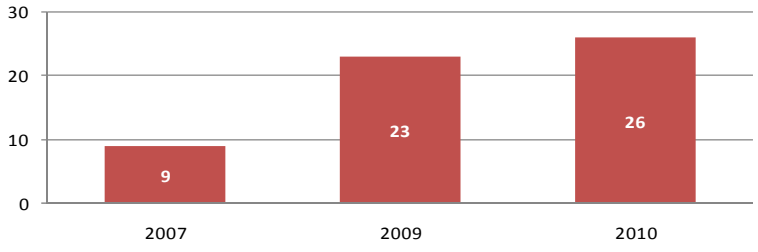
All the above approaches to segmentation are useful, depending on the type of service and how it is to be used. Many countries are now also experimenting with full personalisation of services in which the user has more or less full control over selecting the type, format and configuration of a given service, for example through the "MyPage" approach recently adopted in both **Denmark** and **Norway**, or the **United Kingdom's** "power of information" initiative. These developments will decisively empower users to ensure full user-centricity and start to exert demand pressure on governments to give them the services they want in the way they want them, which could include other channels.

Governments need to respond as readily as they can, notwithstanding the significant changes this often needs in the back-office and in investment decisions. Working with user groups, as well as other intermediaries, social entrepreneurs and businesses is an important way forward as this can exploit alternative know-how, as well as spread the risk and investment burden. Such partnerships and a re-consideration of the respective roles of each stakeholder will become even more important in what many are now calling the "age of austerity".

Growth of innovative user-driven satisfaction monitoring tools

The increased focus on user needs is strongly reflected in the continuing rollout of user satisfaction monitoring and in the use of increasingly user-centric tools. Below figure shows that the number of countries undertaking user satisfaction measurement of eGovernment jumped from 9 in 2007 to 23 in 2009, and continues to grow so that it is now at least 26 in 2010.

Figure 4.16: Number of European countries measuring user satisfaction



ısers seriously. However, the types of and dispersed at country level. Some

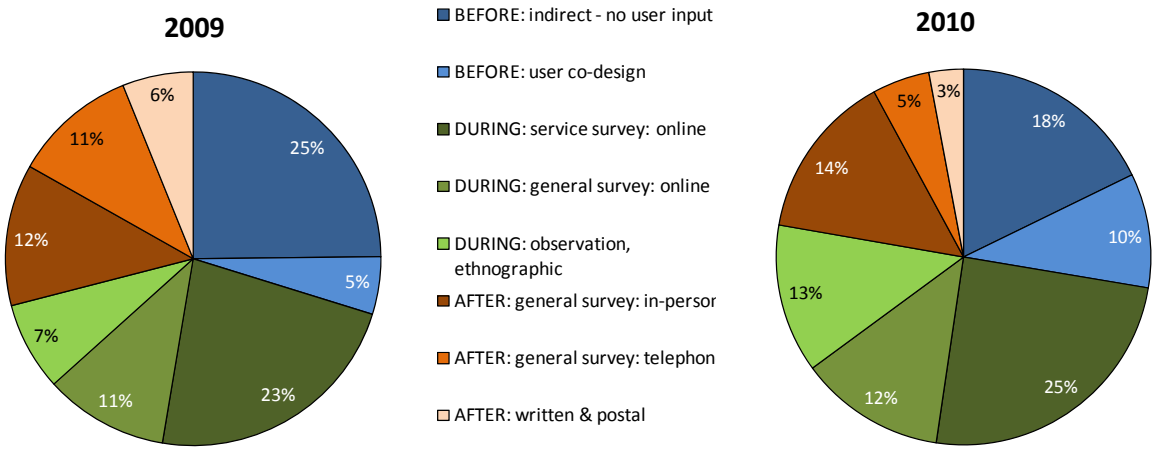
proposed European standards such as eGEP[44] and the establishment of a thematic network by the European Commission on eGovernment monitoring show intent to address the topic[45].

Although, the range of tools employed is wide the main types can be divided into before, during and after eGovernment service use, as summarised in the figure below.

As can be seen, a wide range of approaches is employed, one of the most common being indirect assessment where users are not themselves consulted in any way about their satisfaction or otherwise with a service, but rather the authority or some other agent acting on its behalf makes its own assessment of user satisfaction factors in advance of designing or deploying a service. Typical here are the important issues of accessibility, design and navigation issues, ensuring for example ease of use, convenience and accuracy, in order to increase user satisfaction.

The approach of the National Centre for Health Information Systems in **Poland** is periodic regional workshops to develop, design and achieve effective coordination of the central interoperability framework with regional initiatives. Workshops are conducted with the participation of domain experts involved, for training, preparation and the sharing of resources, repositories and good practice. Working groups have been set up to organize meetings and conference calls, enabling consultation and ensuring the efficient flow of information between all stakeholders. Constant cooperation enables the exchange of knowledge among work coordinated within the central and regional projects, provides a forum for the exchange of practical experiences related to the use of information technology in dealing with users.

Figure 4.17: satisfaction monitoring tools: percentage of countries employing before, during and after usage



Every year in **Iceland** an assessment is made by the authorities of all 274 public web sites in terms of content, usability, accessibility, eServices, and eParticipation. Other more recent parameters include the use of open source, web analysis tools, and Web 2.0 technology.
According to the latest survey 62% of public agencies use a *web analysis tool* to collect information on the usage of their web sites. A private company also offers coordinated web analysis, and 34% of public agencies use such web analysis tools.

[44] eGEP, eGovernment Economics Project, (2006), "eGEP Compendium to the Measurement Framework", for the European Commission: http://ec.europa.eu/idabc/en/document/7077/254.
[45] http://www.epractice.eu/community/egovmonet.

Such *indirect methods* represent the earliest approaches and are still potentially very important. They of course also take account of direct user feedback when this is available, as well as innovative methods of assessment such as *bounce rates* and *heat maps* plotting where users go and the paths they take, as will be used by **Malta**.

Although such indirect tools have been the most important they are now being overtaken in importance by methods which directly engage users in some way. The most widely used set of tools is the *online survey* of a specific service, normally during or immediately after it is used. These are deployed to provide comments on the service experience, using for example a pop-up or drop-down questionnaire, an invitation to submit comments, scoring the service or aspects of it, etc. **Estonia** uses both pop-up surveys and online feedback forms. In **Italy** users can post "emoticons" (three types of smiley) on a service to signal their level of satisfaction, whilst Malta enables users to rate both individual services and eGovernment provision in general.

Online tools are also used to elicit feedback on the more general experience of eGovernment, for example in **Ireland** which employs online discussion groups and collaborative discourse. The eCitizen Panel in the **Netherlands** is used to gather the experiences and opinions of citizens on Dutch eGovernment programmes. It consists of 2,300 citizens representing the Dutch population concerning age, education and geographical location. Recent debate topics have been internet security, eVoting, eFile, my-government, user needs, administrative burden, transparency, and the use of eMail response.

The next most common tool in 2010 is *in-person surveys* which can potentially sample the whole population whether users or not. However, this is in practice more expensive and geographically restrictive than using telephone or computer interviewing, but is still widely used as it can lead to greater depth and insight on issues important to a user through more interactive and qualitative human communication. In addition to random sampling, interviews of people visiting a government office or elsewhere (such as on the street or at home), user panels, focus groups, public meetings, etc., are also used.

For example, **Spain** runs a series of offline surveys the latest of which include a comparative analysis of user satisfaction across the different channels, which kind of services are more suited to face-to-face or to online, and the role human intermediaries could play in extending the benefits of eGovernment to those who prefer face-to-face transactions. **Portugal** uses focus groups to conduct interviews in parallel to online groups with higher education students, public servants, businessmen, retired people, immigrants and emigrants. The main objective was to analyse the emotional relationship with the internet and with some tools and concepts of the national portal, as well as its image and communication channels.

The above figure on user satisfactions tools also shows clear changes in the types of tool being used over just the last year. There is a decisive shift to more user-centred and user-driven tools. Most significant is the relative doubling of user co-design tools from 5% in 2009 to 10% in 2010. For example, **France** has already gained significant experience with employing tools to organize and structure "listening to the user" in order to move towards the co-production of services through direct integration of user feedback as well as web site personalisation, all part of a process of continuous improvement and satisfaction measurement. **Spain** has for a number of years been using co-production strategies together with citizens, firstly aimed at the renewal of the national eGovernment portal.

Other recent and innovative tools include ethnographic and observatory methods which have increased from 8% of countries to 13% over the last year. These are essentially tools employed during use designed to observe user behaviour in some detail rather than asking them direct. They include the mystery user and mystery shopping techniques in which users are given tasks during use on which they provide real time feedback, as employed in **Greece** and **Ireland**. Other innovative tools include the Living Lab approach in which real users test services in real life situations over a period of time, as used in **Belgium** and **Denmark**.

Better policy and coordination of the user focus

Getting better value for money from eGovernment services, as well as ensuring increased public value and impact, requires better policies and coordination of the user-centric approach. The growing focus on user needs is becoming increasingly driven by policy decisions and in turn is starting to feed back into wider public sector policy development in an iterative process. User pressure (eg through social media) is seeing a marked increase. In essence participation in the policy making process. This will change the whole nature of the policy value chain.

Once again, country experiences are mixed and highly diverse, but the trend is clear. For example, in **Estonia** overall satisfaction with eGovernment services among citizens and businesses is used as an indicator in the country's Strategy and Implementation Plans to monitor the development of a citizen-centred, transparent and efficient public administration. In **Italy**, the government's Public Administration Department, together with its technical agency, universities and selected municipalities, has implemented a large scale pilot to measure the customer satisfaction of public services both on- and offline. After the survey, collected data are analysed in detailed reports to show both qualitative and quantitative results including statistical techniques, and used to drive future eGovernment development in the various agencies.

Portugal has implemented a simplification policy, "Simplex", informed since 2007 by an annual public consultation initiative enabling public administrations to listen to both citizens and public employees and thereby improve public services. Tools include a blog for submitting ideas to a jury with the aim of changing processes and simplifying or eliminating procedures. To date, about 800 simplification measures have been implemented as a result. Also the planned Portuguese 'WikiLaw' platform offers a potentially game changing model, in particular as the intent was to make the 'plain language' public co-developed text more leading than the lawyers version. **Spain** has also embedded user satisfaction monitoring into its governance approach in order to achieve a more effective framework for the continuous improvement of eGovernment services through the centralised deployment of tools. This includes a monthly review of data collected to draw conclusions and make decisions over the whole set of national eGovernment services, and a twice yearly meeting to share projects and objectives and prepare joint action plans. Information processing in each government department is undertaken according to this national framework for the improvement of the quality of public services.

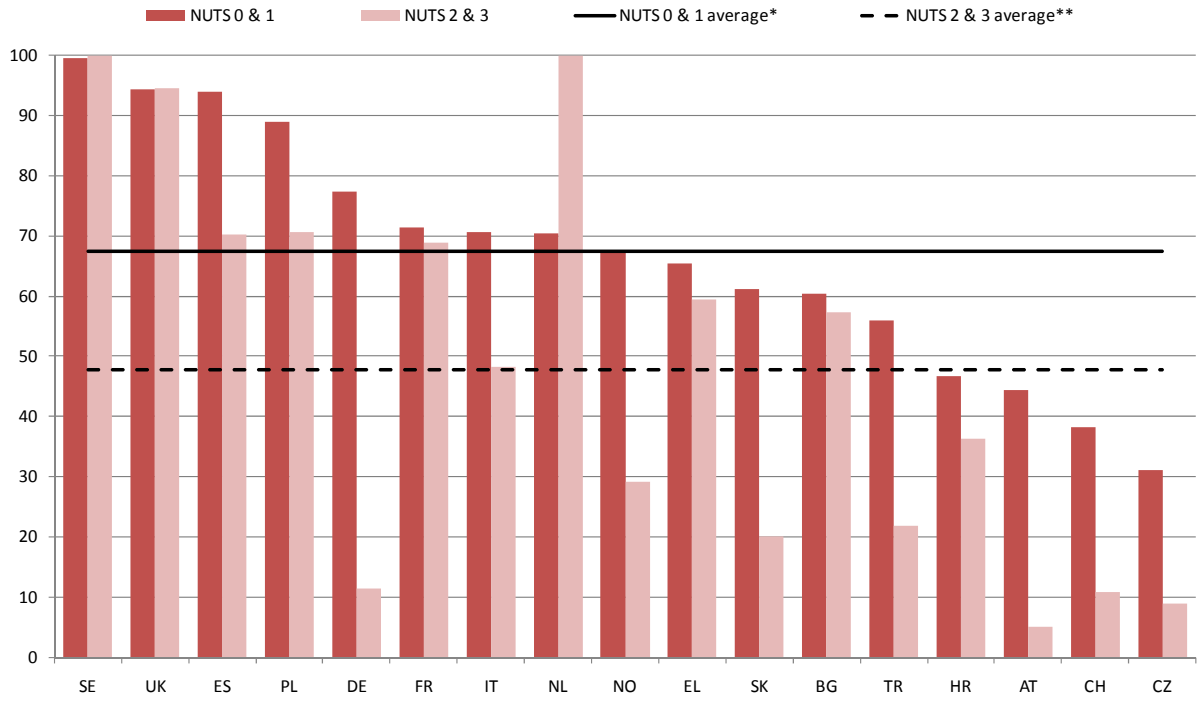
These developments are leading the way, but a strong user focus will need to become even more policy-driven and policy-enhancing in the future, especially in the context of the Malmö Declaration with its focus on user empowerment.

Regional governments challenged to keep up with national governments

Though we have seen some good examples of countries focusing more on user needs and developing accompanying tools to keep track, we must not forget that these developments are mostly initiated at a national level. As below graphs show there is some difference in measured user experience between the national and regional level (local level wasn't measured due to size).

In some countries (**Sweden**, **UK**, **France**, **Greece**, **Bulgaria)** regional governments reach (almost) equal user experience scores compared to the national institutions. In the **Netherlands** regional levels even outpass the national level. But in 11 out of 17 countries, where NUTS 2 and 3 activity is measured, differences are quit big. Typically decentralised countries such as Germany and Austria mark a great difference between NUTS 0&1 and NUTS 2&3.

Figure 4.18: User experience at NUTS levels 0 & 1 and 2 & 3, by country (in %)

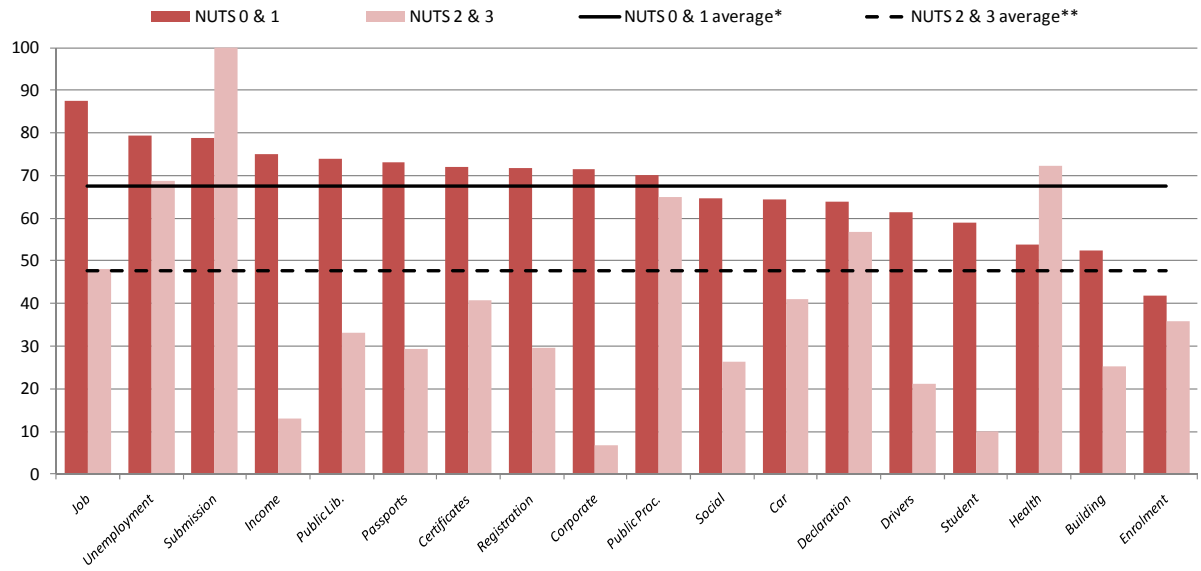


* EU27+ arithmetic average; ** BG, CZ, DE, EL, ES, FR, IT, NL, AT, PL, SK, SE, UK, HR, TR, NO & CH

The measurement per service shows the same: for most services there is a large difference between user experience at NUTS 0&1 and NUTS 2&3. For typically centralised services as income tax, corporate tax and student grants this makes sense. Interesting to see is that only 3 services reach a user experience score on NUTS 2&3 level that is higher than the NUTS 0&1 average (Unemployment benefits, Submission of statistical data, Health services). We could say these services are well developed at a regional level, as far as user experience concerned.

Furthermore we note that activity on NUTS 2&3 is significantly less than at the other (national and local) levels.

Figure 4.19: User experience at NUTS levels 0 & 1 and 2 & 3, by service (in %)



* EU27+ arithmetic average; ** BG, CZ, DE, EL, ES, FR, IT, NL, AT, PL, SK, SE, UK, HR, TR, NO & CH

4.7 Key policy areas conclusions

Conclusions

The 2010 expansion of the survey, measurement, and analysis approach has enabled a much greater level of insight to be developed.

Regional and Local eGovernment progress shows a high variance (~60%) in performance, and steps are required to address this, to "raise the bar, and also close the gap".

eGovernance and Efficiency improvements can be made at all levels of Administration by focusing on: structural and coordination impediments; ensuring initiatives, methods and capabilities for management eGovernment programmes and projects to deliver better value are in place; applying more attention to evidencing efficiency and other forms of value from eGovernment projects; and embracing pan-EU initiatives.

Customer Insight is "the contemporary challenge" for public administrations. Practices are nascent, very mixed and varied. It is a complex topic, however without any doubt deserves considerable attention. Without it, the financial equation for public service provision cannot support continued provision of services at current levels. This is likely to be considered unacceptable by all parties.

Driving Take-Up of eGovernment Services and Evidencing Better Outcomes must be a continued priority for all administrations. The gap between investment in making public services available and their take-up is too great (up to 76%, with a 45% average in EU27+). The quality and availability of information to evidence improvements and the methods used are inadequate.

Considerations

Regional & Local Services

1. **Analyse (and monitor) eGov performance at regional and local levels**: Particularly where country governance structures enable analysis at sub-national levels. And establish means to accelerate improvements: e.g. repeatable solutions; capability transfers.
2. **Revisit policies and programmes for local eGovernment to 'raise the bar and close the gap' on performance**: Leadership commitment (political / administrative) is a precursor for progress. This will support improvement in regional and local cohesion. Action could for instance include delivery at national level of service APIs for use by local agencies / parties to accelerate eService transformation.
3. **Increase attention to eGov priorities, monitoring and action planning in Regional Funding policies.**

eGovernance & Efficiency

4. **Increase attention to eGovernance models as a basis for comparison and improvement**: Although every country has different characteristics, there are substantial opportunities to analyse, profile and share learning of what works and doesn't across countries in order to inform governance designs. This would benefit from the inclusion of comparison of leading (non-EU) approaches. This could form the basis of an Action Learning Group (ALG).
5. **Compare approaches, methods and tools taken by Administrations to monitor eGovernment programmes to secure quality delivery and evidence benefits**: Such approaches may well be at sub-national levels. Evaluation beyond EU27+ should be included. Candidate for an ALG.
6. **Align CIP large scale pilots to eGov performance monitoring**: The goal being to provide early evidence of value from these pilots, based on a recognised set of indicators, to promote broader take-up in these high-impact areas.

Developing Customer Insight

7. **Prioritise studies of methods used to develop customer insight, to increase competency in this area**: Importantly, this should consider practices used internationally and in the private sectors. It should also be informed by foresight analysis of future potential customer needs and behaviours. Potential for ALG, supported by pre-analysis.
8. **Regularly evaluate the impact of social media on eGovernment (and performance monitoring)**: This is a highly dynamic area and has considerable potential to change the needs and methods of eGov measurement within current annual method refinement cycles.

Driving Take-Up and Evidencing Better Outcomes

9. **Apply science to the 'dark art' of multi-channel optimisation**: The 100-fold cost difference between on-line / mobile and face-to-face interaction, and the quality improvement potential of on-line is substantial, yet received wisdom suggests no consistent method is applied. Further study of this area is important and will help inform issues of exclusion.
10. **Set policies for channel use at national (and regional/local) levels**: Policy and funding action will be required in many countries to set the direction and provoke innovation.
11. **Re-visit and re-scope a study to assess methods used for public value measurement and identify leading practice**: There is high diversity in this area, and insufficient evidence of auditable value to provoke and promote action. Greater use of value-methods (both assessment and value tracking) is required in order to help advance Europe faster, so more consistency of tools and competence is needed.
12. **Increase focus on structured capture of case studies with clear ('game changing') public value cases**: Such cases may well be at sub-national (or international non-EU) levels. The existing ePractices database serves as an obvious starting point. Once captured, greater attention should be placed on communication and (re-) deployment of such examples.
13. **Broaden the scope of and streamline ongoing measurements of take-up** to gain more in-depth insights into the extent to which the internet is used by citizens and businesses in their contacts with public administrations, as well as by governments internally and intermediaries delivering eGovernment services on administrations' behalf. These insights are a condition sine qua to analyze levels and patterns of usage and subsequently adapt eGovernment offerings.

5. Empowering users : life-event measurement

5.1 About empowerment

The key to the service transformation paradigm is the requirement that citizens and businesses, rather than administrative entities, must be the focus of service provision. The previous chapters have shown how this paradigm shift has lead to a greater availability of services and improved service delivery, including greater personalisation of services, greater speed of delivery, more convenient access to services and longer hours of availability.

However, now that a wide range of basic public services is readily available online, administrations are working on the next generation of services to meet the increasingly technology savvy users' expectations who tend to compare their online experience with government to similar interactions with the private sector.

What are the characteristics of this new generation of public services?

The services are designed to achieve clear policy outcomes like reducing unemployment and accelerating the re-insertion of job seekers into the labour market, encouraging business start-up and mobility, increasing democratic participation, and facilitating other similar chains of service events. This requires that services are not simply delivered, but provided in such a way as to support the desired outcomes: issues are resolved quickly, ideally during the first contact to avoid asynchronous complexity, the waste of time and resources; the overall number of contact points is reduced to those that are really required and provide the greatest added value; new services (and single points of contact) are made available; and the quality of government services is consistent across administration as a result of joined-up working in channel operations and strategy.

Users are considered more than just consumers. This fundamentally requires that government changes the way communicates with citizens and businesses. Users are helped to become self-sufficient, to become a part of the solution, or even a provider of it. They are empowered to act in their own interest and co-deliver services, like training themselves online to find a job, collecting information on the web about funding opportunities for their company, etc.- which drives down costs and drives up productivity of government and motivates users to focus on what really matters for their case instead of bogging in administrative procedures. For administrations, this implies greater engagement with the current and potential service user in the design and delivery of services, with all public service organisations taking an active interest in seeking the 'citizen or business voice' on the services they offer.

Users perceive a clear added value using eGovernment and reuse and recommend services. Web sites are well-crafted, work at the first click and make the user feel empowered and engaged. Satisfied users spread the word and encourage others to use the services in turn.

This chapter addresses all of the above points by examining the delivery of services related to two key life events: 'Starting Up a Company' and 'Losing an Finding a Job'. In this time of economic crisis, these services have received heightened attention from many eGovernment policy makers in Europe, actively adapting service offerings to facilitate employment and encourage business activity.

5.2 Businesses life event : starting up a company

The benchmark looks at the life event of 'Starting Up a Company' to assess to what extent bureaucracy is being streamlined, and governments are taking down the hurdles that can stifle entrepreneurship in Europe. In the current economic climate providing an environment which fosters competitiveness and good business practice is a priority, particularly for the smaller businesses, where administrative burden is disproportionately high and capacity is low.

5.2.1 The policy context

eEnabling the business start-up procedure is a key policy goal of this decade. As early as the spring of 2006 the Spring European Council called for creating One-Stop-Shops for business registration. The deadline countries jointly agreed upon was end of 2007. At that time, the goal was to encourage national start-ups and the Council was not explicit on the channel strategy to adopt, i.e. whether One-Stop-Shops were supposed to be online portals, physical administrations or a mixture of both. Subsequent targets were set in regards to procedure bundling, cost reduction and the reduction of time required to register a company.

The EU Services Directive[46] now places a legal obligation on the Member States to provide comprehensive eGovernment services for businesses, through so-called "Points of Single Contact". Article 8 obliges the Member States to "*ensure that all procedures and formalities relating to access to a service activity and to the exercise thereof may be easily completed at a distance and by electronic means through the relevant Point of Single Contact".* The implications of this in policy, collaboration, procedural, operational and technical terms are profound and have impact on all tiers of administration. To give an idea of the magnitude of effort, in total, the legislative screening required by the Services Directive obliged Member States to review almost 16.000 requirements imposed on service providers (authorization schemes and other requirements) and over 19.000 requirements imposed on the cross border provision of services.

One year after the formal deadlie for member states to implement the Service Directive,
the question remains: is Europe really compliant? And thus how much easier is it to start-up a business in Europe? Compliance or competitiveness: we must remember that covering the compliant requirements of starting a business maybe considered the 'necessary evils' by (small) companies. To start up successfully they need far more by way of help – like access to funds and and skills; let alone the supporting information / services such as housing, healthcare, schooling and the like.

5.2.2 Measurement method

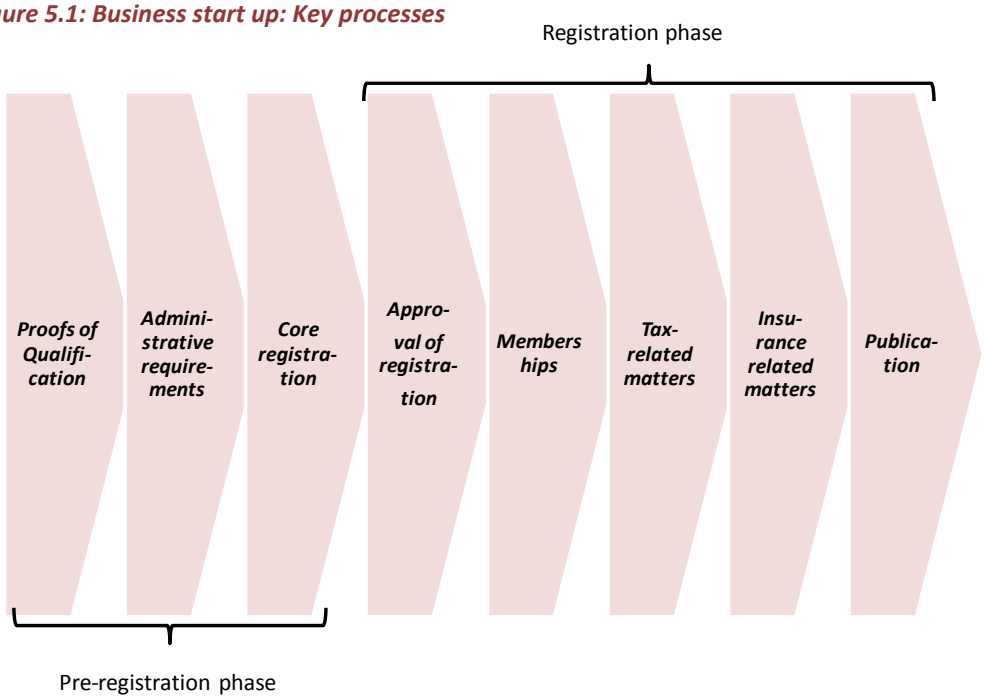
The Business life-Event is measured in two ways:

- Firstly, by considering 21 process steps through the journey of business start up. These relate to, and take to more detail, a number of the 20 basic services. The measurement was done through the national Business Registration Portal and included regional and city websites. A process model was defined for this year's benchmark, summarizing the registration process in 2 phases (preregistration and registration) and 8 groups of processes. These are shown in the figure below. The process benchmark assesses the proportion of services on which information is available on the web, which are provided automatically or provided fully online as well as the extent to which services are bundled in a dedicated start up portal functioning as single entry point for online services for future entrepreneurs. The benchmark does not judge the number of web sites covering the start up process but assesses their degree of integration i.e. whether the web sites can be accessed taking the dedicated start-up portal as a starting point.

[46] Directive 2006/123/EC of 12 December 2006 on services in the internal market)

- Secondly, by carrying out an independent expert evaluation of on-line user experience, based on a time-boxed scenario. These findings were normalised across experts. The measurement was done over the national (or regional) Point of Single Contact (PSC) nominated website(s) and included regional and city websites.

Figure 5.1: Business start up: Key processes



5.2.3 Key findings

Our findings reveal that despite strong political ambitions, the online implementation of the life-event of starting up a company is patchy. The process review shows that only **Austria**, **Denmark, Estonia, Ireland, Norway, Sweden** and the **United Kingdom** have fully e-enabled all mandatory steps of their start-up procedures on dedicated business start-up portals. In the vast majority of countries, the chain of events required to set up a company is frequently "broken", with some steps available on dedicated portals, others available online though on different web sites, while again other steps remain paper-based. While additional efforts are required to e-enable services, the benchmark clearly shows that extensive information about the start-up procedure and its requirements is already available online.

The *expert assessment* of portals focused on user experience. Although the availability of information and interactive services is satisfying, the services' quality and usability needs to be improved. In many countries, business portals are still not user-centric. Web sites tend to be difficult to navigate and the information provided is not always appropriate (too much, too little, too wordy, out-of-date, etc..). The quality of services strongly depends on the professions concerned, the administrations involved, and the administrative levels providing the service. For example, where dedicated portals lead to other government web sites for the completion of a selection of process steps, our findings have revealed significant differences concerning the level of quality and coherence of service offerings, often posing serious challenges to the successful completion of the business start-up life event.

Austria, **Norway, Turkey, Spain, Slovenia,** the **Czech Republic, Denmark, Portugal** and **Estonia** have very user-centric solutions in place. Their portals are characterized by personalization, a high degree of interaction, tailor-made information provision and automation. The user only perceives and sees what is effectively relevant to his personal concern: specific legislation to consider, licenses to apply for, forms to fill in etc. ePayment,

eSignature and track-and-trace functionalities are in place. These portals engage and empower the user. This will ease the burden of business start-up, and can benefit the economy as a result.

5.2.4 Scenario: Starting your business is the Public Administration's business

To make this real, consider the following two scenarios concerning Claus, who lives in country X, and would like to start-up a business as a travel agent in country Y.

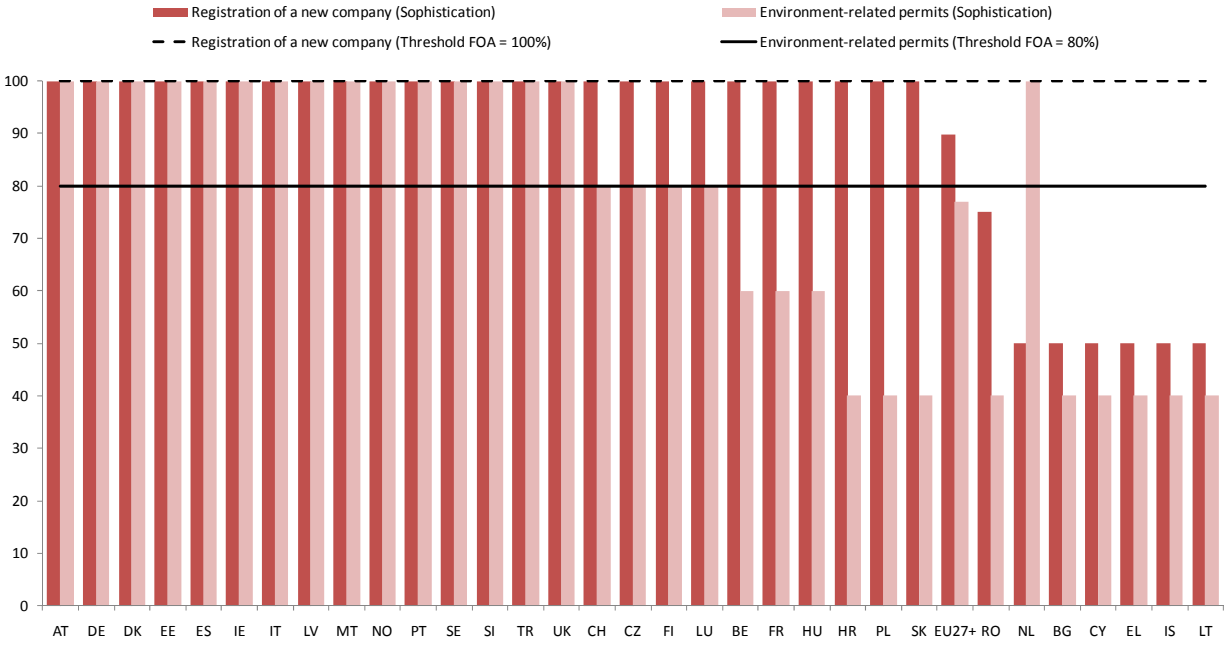
In an ideal world, Claus can accomplish all formalities related to this objective swiftly and easily. He uses a search engine, for example Google, to identify the portal of country Y through which the start-up formalities can be concluded. Using his own national eID, he logs onto the business registration portal of country Y and completes the entire registration procedure online, including signing and submitting all relevant administrative documents. The various administrations which are authorize to approve Claus's future business collaborate invisibly, exchange information, have streamlined their procedures and send on a single final notification to Claus's personal and secure message box confirming that Claus is allowed to start operating as travel agent. In addition, Claus is provided with supporting information that will help him to settle abroad: subscribe his kids to school, find a language school for his wife and other things of this nature. Claus is looking forward to getting started and can focus all his attentions on his business operations.

In a less ideal world, starting up a business turns out to be much more complex. Right from the start, Claus has trouble identifying the administrations which authorize business start-ups in country Y. It is not straightforward which administrations are relevant to Claus's objective. Seemingly, different administrations are responsible for authorizing business start-ups, depending on the sector and scope of the activities , goods and services offerings and the geographical location of the business. Claus realizes that several physical visits to country Y are needed to get started. The information gathering process is erratic. Opening hours of administrations are different and it is neither clear how much the registration will cost nor how long it will take. A lot of paper work made up of complicated trade terms in a foreign language lies between the future entrepreneur and his objective. Claus has difficulties dealing with the uncertainties he is facing: will he be authorized to start-up? Will he be burdened with additional requirements because his diplomas are not accepted? He asks himself if it is really worthwhile starting up in country Y?

5.2.5 Present status of implementation

The traditional 20 services assessment covers eight services for businesses. Out of these, the services 'Registration of a company' and 'Obtaining an Environmental Permit' can be directly related to the start-up phase of a business. Most other services though not explicitly about the initial registration task will have an imminent impact on a new company. These services are highly available online and display sophistication and full online availability scores of 90%/77% and 78%/63% for the EU27+ respectively (see graph below). The remaining services of the 20 services basket relate to the operational phase of the business life cycle.

Figure 5.2: Registration of a new company versus environment-related permits



Beyond just 'registration', the Life Event assessment 'Starting Up a Company' takes a more detailed view of the early phases of a company's life cycle. It consists of a process benchmark of the start-up process on the one hand, and a more qualitative expert evaluation on the other hand.

Results of the process mapping

The **process benchmark** is based on a generic start-up process including *21 process steps* encompassing services that are about compliance with government regulations in the start-up phase of a business.

As the start-up process differs from one country to another (due to differences in legislative requirements or administrative processes), the benchmarked countries were surveyed as to which of the 21 process steps are mandatory in each country in order to start up a business. Only mandatory steps have been considered as relevant in this benchmark.

For this, the circumstances of the individual enterprise were assumed to be:

- The owner has sole, personal responsibility for all business liabilities.
- Liability is unlimited and extends to private assets.
- Only one-person enterprises, i.e. enterprises which are engaged in a self-employed activity were considered, at the exclusion of employees.

Such individual enterprises (SME's) constitute 99.8% of the total number of businesses in Europe and represent 67.4% of employment jobs in Europe's strongly SME-dependent economy[47]. As companies grow, the life event becomes more complex. So too does the potential value the company offers the economy.

The graph below summarizes the 21 process steps considered in the benchmark (these have been split into the pre-registration and registration phase of a business and eight sub-categories: 1. Proofs of Qualification, 2. Administrative requirements, 3. Basic registration, 4. Approval of registration, 5. Memberships, 6. Tax-related matters, 7. Insurance-related matters, 8. Publication), as well as the frequency with which they are mandatory across the EU-27+.

[47] Eurostat, European Business. Facts and Figures (2009), p 48 see http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-BW-09-001/EN/KS-BW-09-001-EN.PDF

Figure 5.3: Frequency of mandatory steps for starting up a business in the EU27+

In the EU27+, the minimum requirements for setting up a company most often include the registration of the company's address (mandatory in 30 countries) and name (25 countries) and obtaining a tax identification card (28 countries) and/or VAT number (21 countries). The least frequent steps tend to fall under the category 'administrative requirements' (see steps numbered 2.X in the graph above) which include obtaining certificates of no outstanding taxes, social security charges, compulsory healthcare; and character references. Also only 12 countries require individual enterprises to deposit start-up capital. This shows that administrative and financial formalities which are not directly related to business operations have been significantly eased in the EU27+ and that procedural slack has been significantly eliminated for small businesses. Insurance policies and listings in trade registers, with trade associations, governments and courts are required in about half of the benchmarked countries (see steps numbered 4.X in the above graph), as is the publication of the registration in the Official Journal.

In terms of qualitative assessment and member states practices, we make five observations.

(i) Substantial differences in the complexity of administrative requirements across the EU27+

A comparison of the number of administrative steps required to start-up a business across countries reveals significant differences, ranging from less than five mandatory steps in **Ireland, Sweden** and the **United Kingdom** to more than 15 steps in **Cyprus, France, Belgium** and **Luxembourg**. In countries where the list of steps to start-up is still long, there have been significant efforts to integrate the steps in a single application or portal which seamlessly guides the user through the formalities. This is for example the case for Belgium where the entire registration process is bundled through the Crossroads Bank for Enterprises application. The user does not perceive that the series of steps are being bundled as they are all taken care of through a single user interface, simultaneously registering the business in the Enterprise Register, with the Social Security services and with the tax administration. In Norway, the administrations' back offices are integrated in a similar way so in effect only one registration is needed. The so-called "Coordinated register notification" saves the user the time to report the start-up event to individual administrations. The different bodies that need to know about

the applicant cooperate by exchanging information with each other. Hence, all information is submitted to the Brønnøysund Register Centre, the Norwegian Labour and Welfare Organisation (NAV) or the Tax Office automatically, without the user having to submit documents or information in multiple applications. During the process of entering data, helpful questions clarify whether the business must be registered in the Enterprises Register or is eligible to VAT. In countries where administrative formalities are not yet bundled, the number of formalities can provide an indication of the administrative burden businesses face.

(ii) Cross border accessibility of procedures: the main challenge for foreign business start ups

The benchmark assessed to what extent administrative requirements are different for foreigners wishing to start-up a business[48]. Differences between the start-up procedure for nationals and foreign businesses are minor. They concern *tax identifiers* (which for nationals can be the same as a citizen's national ID number but consequently need to be requested by foreigners for example in **Ireland** and **Iceland**), and *registration with Social Security services* (in **Belgium** and **Lithuania**). Only three countries have reported that their start-up procedures for foreign business differ in more than two steps: **Malta** (different procedures for obtaining a character reference, a tax identifier and subscribing to social security), **Sweden** (differing procedures for registering the domicile of business, registering with government, and obtaining a tax number) and **Slovenia** (different procedures for proofs of qualification, and obtaining a tax identifier, and VAT number).

The fact that the same rules apply to national and foreign entrepreneurs indicates that in order to achieve the Single Internal Market and remove barriers to cross border trade, the main requirement is to make existing in-country procedures fully accessible (remotely) to foreign businesses. The main challenges for cross-border establishment are a matter of (technical, semantic, organizational) interoperability: the interoperability of identity management systems and eSignatures, the acceptance of electronic documents issued abroad, clear rules in regards to qualifications, mutual recognition and appropriate control of qualifications and information exchange mechanisms in back-offices to make sure administrations can verify data submitted by foreign applicants.

Estonia and **Portugal** are leading the way in terms of cross-border service provision of start-up services and have set up a joint project to ensure their national eSignatures can be used in each other's country[49]. By now, the Estonian business start-up portal accepts Belgian, Finnish and Lithuanian eID cards, as well as the Portuguese ones. In 2009, the first company in Estonian business history was created in the Company Registration Portal with a Finnish ID card, without the founders of the company having to leave their desks to get the company officially registered in Estonia.

Reducing electronic barriers is one step. We make no further observations about availability of information in different languages, the semantic alignment of documents, and culture of trust - all of which have a marked impact on 'openness' to foreign business start-ups

(iii) A partly transactional, partly informational service delivery chain

For each of the required steps shown in Figure 5.3 (above), the process benchmark assessed whether the step was provided automatically (i.e. without the applicant having to request it), available online, online through a dedicated "start-up" portal or whether only basic information was available on the service (possibly through the dedicated portal).

[48] In this report, 'start up' refers to 'establishment'. The case of cross-border service provision on a temporary basis without establishment has not been taken into account in this benchmark.

[49] http://www.epractice.eu/en/cases/crossborderdsawards, http://www.youtube.com/watch?v=4hNg5i4i3oU

Top 5 Automatically provided business start-up services		
8.1	Publish registration in Official Journal	68.8%
2.3	Obtain certif. of no outstanding social sec.charges	60.0%
2.4	Obtain certif. of no outstanding comp. Healthcare	50.0%
6.1	Obtain tax identification card/number	32.1%
5.1	Register with Trade Assoc./Chamber of Commerce	30.8%

In general, the benchmark observed that automatic service provision is limited to very specific steps of the start-up procedure. This could be explained by the fact that many countries have already reduced formalities for starting up a business to a strict minimum but then require interaction to take place for the few remaining steps. Three services 'Publish registration in Official Journal or equivalent', 'Obtain certificate of no outstanding social security charges' and 'Obtain certificate of no outstanding compulsory healthcare' have been reported to be provided automatically in many countries (see table). The other services of the assessment are in turn rarely automated. Automatic services provision entirely eliminates administrative burden on businesses as no more forms and applications are required. A pre-condition is that governmental data bases are joined up and combine information intelligently, knowing for what service a citizen or business is eligible and at which moment in time.

Top 5 Business start-up services online available via dedicated start up portal		
3.1	Fill in standard form for registration deed	69.2%
3.2	Register company name	64.0%
3.3	Register domicile of business	60.0%
4.3	Register with Trade Register/ Craft Register	47.6%
6.2	Obtain VAT collector number	42.9%

A vast range of services, such as 'Fill in standard form for registration deed', 'Register company name' and 'Register domicile of business' are not considered to be automated although they are fully provided online through a dedicated start-up portal. The top 5 services which are provided online via a dedicated start-up portal are shown in the table on the left.

In total 18% of services are automated and 37% are delivered through portals. So the degree of *transaction* of start-up portals (i.e. the coverage of services provided through a dedicated portal and/or automatically) is fair (55%).

Top 5 Business start-up services online available NOT via dedicated start up portal		
2.1	Obtain certificate of no outstanding taxes	16.7%
7.1	Register with Social Security Office	14.3%
7.3	Register with compulsory healthcare	11.8%
7.2	Register with mandatory pension insurance	11.8%
4.1	Register with Commercial Court or equivalent	8.3%
2.5	Obtain certificate from bank of capital deposited	8.3%

Very few (4%) services are offered through web sites other than the country's start-up portal. These are in essence the service 'Obtain certificate of no outstanding taxes' and services covering insurance-related matters: 'Register with Social Security Office'(3 countries), 'Register with mandatory pension insurance' and 'Register with compulsory healthcare' (both in 2 countries).
As indicated earlier, the benchmark does not judge the number of web sites covering the start-up process but assesses their degree of integration. In this sense "other web sites" strictly speaking refers to web sites which cannot be accessed from the start-up portal, as no dedicated links to them exist.

Top 5 Business start-up services with online provision of information (through portal and via other websites)		
7.4	Register with mandatory civil insurance	87.5%
1.2	Confirm activity-specific qualific. with	78.6%
1.1	Confirm management qualifications with	75.0%
2.2	Obtain character reference	66.7%
2.1	Obtain certificate of no outstanding taxes	50.0%
2.4	Obtain certif. of no outstanding comp. healthcare	50.0%
2.5	Obtain certificate from bank of capital deposited	50.0%

About 33% of services are only provided at the information level in the EU27+, of which 84% of the information can be found on the dedicated start-up portal, whilst 16% is still placed on web sites other than the one stop shop entry point defined by government. The Top 5 services on which information is available online (through portal and via other websites) are shown in the table on the left.

Overall, we see that 83% of all services are either provided automatically, provided online through a dedicated portal or are covered information-wise on the dedicated portal . This shows that

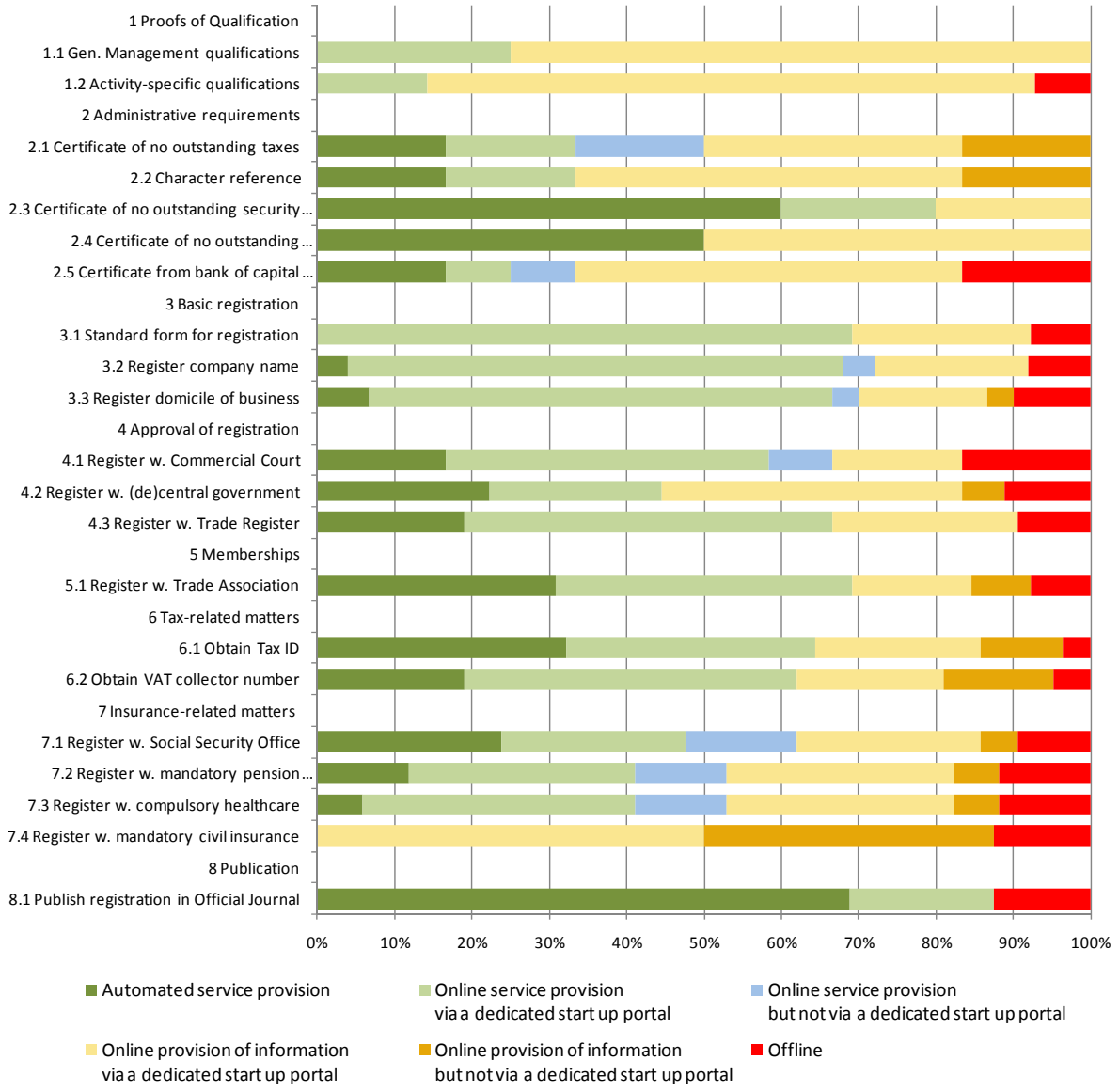
Top 5 Business start-up services without service or information provision online (Offline)		
2.5	Obtain certificate from bank of capital deposited	16.7%
4.1	Register with Commercial Court or equivalent	16.7%
7.4	Register with mandatory civil insurance	12.5%
8.1	Publish registration in Official Journal or equiv.	12.5%
7.3	Register with compulsory healthcare	11.8%
7.2	Register with mandatory pension insurance	11.8%

the degree of *integration* of start-up portals (i.e. coverage of information and services on a dedicated portal and/or automatic provision) is high.

Only 9% of all services are (still) offline (see table on the left).

The 21 services data is brought together in below figure, which summarizes the findings in a visual cascade from automated to offline for the average of all EU27+ countries.

Figure 5.4: Maturity business life event : 'Starting up a company' (EU27+)



Many more steps could be provided automatically, such as registrations (with government, trade register, courts, social security and similar) and for example the services of fiscal administrations (obtaining a tax ID, VAT collector number etc.). In fact, these steps could be automatically initiated as soon as the entrepreneur fills in the generic registration deed. One precondition for such automatic provision is that administrations' data bases are updated real-time, accessible to other administrations and interoperable. The pre-registration phase is less e-enabled than the registration phase. Given that pre-registration often consists of providing documents and proof (of management and other qualifications) to public administration, two improvements could be

envisioned: replace paper documents in the long run either by electronic documents and fetch data from authentic source data bases (a diploma data base for example). The suggested improvements will only be feasible with fundamental IT enablers (see Chapter 6) in place.

(iv) Low private sector involvement in service delivery

The benchmark has also assessed who is providing the 21 elementary services: public sector, private sector or both. In general, most start-up services are provided by the public sector. Only 8% of the services is provided by the private sector and 1% is mixed provision.

The private sector is - partly - involved in the delivery of the following steps:

- Obtain certificate from bank of capital deposited (42% public sector, 58% private sector, 0% mixed provision)
- Register with mandatory civil insurance (50% public sector, 37.5% private sector, 12.5% mixed provision)
- Obtain certificate of no outstanding compulsory healthcare (75% public sector, 25% private sector, 0% mixed provision)
- Publish registration in Official Journal or equivalent (87.5% public sector, 12.5% private sector, 0% mixed provision)
- Register with mandatory pension insurance (94% public sector, 0% private sector, 6% mixed provision)
- Register with compulsory healthcare (94% public sector, 0% private sector, 6% mixed provision)

(v) Country results: breaks in the chain at country level?

The observations made above can also be made at the country level. As the benchmark shows, most countries still need to step up efforts to allow for the completion of all procedures and formalities through the business start-up portals. In fact, the benchmark reports the fact that many portals provide certain registration steps online, while other steps could not be found or require an offline completion. Here, there is a break in chains as some of the process steps can be processed in an electronic format and some in a traditional manner. Through such breaks, process performance is lost.

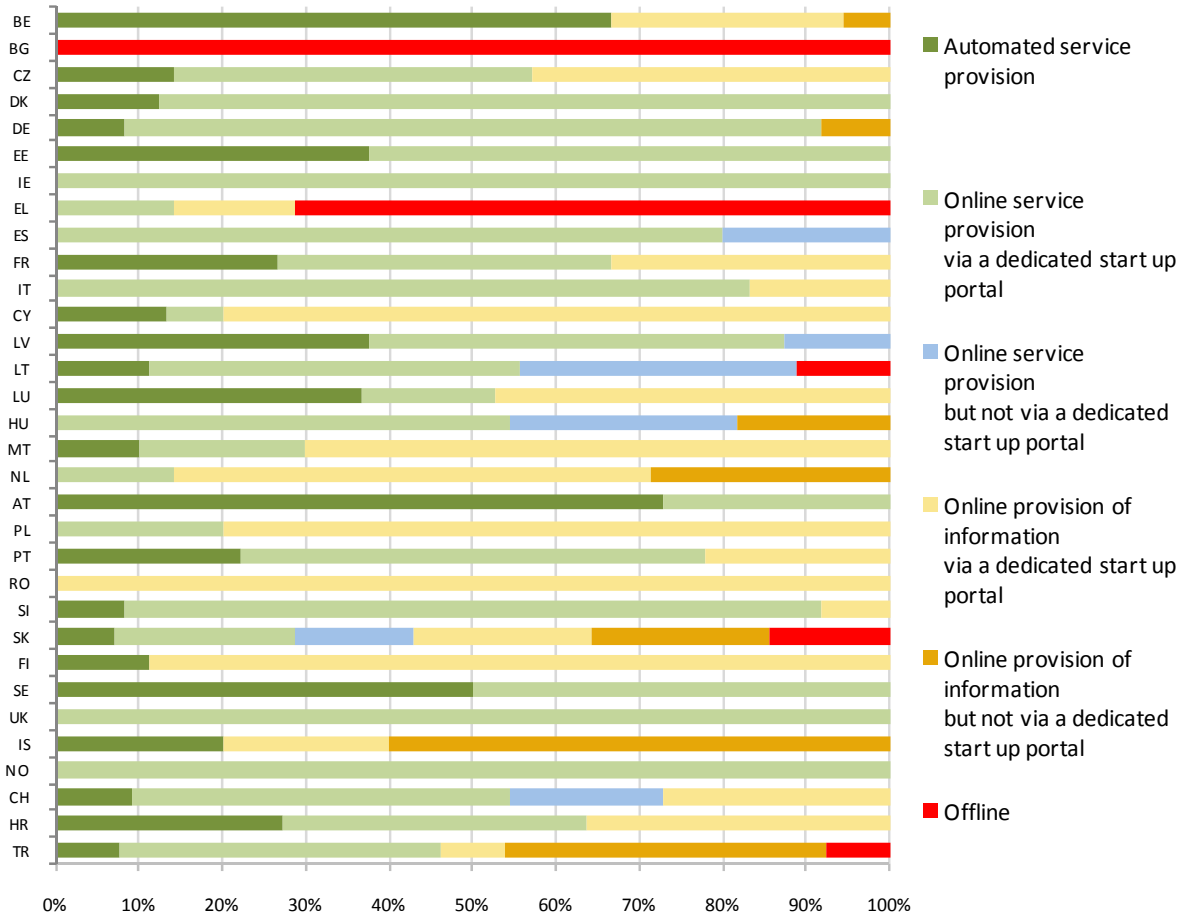
The best performers are **Austria**, **Sweden, Estonia, Denmark, Ireland**, the **United Kingdom** and **Norway** which have e-enabled the entire start-up procedure through the portal. Besides, Austria and Belgium have automated the majority of their services related to business start-up.

Lithuania, Switzerland and **Hungary** have largely e-enabled their start-up procedures but their services are provided across various service sites. **Turkey, Iceland**, the **Netherlands**, and **Slovakia** provide information on many steps, but again these are not necessarily bundled in a single portal.

Turkey, Iceland, the **Netherlands**, and **Slovakia** provide information on many steps, but again these are not necessarily bundled in a single portal.

The vast majority of the EU27+ start-up portals offers - at a minimum - a wide range of information on how to start a company. Only Bulgaria and Greece hold the rear, with a wide range of services still being essentially offline.

Figure 5.5: Maturity of the Life event 'Starting up a company



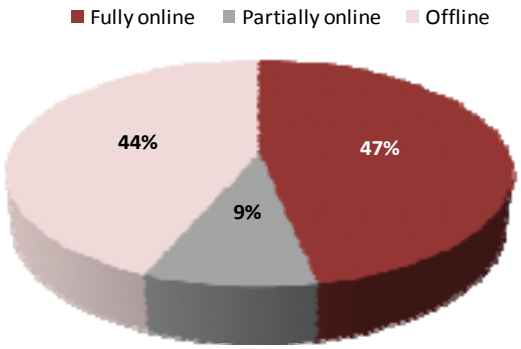
Results of the expert assessment

In addition to the process mapping presented above, an **expert assessment** was carried out for each start-up portal to determine the quality of information provided and whether the focus was purely on regulatory requirements or if the focus was also on other needs of the business community. In this expert assessment, additional features (e.g. personalised access, eSignature) of the online service delivery process were mapped.

(i) Limited confidence in start-up portals

As one part of the expert assessment, expert evaluators were asked whether, after having visited the start-up portal for 2 ½ hours, they felt that the start-up portal allowed them to effectively start a business online. Only in about half of the cases the evaluator felt that the start-up process could be completed on the web, while in 9% of the cases, the evaluators stated that the start-up process was at least partially online. Strikingly, 44% of portals left the evaluators with the impression that commencing a business was still an offline process

Figure 5.6: Possibility to online start up a business in the EU27+



(ii) Two 'either-or' trends: information provision and interaction

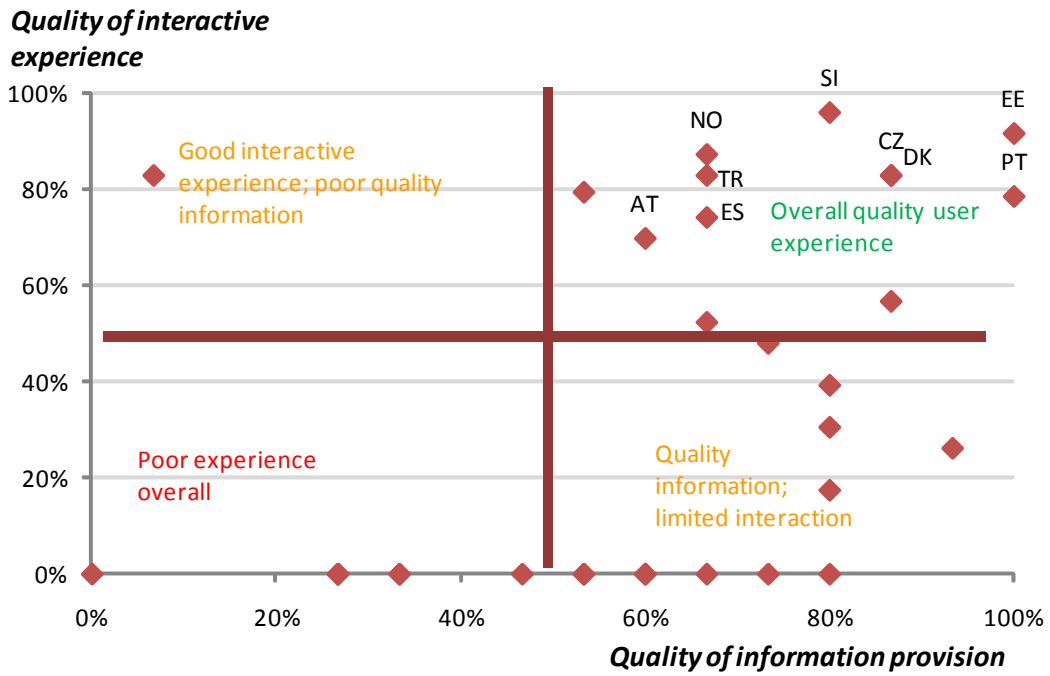
In general, evaluators observed two trends:

- Start-up portals focus on providing *information*. It is in particular **United Kingdom, Ireland**, **Finland, France, Iceland, Lithuania, Latvia,** the **Netherlands** and **Poland** which follow this line. Their sites are often very appealing and sometimes even provide for different information management tools and gadgets such as organizers, license finding tools, etc., which are not directly related to the start-up procedure but help the user to find his way in the midst of all the information.
- Start-up portals focus on providing *interactive services*, i. i.e. enabling the actual start-up procedure and providing personalized services. Typical examples are German sites which meticulously guide the user through each registration step although focus less on providing supporting information. Often, the user interface is rigid and simple and only displays information which is specific to the user case. The entrepreneur is not diverted with what could be additional useful information/services, but is immediately pulled into the process of what is needed to comply.

Overall, European start-up portals remain essentially information based and static. Typically they do not provide for a quality interactive experience. This is shown in the figure below which groups Member States into four quadrants:

- Poor experience overall (7 countries)
- Quality information, limited interaction (12 countries)
- Good interactive experience, poor quality information (1 country)
- Overall quality experience (12 countries)

Figure 5.7: User experience of start-up portals



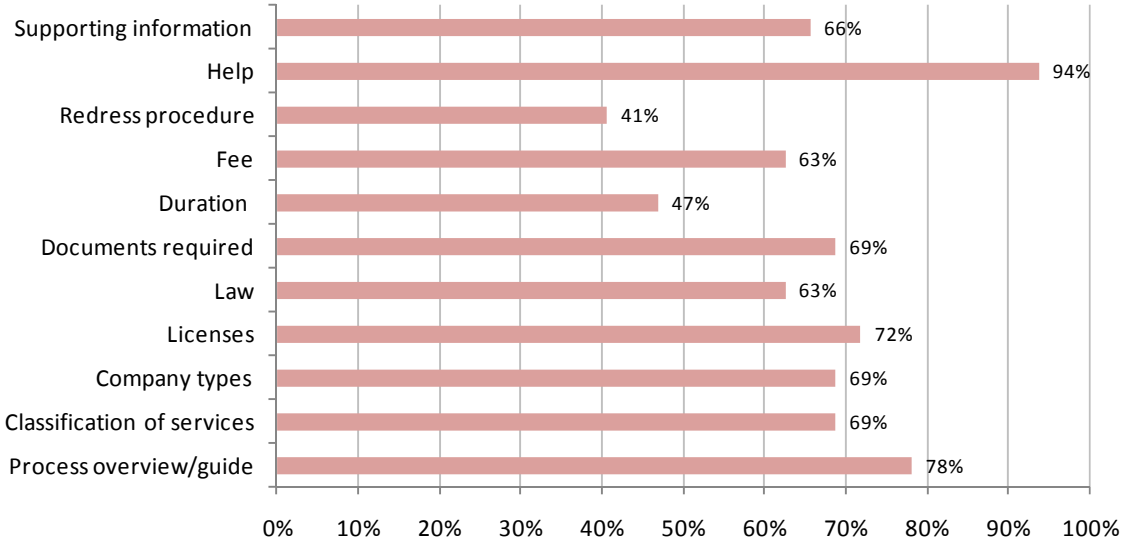
Countries which have been well-rated both on the quality of information provision and the interactive experience are **Estonia, Portugal,** the **Czech Republic, Denmark, Slovenia, Norway, Turkey, Spain** and **Austria**. We assume that countries are pursuing a gradual implementation approach rather than a "big bang". If this is the case we should see information portals developing into interactive portals; and interactive portals being fed with supporting information over time.

(iii) Information provision @ a glance

The following figure shows the most common information elements identified in the review:

- The vast majority of start-up portals provide for contact details either of the responsible administration or a distinct help desk which entrepreneurs can consult.
- Most web sites also show an overview of the start-up process. The user friendliness of these overviews various considerably.
- Many portals show listings: listings of documents required for starting up, listings of company types to choose from, listings of licenses which are available. Frequently, listings are not personalized, making it difficult for users to identify the information which is relevant to their objective.
- In terms of supporting information, about two third of web sites provide information about the catchment area (local population, environment, housing/medical/school/leisure facilities etc.), the local workforce, business properties and industrial estates, and/or about local finance available (RDA, grants, services for business, etc.).
- Strikingly, only 41% of examined sites contain information about redress procedures, an important element for businesses to assert their rights.

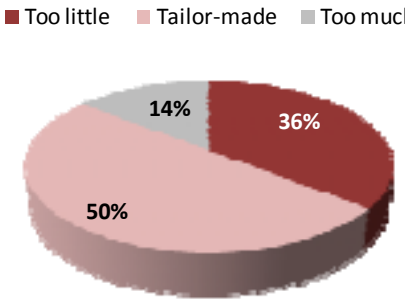
Figure 5.8: Type of information available through portals in EU27+



Even though many web sites provide a process overview, in practice, reviewers have encountered difficulties understanding how many steps are needed to start-up a business. Again, information is rarely personalized. This way, the user remains uncertain about which of the steps really apply to his specific situation and concerns. In general, reviewers judged that about half of the examined websites either provided 'too little' or 'too much information'.

When it comes to judging the amount and quality of information available, it seems that administrations go through an "information curve" over time, where they first provide no or little information, then compensate for this lack with an apparent information overload and finally manage to cut down web site content to what is really relevant. One example is legal information where some sites provide (too) extensive amounts of legal text, others only cross-reference to legal data bases and only a few sites provide tailor-made information, i.e. information that is to be considered by the applicant as regards his specific case.

Figure 5.9: Amount of information on various aspects on starting up a business available on national portals of the EU27+



Researchers also came across many examples where an administration had clearly made its best efforts to comply with European requirements and had gone through the trouble of creating new site content, but had not integrated this new information into the rest of the website, or had failed to delete the original service description pages. As a result, it was possible for example, to find out how to register a travel agency in the ”traditional paper-based style” but when looking for some other information, reviewers might stumble over the same information presented according to new requirements set down in the Service Directive. This shows that further efforts need to be made to consolidate and update available information.

Compared to some years ago, more EU countries now seem to realize the importance to provide services in languages other than their own: about 18 Member States are now offering start-up services in at least one other language (often English). However, the extent of languages available is still largely insufficient for foreign entrepreneurs to start-up. In 58 percent of examined web sites, only basic information is made available in a foreign language. Only 34 percent of sites provide more extensive translations. Only very few web sites provided for translated forms (in at least one language other than the official language).
This effectively means that most web sites are still set to provide information in their language(s) only. From a business perspective, this is a key operational element that needs to be addressed by all countries. A patchy situation characterised by language barriers in some countries will hinder the proper functioning of the system and discourage businesses from taking advantage of policy' provisions.

(iv) Leading examples for quality information

Luxembourg has one of the best rated information web sites available in English: http://www.investinluxembourg.lu/starting-your-business-luxembourg. It contains a well-structured process overview of registration steps and presents information in a very appealing way.

The Spanish Point-of-Single-Contact, http://www.eugo.es/, has also been noted for the great extent of English language translation available, even though the portal's main language is Spanish. **Poland**'s site http://www.eu-go.gov.pl/, has implemented a different option, namely to integrate Google Translate on its site. While this is an interesting example of using freeware (which can save governments costs and is likely to play a major role in eGovernment in future as the potential is untapped), implementation is not yet optimal. Scroll-down menus and boxes cannot be translated making it impossible to make complete use of the service.

The **United Kingdom's** Point-of-Single-Contact, http://ukwelcomes.businesslink.gov.uk/, was noted by reviewers for the clarity of the information it provides. The site uses different tools to personalize information for visitors. One example is the 'Business Start-up Organizer' which displays a personalized organizer, i.e. a set of registration actions the individual has to take, based on his profile. Another tool is the 'License tool' which informs the user in three steps how to find and apply for relevant licenses.

When we look at the Swiss site https://www.kmuadmin.ch, we find real-life testing of services without login, which Is a particularly innovative idea. Anybody who is interested in doing so can test the services offered as a dummy user.

France encourages people planning to set up a business to create a blog about their business idea, see http://www.guichet-entreprises.fr/mgun_accueil/comment_creer_entreprise.jsf?cid=631#. This way, entrepreneurs can obtain advice from a wider community including other entrepreneurs and consumers.

In **Belgium**, the front office is outsourced to the private sector and "Guichet d'Entreprises/ Ondernemingsloketten" (Business Counters) have been created. These Business Counters are physical administrations, and in this case also have a web presence. On one of the counter web sites that has been reviewed (http://www.jedebute.be/outils/plan-de-route-personnel/questionnaire/je-deviens) the user fills in a circumstances questionnaire and then obtains a tailor-made overview of the procedures that need to be carried out. Interestingly, a video animation accompanies the applicant through the process.
Explanations of how to appeal are also commonly featured on Belgian sites as we can see in the example at http://business.belgium.be/en/managing_your_business/full_list_of_procedures/index.jsp. As stated earlier, on many European web sites redress and appeals are not or only insufficiently dealt with but are potentially hindering users from lodging claims.

(v) Interaction @ a glance

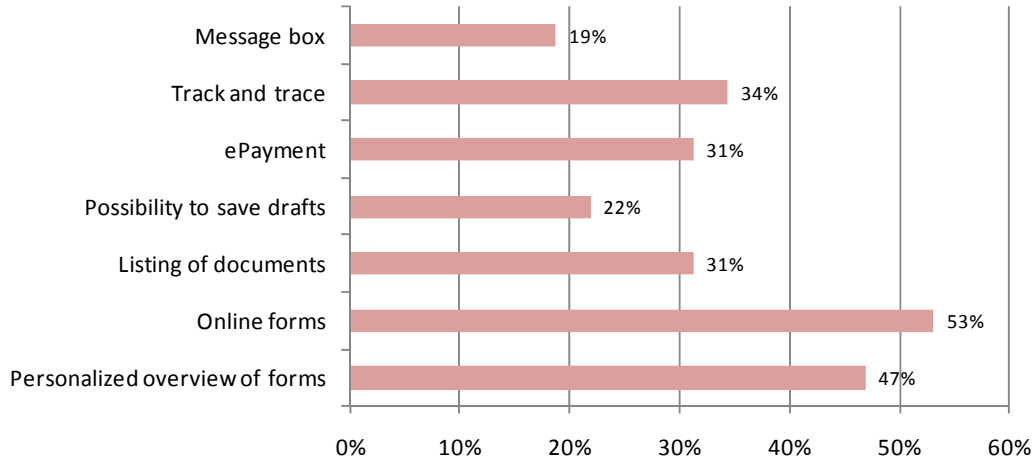
The best interactive portals are characterized by personalization, a high degree of interaction, tailor-made information provision and automation.

The key features we have identified are:

- Personalized overview of forms: an applicant should only see those forms which require his attention. In some countries, forms are already pre-filled, retrieving data from previous data entries in the application or other data bases maintained by the administration.
- Online forms: in some cases, forms are integrated into the web site's interface, in others there are downloadable pdf files. It is key that the applicant can alter and fill in the provided forms.
- Personalized listings of documents: the web site should only display documents which are relevant to the user case. Across Europe, only a few countries work with eDocuments (i.e. documents in electronic format which have full legal validity).
- Possibility to save progress along the way: users should be able draft their application, save it and return to it at a later stage.
- ePayment: users should be able to pay registration and related fees online, making use of an eBanking application or something similar.
- Monitoring ongoing procedures: users should be able to monitor the progress of their application, see which stages and which authorities are responsible for handling the request through a personal space, a functional mailbox or an electronic document repository.
- Delivery of decisions and communication through the portal: the start-up process should not not end with the applicant submitting his request. Notifications and decisions are equally delivered online. Some countries foresee online procedures for redress as well.

The occurrence of these features is illustrated beneath.

Figure 5.10: Interactive services available through portals in EU27+



Certain countries limit the transactional procedure to particular types of legal entities, i.e. physical persons. Other web sites focus essentially on licenses (**Malta**) or registration in the company register (**Luxembourg**).

The quality and availability of the service further depends on the government level (national, regional, local) or administration which provide the service and hence can differ substantially. For example, the user might experience a well-functioning landing page but is then re-directed to less functional web sites as he/she proceeds with the registration.

(vi) Examples of high quality interactive experience

Bremen (as one example of the many well-developed Germany Single Points of Contact) has a remarkably complete and sophisticated business registration portal for service providers in place which has been rated as the leading practice by all expert reviewers. The web site http://www.wfb-bremen.de/de/wfb-einheitlicher-ansprechpartner and its ”Antragsassistent” (’online agent’) take the future service provider step-by-step through the registration process. The application assistant intuitively enables the user to complete the integral start-up procedure end-to-end. The user only sees the steps and information relevant and applicable to his particular case. Superfluous information is discarded automatically.
First, the assistant takes the user through a set of introductory questions to determine the scope of the registration case. Based on the answers provided, forms and information are pre-filled and compiled. The forms shown take the business’ particularities into account including legal form and type of activity. Forms can either be signed electronically using a qualified signature or printed and sent by post.
The Bremen Services Directive Point of Contact shows the way forward for Europe given its completeness and transactional, personalized and automated services offering.

Similarly to Bremen, the Austrian Single-Point-of-Contact, http://www.eap.gv.at/, allows for pre-filled forms, fetching data from the Bürgerkarte, i.e. the **Austria**n eID.

The Estonian company registration portal was also very well received. All the main elements surveyed were found to be included under a single service. Registration is possible using an ID-card, mobile-ID or Internet banking. The user guide on https://ettevotjaportaal.rik.ee/help/help_eng.html provides an integral overview of process steps and uses screenshots to explain the procedure. This was highlighted as a particularly simple way of guiding users. Additionally, a demo video is available at
https://ettevotjaportaal.rik.ee/Demod/loomine_eng/loomine.html.

Similarly, **Turkey** provides downloadable guides with screenshots and online videos, as can be seen at http://www.icticaret.gov.tr/Default.aspx?tabid=86 . Interestingly, in **Turkey**, the registration process is not restricted to a particular type of company and natural persons and collective enterprises can both register online.

The Italian web site http://www.registroimprese.it/dama/comc/comc/IT/cu/ also provides for online videos and even offers a free online (eLearning) course for applicants.

An essential element of the start-up procedure is the delivery of notifications authorizing or refusing the business to operate. This last step of the start-up process is rarely e-enabled and mostly, service flows end with the applicant submitting the relevant documents to the administration. The administration's response commonly follows by post. **Lithuania**, http://www.verslovartai.lt/en/, and the **Netherlands**, http://www.antwoordvoorbedrijven.nl/, have integrated the delivery of notifications and administrative decisions on their web sites. They communicate with users through a personal, secure message box. A message box is a secure electronic communication system which enables the entrepreneur to apply for permits or licences, complete the administrative procedures with the competent authorities and seek help and redress online.

5.3 Citizen Life Event: losing and finding a job

Empowering citizens means encouraging and activating (passive) citizens to become engaged, self-sufficient users of government services.
This second section examines the status of the Life Event 'Losing and Finding a Job'. It focuses on the adequateness of administrative procedures and online services for job seekers; a group of citizens which is at particular risk in our society.

5.3.1 The policy context

An efficient and productive labour market is a key driver of overall economic competitiveness. Governments invest considerable financial and organisational resources to optimize labour markets in order to foster economic prosperity and social welfare. Their key goals are reducing unemployment, increasing labour market participation, and improving productivity. However, achieving these outcomes has proven tedious. Like other parts of the world, the recent cyclical downturn and deteriorated market conditions have greatly impacted the European economy. Recovery has been sluggish and governments in Europe have not yet found the panacea to sustainably move out of the crises. Compared to the leading overseas markets, European labour markets continue to be marked by structural inefficiencies and rigidities which seem to decelerate Europe's speed of response in these critical times.

Europe is wrestling with three major types of challenges with regards to its labour markets[50]:

- Demographic—The workforce is shrinking and ageing, reducing the overall supply of labour as well as putting a premium on retraining and lifelong learning to keep skills relevant and sustain productivity.
- Technological— The rapid pace of technological development means that Europe's current workforce technology is likely to be obsolete within the next decade. Compared to the more competitive economies, Europe still fails to extract sufficient productivity gains from ICT and other new technology investments.
- Political—Governments are increasingly concerned with budget deficits and the pension and health care burden of an ageing population, which is affecting their policy stance towards benefits, taxes and working age.

Europe tends to respond to these challenges at the individual country level even though labour market and employment policy are gradually becoming a more substantial area of EU policy. The key milestone towards expanding the EU's leverage in the field of employment policy was the addition of an employment title to the Amsterdam Treaty in June 1997. Initially confined to individual measures to tackle unemployment, this title has allowed Europe to create its own peer-review mechanism, the European Employment Strategy (EES)[51] which now sets more overarching goals to achieve for Europe as a whole.

The EES processes are based on four pillars, including

- Commonly agreed employment guidelines, setting joint priorities for Member States' employment policies;
- National reform programs (NRPs), describing how these guidelines are to be put into practice nationally
- Joint employment reports, outlining the findings of the commission and the council's joint examination of each NRP;
- Country-specific recommendations proposed by the commission and approved by the council.

The current employment guidelines do not explicitly refer to the use of eGovernment as a tool to achieve labour market objectives but many of the above mentioned action areas cannot be tackled without considering

[50] http://www.accenture.com/NR/rdonlyres/B341DEAF-9C3C-4A86-9C55-EA1C0EB51B42/0/Accenture_euro_labourmarkets.pdf
[51] http://ec.europa.eu/social/main.jsp?catId=101&langId=en

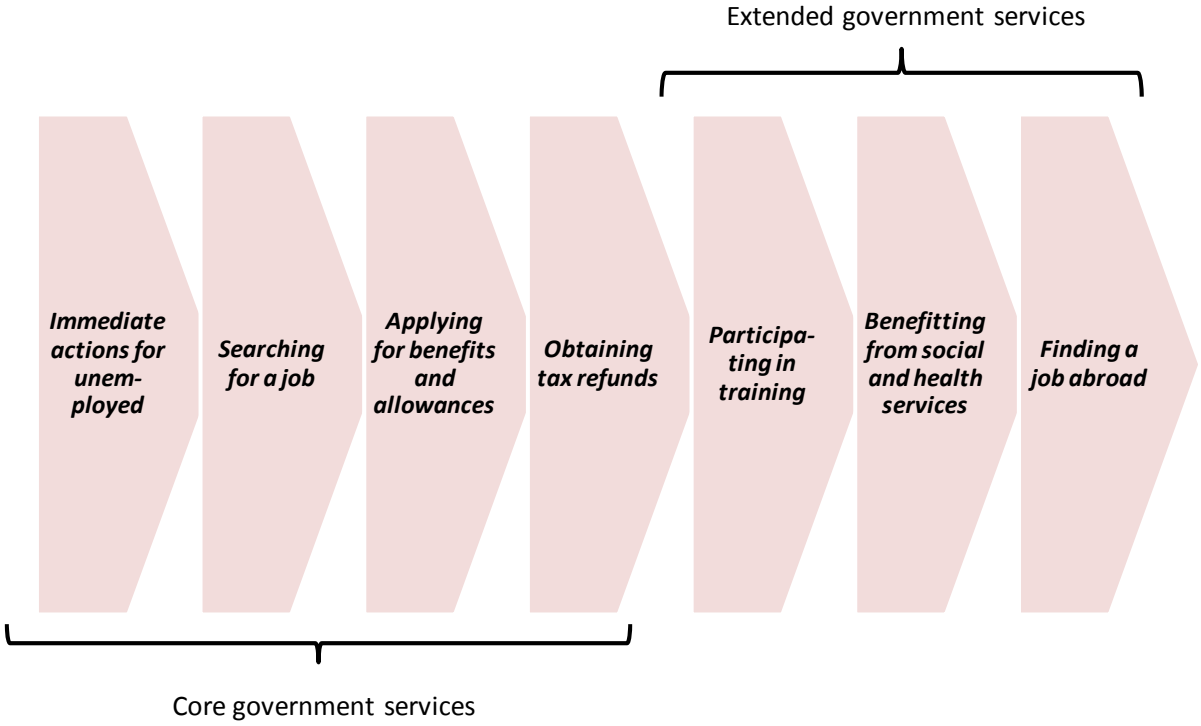
the opportunities provided by eGovernment and ICT. Lifelong learning, inclusiveness of labour markets, improved matching of labour market needs and supply, adapted education and training systems are just some of the areas in which the use of ICT is unavoidable to optimize governmental processes and better support job seekers and employers. The benchmark assesses to what extent eGovernment is being used and could be used to facilitate job seekers' re-integration in labour markets.

5.3.2 Measurement method

The Citizen life-Event is measured as follows:

- By considering 27 process steps through the journey of losing and finding a job. These relate to, and take to more detail, a number of the 20 basic services. The measurement was done based on data collected through a questionnaire survey addressed to the POSC managers (instead of collecting data via a web survey). For the sake of quality control, the provider consortium verified the data inputs through web surveying and screen shots of the relevant platforms.
- A mapping was defined for this year's benchmark, summarizing the services commonly requested in 2 groups (core and extended government services) and 7 subgroups. These are shown in the figure below.

Figure 5.11: Loosing and finding a job: key services



5.3.3 Key findings

This year's benchmark takes a close-up look at the status of the life event of "losing and finding a job", focusing on the adequacy of administrative procedures and online services that support people who have lost a job and helping them return to the productive economy.

Every European Public Employment Service has a web presence and provides basic services online. These agencies' role has shifted from passively registering and financing, to actively stimulating and guiding jobseekers. These citizens are in turn increasingly encouraged to demonstrate sufficient and verifiable efforts to find employment such as actively carrying out job searches, posting CVs, participating in training programs and similar activities. The web is increasingly useful for jobseekers.

Online offerings are insufficiently integrated across government sectors and rarely coupled with social services and with the private sector (which is increasingly active in providing vocational training and job search support). As in other cases we have described above, here too discontinuity interrupts users' activities while looking for employment. Furthermore the roles and competencies in these organisations rarely match the needs of those who are looking for employment.

Just over 50% of the services assessed are available online via a dedicated Employment Portal. The services that are the most frequently e-enabled include: job search, obtaining labour market information, posting a CV, and obtaining information about eligibility for benefits.

Few Member States have integrated additional value-added services into the life-event chain, such as debt counselling, health and housing guidance and the like, as part of a collection of potential services. These services are important to prevent the socially disadvantaged from degenerating from unemployment to illness, homelessness and so forth.

Some good practices for truly integrated services do exist however. These examples offer a single entry-point i.e. a dedicated portal to the job seeker, help guide the unemployed and are focused on the desired *outcome* rather than simply fulfilling an agency's legal obligations. Countries that offer leading examples include **Finland, Ireland, Spain, Malta, Portugal** and **Austria**.

5.3.4 Scenario: Getting back on your feet

To make this real, consider the following two scenarios concerning John, who lost his job.

Under current unemployment service arrangements, John visits the Unemployment office where he simply gets registered as "unemployed". The case is closed for at least the first six months in which john is considered "able to look for employment" which doesn't qualify him to receive further assistance. It is up to John to look for other help and job placement services he thinks might be useful to his case.

In a more ideal world, John calls the unemployment service's helpline and the call goes through to a first line case handler who ascertains that John has not only lost his job, but also broke up with his wife, with whom he has two children and risks losing his home. A case file is started. The case is transferred to a dedicated case manager who books him an appointment with the local housing authority. A new council flat is identified for John and he moves in. After a follow up call from the case manager to see how things are going John admits that he has been sick for a few months in a row and that this health problem was the reason for losing his job. His first line case manager raises a new service order and puts John in touch with both a health and a job counsellor. His health counsellor makes sure John receives the medical and personal support he needs to regain his health. His job counsellor in turn makes sure John obtains the tailor-made vocational advice and training he requires. The majority of courses are available online and John is taught to use the available tools which seem surprisingly easy-to-use. His employability significantly increases. He particularly appreciates the availability of the tools 24/7 which allows him to complete the courses easily at home.

All the information about John's case is shared between the various administrative actors involved. Finally, management information from John's case is analysed to ensure service delivery was achieved, that links to government's priority objectives were made and achieved and to determine how the service could be improved for people like John.

5.3.5 Present status of implementation

Every European country has set up its own Public Employment Service (PES) which are national authorities responsible for implementing labour market policies. The PES delivers services to jobseekers (both unemployed and job changers) as well as to employers.

While the PES are structured differently in each individual Member State, they all share the same basic task of contributing towards matching labour market supply and demand through the provision of information, placement and active support services.

Typically, the tasks of Public Employment Services include:

- Administration of the unemployed and unemployment benefits
- Access to labour market information at local, national and European level
- Matching of information on available jobs and job-seekers
- Assistance to job seekers and employers for staff recruitment

Twelve of the 20 basic services relate to citizens. Two (job search and applying for unemployment benefits) are associated with the life event 'Losing and finding a job' and fall under the tasks of PES listed above. The traditional maturity benchmark of these two services confirms that they are widely online in the EU27+. Their sophistication and full online availability scores are 99% and 97% for job search and 86% and 65% for unemployment benefits for the EU27+ respectively. Individual country achievements are depicted below.

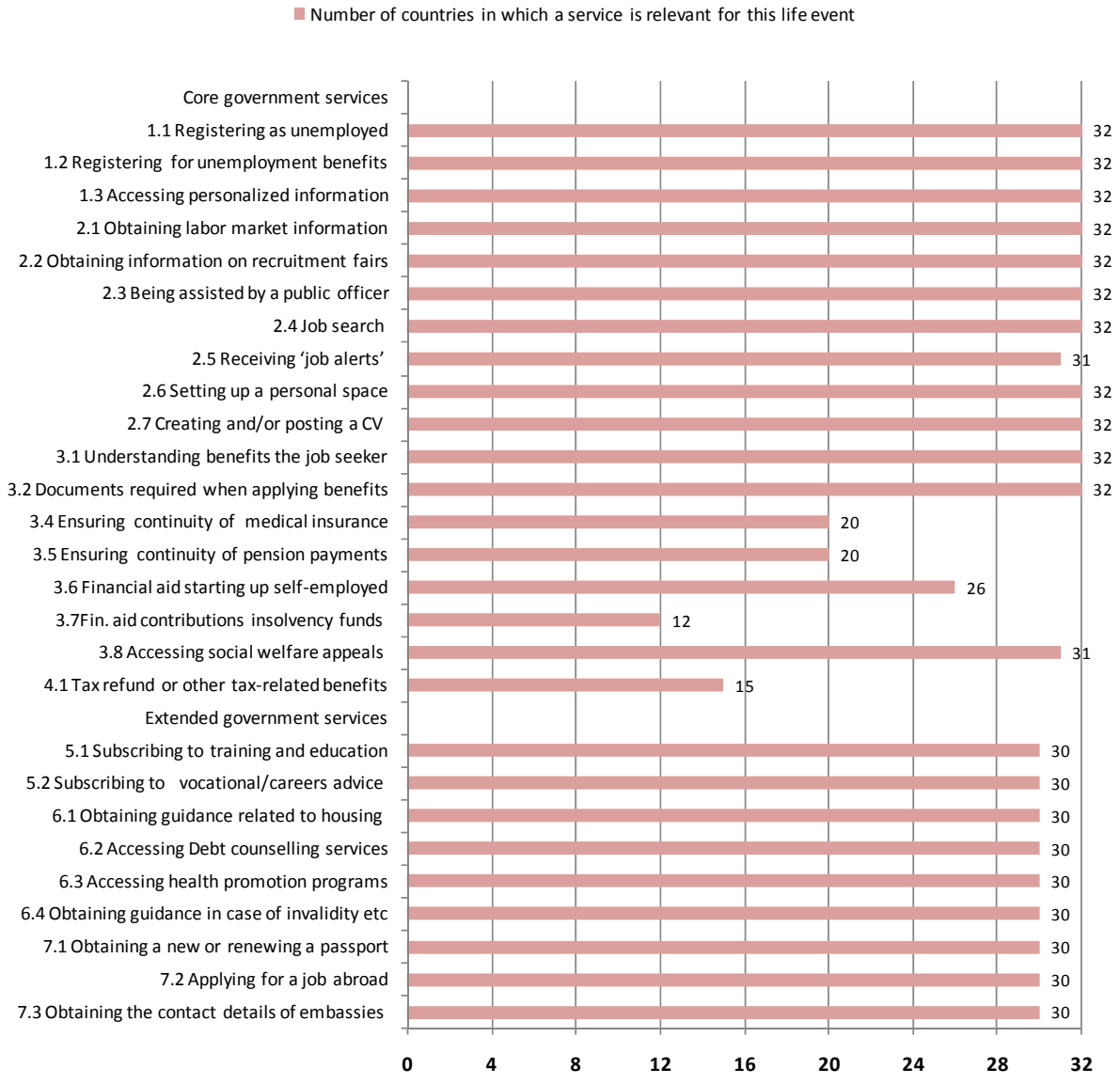
Figure 5.12: Job search services versus unemployment benefits

Results of the process mapping

This year's life event measure is much broader in scope and measures 27 process steps encompassing services that relate to the life event "losing and finding a job". The steps examined and the frequency with which they are considered as relevant in the EU27+ is shown in the table below. Services have only been considered as non-relevant in exceptional cases, e.g. when there was a legal basis preventing administrations from providing the service in a given country. This explains the high frequency with which services are marked as relevant.

The benchmark makes a fundamental distinction between core (items 1ff in the below table) and extended (items 5ff) government services. Core government services are typically services which the PES deliver by mandate. Extended government services are services which may not fall under the PES's competence but are likely to be desired by job seekers and add value to their job search. As the benchmark takes a "Life Event" perspective rather than an administration-centric one, it was considered important to include Extended government services in the assessment.

Figure 5.13: Frequency of relevant steps when losing and finding a job in the EU-27+



For each of the required steps shown in the table above, the benchmark assessed whether the step was provided automatically (i.e. without the applicant having to request it), available online, online through a dedicated "employment" portal or if only basic information was available on the service (possibly through the dedicated portal).

In terms of qualitative assessment and member states practices, we make seven observations.

(i) A strong, basic web presence

Today, all European PES have a web presence. The benchmark illustrates that this web presence is sound and that many of the Core government services are available online.

Top 5 Services related to losing and finding a job which are online available via dedicated PES portal		
2.4	Job search	93.8%
2.1	Obtaining labour market information	84.4%
3.1	Understanding what benefits the job	75.0%
3.2	Understanding what documents are requir	68.8%
2.7	Creating and/or posting a CV	65.6%
2.6	Setting up a personal space	65.6%

The following online services are the most popular among the PES in Europe: Job search (online in 93.8%[52] of countries), obtaining labour market information (84.4%), understanding what benefits the job seeker is eligible for (75%, I.e. accessing a listing of benefits), followed by providing listings of documents which are required when applying for benefits (68.8%).

(ii) Few push services

The benchmark however reveals that few services are being provided as push or pro-active services through automatic service provision (i.e. providing without the applicant having to request it). Only the following services are reported to be provided automatically, again in a very few countries:

- Ensuring continuity of medical insurance (automated in 93.8% of countries)
- Receiving Job Alerts (22.6%)
- Creating and/or posting a CV (12.5%)

Top 5 Automatically provided services when losing and finding a job		
3.4	Ensuring continuity of medical insurance	30.0%
2.5	Receiving 'job alerts' I.e. automatically rec	22.6%
2.7	Creating and/or posting a CV	12.5%
3.5	Ensuring continuity of pension payments	10.0%
2.2	Obtaining information on recruitment fairs	9.4%

(iii) Cases where face-to-face contact cannot be replaced by the eChannel

Where services are not provided online, PES provide at least information on them on their web site. Amongst those services which are commonly available at the information level, country representatives have indicated that their governments are hesitant to further e-enable the services 'Accessing personalized information', 'Registering as unemployed' and 'Registering for unemployment benefits' in particular to prevent fraud.

Top 5 Services related to losing and finding a job with online provision of information via dedicated PES portal		
5.1	Subscribing to training and education pro	73.3%
3.6	Obtaining financial aid for starting up as	57.7%
5.2	Subscribing to vocational/careers advice	50.0%
1.3	Accessing personalised information	46.9%
1.1	Registering as unemployed	46.9%
1.2	Registering for unemployment benefits	46.9%

(iv) A key trend: activation

In recent years, the PES's role has shifted from passively registering and financing to actively stimulating and guiding job seekers. This 'activation' shift in the role of PES from is a major trend in Europe. It is an important step towards empowerment, helping job seekers to become self-sufficient. The benchmark reveals that literally all European governments have made such attempts to 'activate' their formerly passive "safety nets" through an increased use of targeted supply-side measures (eventually coming in pair with a recalibration and tightening of benefit regimes).

As the benchmark reveals, the world wide web is a key medium to achieving activation through the provision of services such as:

[52] All percentages in this section are related to the number of countries where this service is relevant.. See also graph 'frequency of relevant steps when losing or finding a job in the EU27+' (above).

- Obtaining labour market information (online on PES portal in 84.4% of countries in EU27+ where this service is relevant)
- Obtaining information on recruitment fairs (50.0%)
- Job search (93.8%)
- Job alerts (automatically receiving job offers matching the job seekers' profile; 51.6%)
- Creating and posting a CV (65.6%)
- Subscribing to training and education programmes (this refers to specific technical skills/competencies/qualifications; 20%)
- Subscribing to vocational/careers advice (this refers to soft skills/competencies such as time keeping, personal presentation, communication, CV writing, application and interview performance; 36.7%)

These services empower job seekers to find a job on their own and- where financial support from the state is conditional- demonstrate sufficient and verifiable efforts to find employment.

(v) The PES still function as silos, the life event is far from being a reality

The benchmark has noted that, despite a good online presence, most often the web based services provided by the PES end at the PES's organisational borders. This means that the majority of the PES still function as silo organisations with little links to other actors which intervene when the Life Event 'Losing a Job' occurs. Such an administration-centric delimitation of service provision does not necessarily match the needs of citizens' during their change of employment circumstances.

In fact, a few Member States have integrated additional value-added extended services into the life event chain, such as debt counselling, health and housing guidance, as part of a collection of potential services. In many cases, it is evident that labour market measures are quite detached from other social support mechanisms.

In general, services falling under the category 'Benefitting from social and health services' (items 6.1-6.4 shown in Figure 5.13) are rarely provided electronically and/or bundled in dedicated 'Employment' portals.

- Only one third (33.3%[53]) of the countries provide the "Obtaining guidance related to housing[54]" service, or information on this service, through the PES portal. In two third of the cases, the service or information on this service cannot be accessed via the PES web site (36.7%) or is not even online available (30.0%'). The latter meaning one has to visit the relevant governmental agency for this.
- Accessing Debt counselling services" through a PES portal is even less popular: in only 23.3% of the countries this service is online or information on this service is online available through the PES portal). In one third of the cases it is possible to find (information on) this service elsewhere on the web, but in a disappointing 43.3% of the countries there is not even online information available.
- "Accessing health promotion programs" (this can cover medical checks, health or fitness programs, Obtaining guidance in case of invalidity, sickness, employment injuries) is also not very popular (service/information through PES in 13.3%, service/information online not through PES in 30% of the countries and 'offline' in 56.7%)

These services are important to prevent the socially disadvantaged from degenerating from unemployment to illness, family strife, homelessness and so forth.

[53] See remark in footnote 3 on interpretation of percentages

[54] i.e. guidance covering rent supplements, applications for community housing, contact details of housing associations, legal advice, and similar services

Integration of 'benefitting from social and health services' within PES	Service/information online through PES	Service/information NOT online through PES	Service/information not online(offline)
6.1 Obtaining guidance related to housing	33.3%	36.7%	30.0%
6.2 Accessing Debt counselling services	23.3%	33.3%	43.3%
6.3 Accessing health promotion programs	13.3%	30.0%	56.7%
6.4 Obtaining guidance in case of invalidity etc	50.0%	30.0%	20.0%

Services provided by other agencies or ministries to which, despite their relevance to job seekers, no in-links exist from PES web sites include:

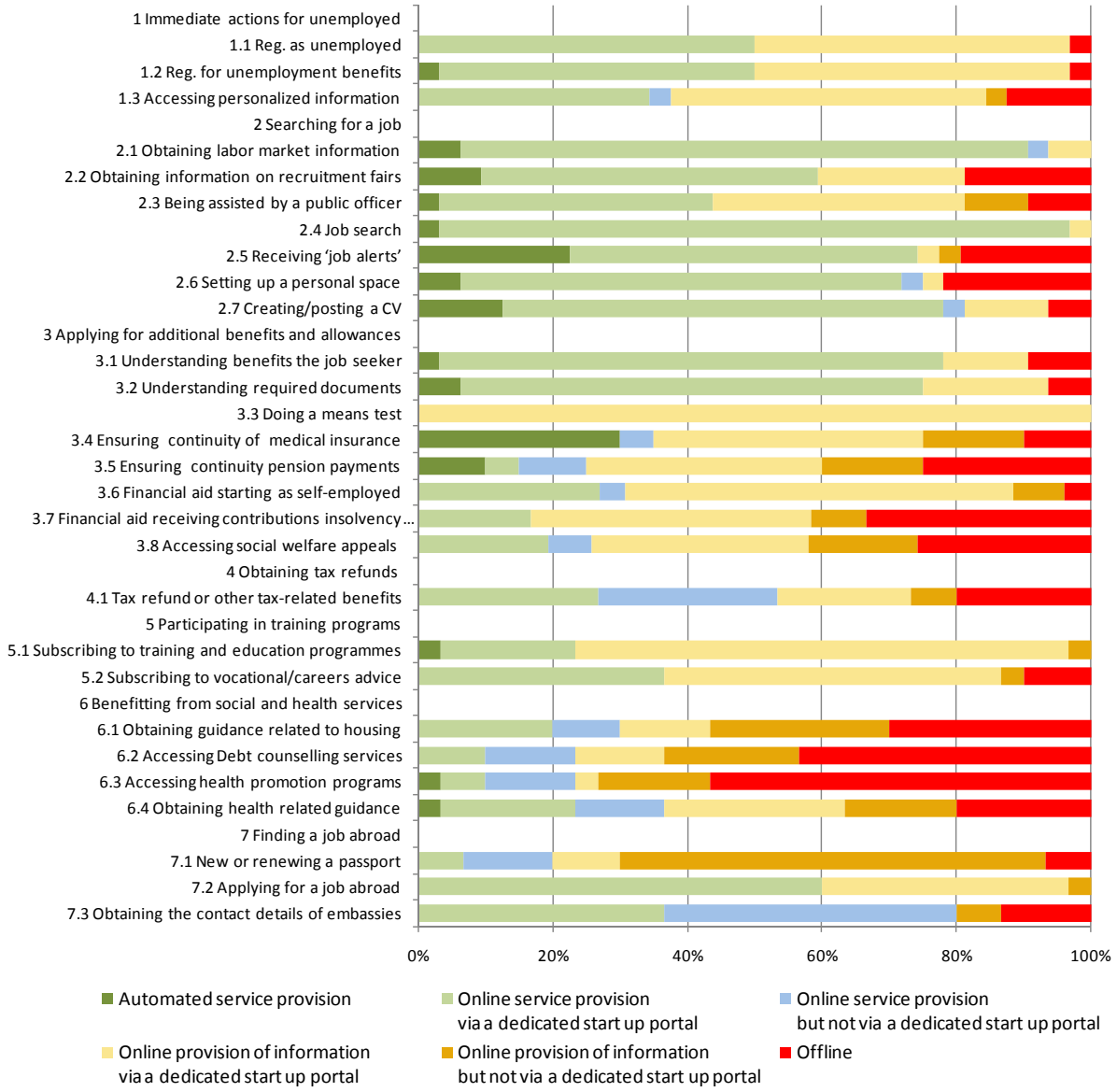
- "Obtaining a new or renewing a passport" is a service on which information is heavily available online (93.3%) but can only be accessed from PES portals in 16.7% of the cases
- "Obtaining the contact details of embassies" (online in 86.7% of the countries versus available through the PES portal in 36.7% of the countries)

The situation is better for the service 'Applying for a job abroad' (online in 100% of the countries and available through the PES portal in 96.7% of the countries) which seems well integrated thanks to the EURES platform[55] to which most PES provide a direct link. EURES is the European Mobility Portal and is specifically aimed at supporting citizens to find a job in another European country than their country of residence.

The observations made above can be summarised in the following graph, which indicates to what extent the screened elementary services are available online (through PES portals or "other" web sites).

[55] http://ec.europa.eu/eures/home.jsp?lang=en

Figure 5.14: Maturity Citizen life event: losing and finding a job (EU-27+)



(vi) Strong but uncoordinated private sector involvement

The benchmark has also assessed by whom the 27 elementary services are provided: public sector, private sector or both. Compared to the Business Life Event, the private sector is much more active in providing services related to the Life Event 'Losing and Finding a Job'.

The following services are at least partly provided by the private sector:

- Accessing Debt counselling services (77% public sector, 13% private sector, 10% mixed provision)
- Creating and/or posting a CV (53% public sector, 9% private sector, 38% mixed provision)
- Setting up a personal space (63% public sector, 9% private sector, 28% mixed provision)
- Obtaining information on recruitment fairs (69% public sector, 9% private sector, 22% mixed provision)
- Subscribing to vocational/careers advice (67% public sector, 7% private sector, 27% mixed provision)

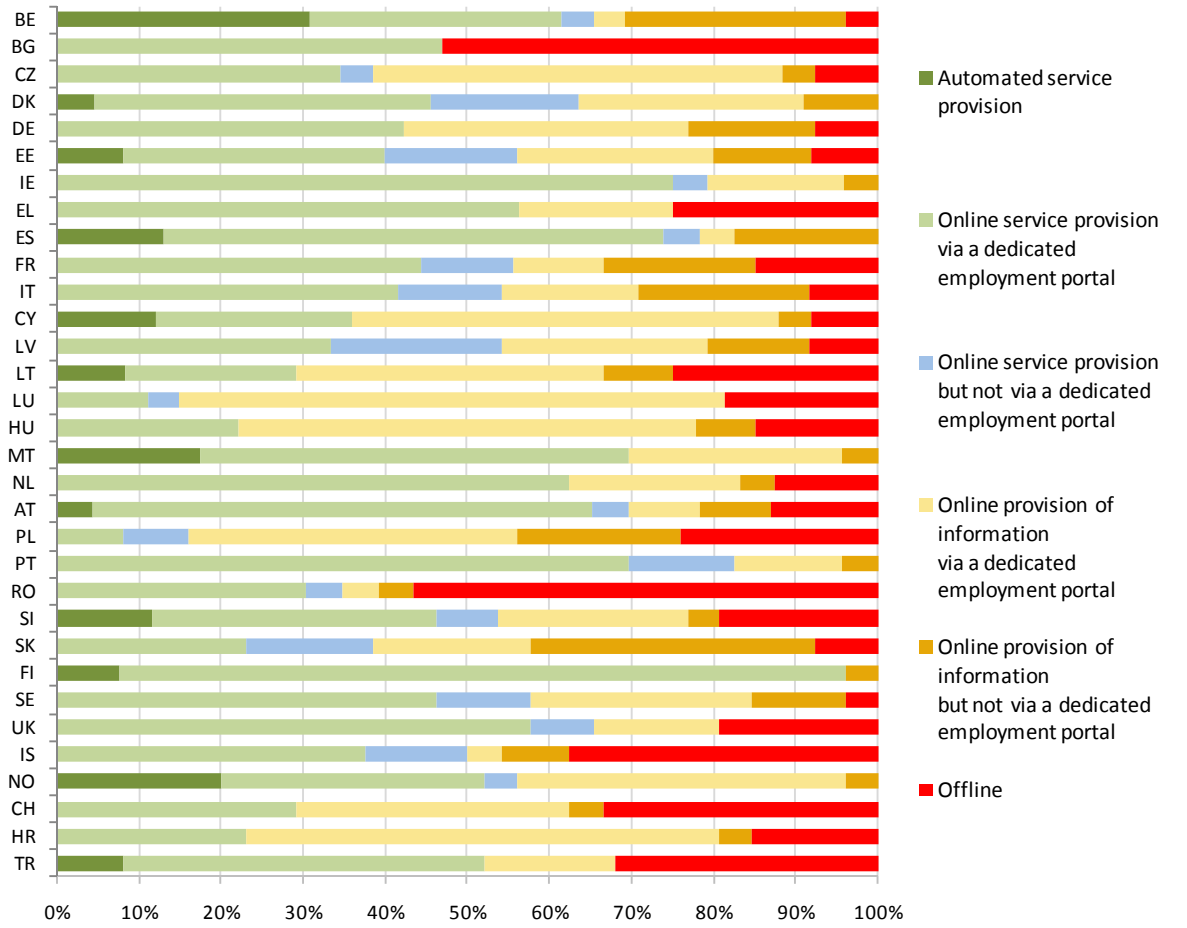
However, the vast majority (66.7%) of services provided by the private sector cannot be accessed via the dedicated Employment Portal. This shows that the public and private sector have insufficiently joined up their

offerings and continue to provide services without coordinating efforts. Commenting on the results of the benchmark, one country representative pointed out that nowadays, many services which traditionally used to be considered as the governments' domain are provided by the private sector (though often in addition to provision by administration). These include legal advice, training programs, vocational guidance and many others. The services delivered by the private sector differed from their public sector counterparts in two aspects: 1) they can be accessed on the spot (without subscribing to a waiting list for example which can be the case for services provided by government) 2) they are typically charged. The type of service provision opted for depends on the job seeker's personal preference and financial means. This of course raises the question of the equity of service provision.

(vii) Country results

The observations made above regarding the online provision of elementary services can also be made at the country level. As the benchmark shows, the e-enablement of the Life Event 'Losing and Finding a Job' is still rather low. Most countries' PES cover about half of the assessed services online. This is shown in the country ranking below.

Figure 5.15: Maturity of the life event 'losing and finding a job' (EU-27+)



Some good practices for truly integrated services do however exist. These examples offer a single entry-point (i.e. a dedicated portal to the job seeker), help guide the unemployed and are focused on the desired *outcome* rather than simply fulfilling an agency's legal obligations. Countries that offer the best examples include

Finland, **Ireland**, **Spain**, **Malta**, **Portugal** and **Austria,** whereby **Belgium** leads in terms of automated service provision.

The Finnish Employment Office has created a specific section for foreign workers living and working in Finland on its web site. This section is very complete and covers: permits for and registration of those working in Finland; information on employment relationships in Finland; occupational safety and health; taxation and social security for foreign workers. It is a key initiative to foster the cross-border mobility of workers.

Ireland and **Malta** have both explicitly adopted a life event approach on their Employment portals. **Ireland** has created the dedicated web site www.losingyourjob.ie for job seekers. The web offering is complete in scope and includes information on a wide range of social support services such as debt counselling and guidance related to housing. The life event portal www.keepingyourhome.ie can be accessed seamlessly through the losingyourjob.ie site.
In **Malta**, the life event of employment is targeted to act as a one stop shop to help citizens sustain themselves through the unemployment period and help them to change or find a new job. The web presence of the Maltese PES has the following sections in place: general; steps to be taken immediately after becoming unemployed; searching and applying for a Job; finding a job abroad, social security and health services; financial aid.

A prime example for a particularly integrated web offering across levels of government and actors is the new thematic employment web site "redtrabaj@" launched by **Spain** at the end of 2009. The web site was promoted in the mass media and was conceived as an interactive meeting point between the employers, unemployed people and the Public Administrations. Due to the structure in **Spain** of one national and 17 regional Public Employment Services, the website has been developed in close collaboration between the national government and the regional governments in order to build a one stop-shop for satisfying this life event.

Portugal provides for a wide range of online self-service solutions which can significantly support the most motivated and skilled job seekers to actively search for a job. For vocational advice, **Portugal** is currently developing a comprehensive eGuidance system called "Vi@s", which will provide users (primarily job searchers, but also counsellors) with tools that allow them to achieve even greater autonomy in their job search. The system includes tools to assemble personalized information about recruitment fairs, information about how to develop job search competences, information about relevant training programs, as well as many other areas. This tool will also allow job seekers to create a "labour passport" so they can more conveniently supply information about personal skills, experiences and preferences to potential employers. In the medium-term it is expected that this tool will be integrated in an automated labour supply and demand matching assistance system.

The personalization of services has several major advantages such as the pertinence of contents and information provided, time savings for clients, perception of better quality services and greater customer loyalty. There are two basic ways to provide personalized services: memorize previous data entries or collect information via questionnaires. Personalization can go hand in hand with segmentation (young professionals, seniors, long-term job seekers,…).
Austria is well experienced with both segmentation and personalization. The **Austria**n PES portal offers personalized information to key segments: young job seekers, adults, but also teachers and parents who help young people find jobs. By providing personalized accounts to job seekers, **Austria** has put a leading example of personalized service provision in place. Through their personal account, job seekers can notify changes in their personal data to the PES, de-register for unemployment benefits, receive emails from their counsellor securely in a dedicated inbox, personalize their job search initiatives, document these for the PES, track and trace the benefits (duration, timing and amount) they are eligible for and view appointments with their counsellors.

Personalized services are also gaining grounds in other countries. Another illustrative example is the Danish personalized CV posting initiative which introduces a "Smiley" feature when the unemployed sets up a CV. Red, yellow and green “smiles” indicate the job opportunities weighed with a combination of geography and profession.

The bottleneck for Europe remains the speed with which jobseekers are put back into employment. It is crucial to reduce the time needed to fill vacancies as unemployment strains the public purse and reduces the employability of job-seekers over time. Here, eGovernment can speed up job placement by, for example, bundling information and services on portals, customizing communication channels, introducing self-service tools and optimizing job matching services. Despite its potential, little is known about the take-up and impact of electronic provision of services on the speed of re-insertion of the unemployed.

eGovernment offerings have a very natural limit: they mainly help jobseekers with well-developed ICT skills, who are by definition already amongst most employable. It therefore remains crucial to consider the online channel as one possible channel to communicate with job seekers, within a combined set of multiple possible access channels. The benchmark reveals that several countries are currently experimenting with multi-channel strategies and innovative channel deployment.

In **Estonia**, current regulation stipulates that public officers must make contact with job seekers in person or via telephone. However, the Unemployment Insurance Fund has piloted counselling via Skype and has made a proposal to amend regulation so that counselling could take place also via electronic media.
The German Jobs-market place “Jobbörse“ has as slogan ”find a job in a few clicks”. After registering online, job seekers can access a wide range of vacancies and can request to receive job offers via SMS and WAP. Every Tuesday, at 7pm, and Thursdays at 1pm, a German TV channel (wdwip.tv), available online, broadcasts the TV Show “ JobXL “ dedicated to job search.

The example of **France** shows that efficient job support can also take place face-to-face. The French “Pôle Emploi” is increasingly favouring the ”Recruitment by simulation” method where candidates are directly tested at the employer’s premises. There is no formal recruitment process and limited requirements to send in diplomas and proofs of work experience beforehand. Recruitment typically takes place in several real-life test rounds, and the most suitable applicants are recruited immediately ”on site”. So once more, this example illustrates that the online channel is one possible channel for the provision of employment services, among a wider range of channels which are to be managed seamlessly by governments.

Box — Take-up of online Employment services

***Slovenia**:* The Employment Service of Slovenia (ESS) has developed a multi-channel e-Counselling service.
The objective of e-Counselling is to facilitate individuals in decisions about their career paths and job search activities. Basic services are available to everybody, while registered users benefit from personalized services.
The user can assess his occupational situation through the online *Self-assessment* module.
The user can find out more about employment opportunities by getting to know different professions and their characteristics and matching them with his profile through the online module *Employment objectives*.
The user can learn how to best search for employment, find forms to prepare applications and CVs, receive advice for job interviews and a successful job application with the online module *Job-searching skills*.
The user is provided in-depth labour market information in the online module *Labour market*.
Around 15,000 users visited the e-Counselling service in the period from November 2008 to April 2009. As an estimate, about 20% of registered job seekers are using e-Counselling[56].

***The Netherlands**:* The Dutch PES (UWV) is using a Competences Atlas to match job seekers' competencies with the labour market needs. The Competences Atlas is a self-service tool which is freely accessible on the UWV web site. An alternative is to perform the tests online, but in a competence testing centre. The test comprises personality questionnaires, interest and orientation tests, motivation tests dealing with career values and the willingness to change careers, tests of cognitive capacities and an entrepreneurship tests. Approximately 70,000 participants used the Competences Atlas in 2008. According to a satisfaction survey, 66% of users claim to have gained better insight into labour market opportunities, 76% state being more capable of expressing their strengths, 43% consider that they will apply for different jobs than originally envisioned, and 72% indicate that they have gained key insights into which jobs really suit their competences. Customer satisfaction, on a scale from 1-10 was at 8.2 in 2008[57].

***The United Kingdom**:* The UK's PES carried out a detailed study of the awareness of channels through which employment services are provided. Currently, awareness is highest for physical Jobpoints (allowing jobseekers who are not catered for by most online recruitment services to seek work online, 92%), followed by Warm Phones i.e. telephones available for Jobcentre Plus office visitors to use (free of charge) to enquire about job vacancies or to call various relevant Jobcentre Plus telephone services (67%), Jobseeker "Direct" telephone line (65%) and the Jobcentre Plus Website (61%). One in ten clients stated that he did not use any of these channels while only one in ten had used all four services, giving further indication on the awareness and adoption of channels[58].

[56] http://www.pes-benchmarking.eu/
[57] http://www.pes-benchmarking.eu/
[58] http://campaigns.dwp.gov.uk/asd/asd5/summ2005-2006/280summ.pdf

5.4 Life-event conclusions

Conclusions

This new area of measurement provides additional very valuable insight that builds on and adds to the existing individual service monitoring, and qualitative survey and user analysis already in place. It takes the existing survey instruments and puts real meaning to them.

The two life-events selected have significant implications on EU ambitions for a single market, and are vital for both economic recovery and longer-term economic viability of Europe.

The results for both life-events ('company start up', and 'losing & finding a job') show marked improvement in many countries with clear examples of innovative methods. It also highlights diversity and in places significant opportunities for advancement. These must be addressed, particularly in view of the economic consequences (and potential cohesion risks).

Findings suggest: Administration silos abound; service delivery chains are broken; a preponderance of 'inside-out' thinking rather than embracing a customer-centric model (evidenced by a focus on compliance services rather than including also competitiveness services); data transfer between agencies is hindered by insufficient semantic interoperability (within and across countries); service-oriented approaches and designs are insufficiently applied; channel strategies are mixed and varied resulting in poor user experience; substantial opportunities exist in addressing all aspects of interaction (G2G; G2B; G2C; C2C); a greater focus on measuring value is required.

Considerations

1. **Retain, and indeed extend the application of life-event measurement**
2. **Explore possibilities of launching Action Learning Groups (ALG) to capture leading practice**: These should address both life-events, and focus on rapid capture and deployment of leading practice.
3. **Integrate findings from this study with ongoing CIP pilot activities, notably SPOCS**: This will involve collaboration across EC Directorates (DG Info Soc, Markt, DIGIT) to maximise potential. It should address matters of policy, operating models, competence, strategies, technical and non-technical interoperability, service architectures, performance monitoring, communication, and the like.
4. **Incorporate the results of ongoing life-event studies into the measurement framework**: Services can be bundled in several ways: e.g. life-stage; life-event; user-group; incident; routine. Customer value and thus eGov monitoring may vary by type. Indicator design should be tailored to cater for key differences.
5. **Stimulate channel shift campaigns particularly for these high impact service areas**: Channel optimisation is viewed as an important driver of value and user satisfaction.
6. **Apply 'chain management' thinking to these high impact areas**. This may involve the application of lean approaches; administrative burden reduction actions; technology-enablement; better regulation; and other actions.

6. Behind the web : common horizontal enablers

6.1 About key enablers

This section focuses on IT enablers, or the so called *horizontal building blocks*. These enablers form the basis of many eGovernment applications and are hence a condition *sine qua non* for eGovernment progress. Without an appropriately enabled back-office, the front-office stands on shaky grounds and cannot evolve properly.

In this section, nine key enablers are examined in particular: Electronic identification (eID), Single Sign On (SSO), Authentic Sources, Electronic Safe, Secure and Formal Delivery (eDelivery), Open Specifications, Architecture Guidelines, Catalogues of Horizontal Enablers and Electronic Payment (ePayment).

Back Office Enabler		Description
(i)	**Authentic Sources**	Authentic Sources are base registries used by governments to automatically validate or fetch data relating to citizens or businesses.
(ii)	**ePayment**	Electronic Payment (ePayment) is an electronic money transfer between government and citizens or business in eGovernment service delivery.
(iii)	**eIdentity**	Electronic Identification (eID) is a government-issued document for online identification, and authentication
(iv)	**Open Specifications**	Open Specification are free and possibly standard specifications that can be used throughout eGovernment applications[59].
(v)	**Single Sign On**	Single Sign On (SSO) allows users to get access to multiple systems without the need to log in multiple times.
(vi)	**Architecture Guidelines**	Architecture Guidelines are common architectural principles and guidance targeting a uniform and re-usable service-based approach.
(vii)	**Catalogue of Horizontal Enablers**	Catalogue of Horizontal Enabler are a collection of technological enablers to be used across governmental environments.
(viii)	**Secure eDelivery**	Secure Electronically Delivery (eDelivery) is a legally recognized secure delivery for electronic exchange of documents and data between government and citizens or businesses.
(ix)	**eSafe**	Electronic Safe (eSafe) is a legally recognized system that allow for secure storage and retrieval of electronic documents.

6.2 The policy context

The number and type of European initiatives focused on key enablers is increasing steadily. Many of them have identified interoperability and standardization of enablers as vitally important to cut down IT development costs, benefit from greater economies of scale and break down barriers to cross-border communication. They are also a prerequisite for the recently deserved shift to cloud-provision and shared services. With networks being increasingly interconnected, trust and security concerns are receiving a high level of attention.

The Digital Agenda[60] cites both ”Interoperability and Standards” and ”Trust and Security” as core pillars for progress in Europe. The considerations made the point that there is a need to propose legislation on ICT interoperability, promote standard-setting rules and adopt a European Interoperability Strategy and Framework. The Malmö Ministerial declaration[61] sets the roll out of horizontal enablers as a major priority for eGovernment over the next five years. Key enablers are seen as a pre-condition for the other action areas defined in the declaration in that they empower users, promote the Single Market, and reap the efficiency and effectiveness gains of eGovernment. The Granada declaration published in the spring of 2010[62] calls for concerted EU actions to promote data protection as well as network and information security and trust. Here,

[59] This definition is based on the European Interoperability Framework’s version 1.0.
[60] http://ec.europa.eu/information_society/digital-agenda/
[61] http://www.egov2009.se/wp-content/uploads/Ministerial-Declaration-on-eGovernment.pdf
[62] http://www.eu2010.es/export/sites/presidencia/comun/descargas/Ministerios/en_declaracion_granada.pdf

emphasis is placed on eAuthentication for consumers and businesses, including eSignatures, eID cards and ePayments.

To support Member States with implementing horizontal enablers, several EU programs are under way, including ISA, SEMIC and the CIP Large Scale Pilots. These programs aim to align national solutions with common European standards and interlinking them across country borders, which is a vital step towards a single market.

ISA (Interoperability Solutions for European Public Administrations) is the European Commission's program to improve interoperability among public administrations in EU Member States. ISA runs from 2010 to 2015 and has a financial envelope of 164m Euros. ISA coordinates activities through establishing common frameworks in support of interoperability and promoting reusable generic tools and common services[63]. One of the most mature common services is semic.eu[64] which is a participatory platform that supports the sharing of "interoperability assets" to be used in eGovernment. The web site contains an open repository of these "interoperability assets" (e.g. data models that help to overcome differences in the systems involved in the exchange of certain data). The taxonomies or topics currently covered range from Health and Justice data to Social Affairs data and many more which administrations can simply reuse.
The CIP (Competitiveness and Innovation Framework Program) Large Scale Pilots have become very popular in supporting Member States in ensuring the interoperability of enablers through joint piloting, e.g. operational roll out. The pilot projects of type A[65] are supported with financial contributions of 10m Euros on average for a maximum of three years. The European Commission insists that a minimum of six Members States take part in each Large Scale Pilot. To ensure that other Member States do not initiate their own divergent solutions, "reference groups" of other potential partners are set up. The following five pilot programs are currently running:

- STORK: is establishing a European eID Interoperability Platform that will allow citizens to use their national eIDs in another EU Member State[66].
- PEPPOL: is setting up a pan-European pilot solution that together with existing national solutions will facilitate EU-wide interoperable public eProcurement[67].
- SPOCS: is providing seamless cross-border electronic procedures for setting up a business in another European country in the context of the Services Directive[68].
- epSOS: is building and evaluating a service infrastructure demonstrating cross-border interoperability between Electronic Health Record Systems in Europe[69].
- e-CODEX: is improving cross-border access of citizens and businesses to legal information in Europe[70].

The advantages of adopting the interoperable solutions developed in these projects are three-fold. First, countries can relatively easily become interoperable in Europe (without changing their national systems) by developing so-called national connectors to plug-in to the interoperability layer provided in the pilots. Second, because the applications built in these pilots are based on existing solutions in Europe, countries who do adopt them are guaranteed to be able to interconnect with other Member States. In other words, if a country does not have a given enabler yet, they can directly adopt the one used in the interoperability layer provided by the Large Scale Pilots. Lastly, although the solutions provided by the Large Scale Pilots originally focus on cross-

[63] http://ec.europa.eu/isa/
[64] http://www.semic.eu/semic/view/snav/About_SEMIC.xhtml
[65] The CIP broadly distinguishes between pilots Type A and B. Further information about Type B can be found here: http://ec.europa.eu/information_society/activities/ict_psp/documents/faq_pilots_b_call4_2010_v1.pdf. Further information about Type A can be retrieved here: http://ec.europa.eu/information_society/activities/ict_psp/documents/faq_pilots_a%20_call4_2010_v1.pdf
[66] www.eid-stork.eu
[67] www.peppol.eu
[68] www.eu-spocs.eu
[69] www.epsos.eu
[70] http://www.e-codex.eu

border interoperability, participants can also deploy these solutions to achieve regional or local interoperability within their country. Often in-country use of a cross-border solutions will lead to a nation-wide standard.

6.3 Measurement method

The assessment of horizontal enablers consists of mapping horizontal enablers in Member States and obtaining a high-level overview of the state-of-play of horizontal enablers in Member States. Measurement of Key Enablers has been undertaken by way of a structured self-assessment survey completed by all participating countries. It explored the 9 key enablers. Relevance in 2010 and beyond:

- Maps the availability, monitoring activity and where feasible usage of key back office enablers.
- Explains governance, organisational, technical and policy frameworks governing horizontal enablers.
- Illustrates key success factors and barriers for the usage of enablers.
- Encourages learning through document sharing and a bibliography.

6.4 Key findings

The current state of the art of IT enablers in the EU27+ countries reveals a mixed picture.

The availability of back office enablers is high: about three-fourths of countries have at least six out of the nine featured enablers in place; countries such as **Denmark, Estonia, France, Germany, Hungary** and **Austria** have made the entire set available.
However more is required than simply making the building blocks available is to ensure an administration's transition from paper-based to digital service provision. The enablers in place need evolve further:

- eIDs need to become eSignature enabled
- the coverage of Single Sign On needs to be extended to additional administrations and services
- Architecture Guidelines and Open Specifications policies need to be applied more thoroughly
- eID mechanisms allowing users to authenticate and request a service need to be complemented with secure eDelivery or Electronic Safe mechanisms to provide requested services online.

When compared to the building blocks that are available, actual usage of the enablers in service delivery seems disproportionally low.

There is lack of monitoring of the adoption, usability and impact of key enablers. Only about half of countries are monitoring the usage of these enablers.

Several factors are considered critical for the deployment of enablers in eGovernment applications including:

- their suitability to be used in multiple applications, in multiple government levels, in multiple sectors, in public and private sectors (to achieve a critical mass)
- availability of leadership and continuous political support (to sustainably allocate budget and resources to the development of building blocks)
- the choice of simple, standardized and interoperable technological infrastructures (allowing administrations to benefit from economies of scale and 'plug and play' capabilities)
- concern for security and trust
- a focus on usability (ease-of-use and the overall attractiveness of enablers to users)

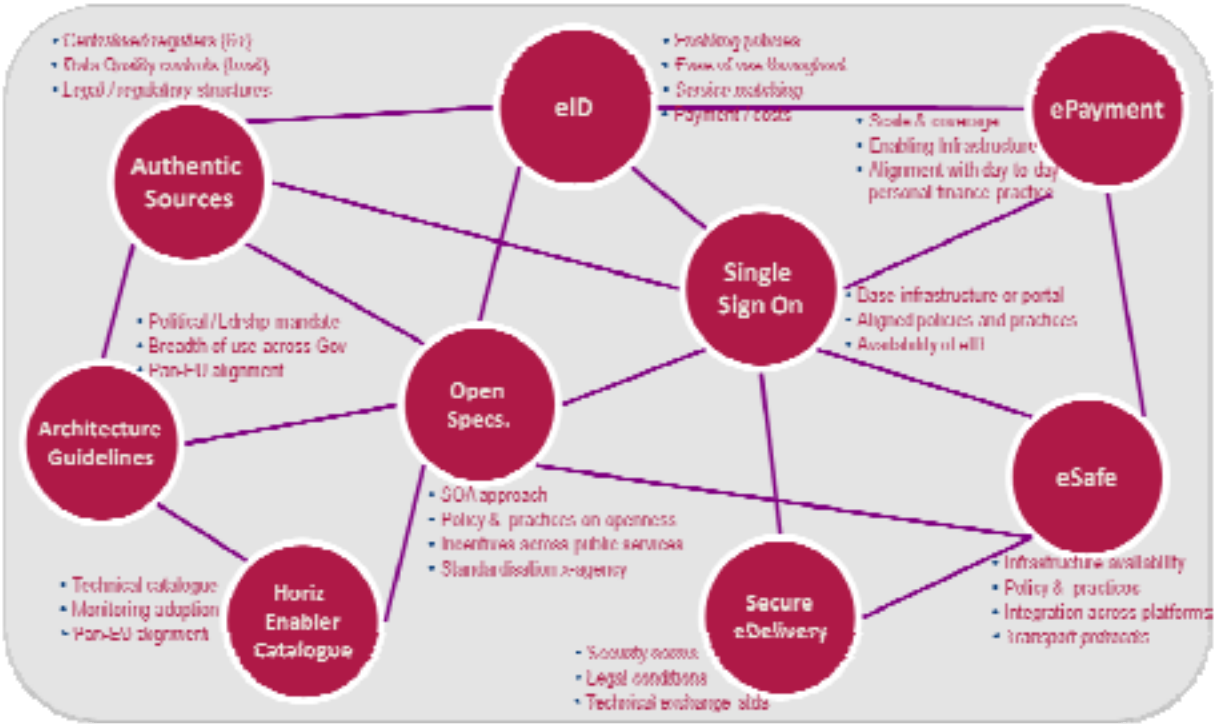
6.5 Scenarios

The *CIP Large Scale Pilots* are straightforward examples which demonstrate the added value of enablers and their interoperability through "real life" operational cases; as such offering an excellent portfolio of scenarios.

The *epSOS* project for example elaborates on different used cases for access to electronic health records, ePrescription or eDispensation. The pilot tests the case of occasional visitors (for example someone on holiday or attending a business meeting requiring medical support abroad); and routine cases (for example someone who lives in one country but works in another country and requires medical assistance at his workplace).

STORK is testing five pilots cases for cross-border identity management, among them a pilot for safer chat online aiming at building a platform for a safe online environment where children can communicate online with each other using their national eIDs; a pilot on eID Student Mobility enabling the use of national credentials for students moving to another university within the Erasmus mobility program; and a pilot testing the usage of eID authentication to support the electronic process of address change of EU citizens moving abroad to another Member State.

The *SPOCS* Pilot is examining and improving the Single Points of Contact for individuals or enterprises that provide services in one Member State to establish themselves and provide those same services in another Member State.



Above figure implies a set of relationships between enablers from which scenarios can be further developed.

6.6 Survey results

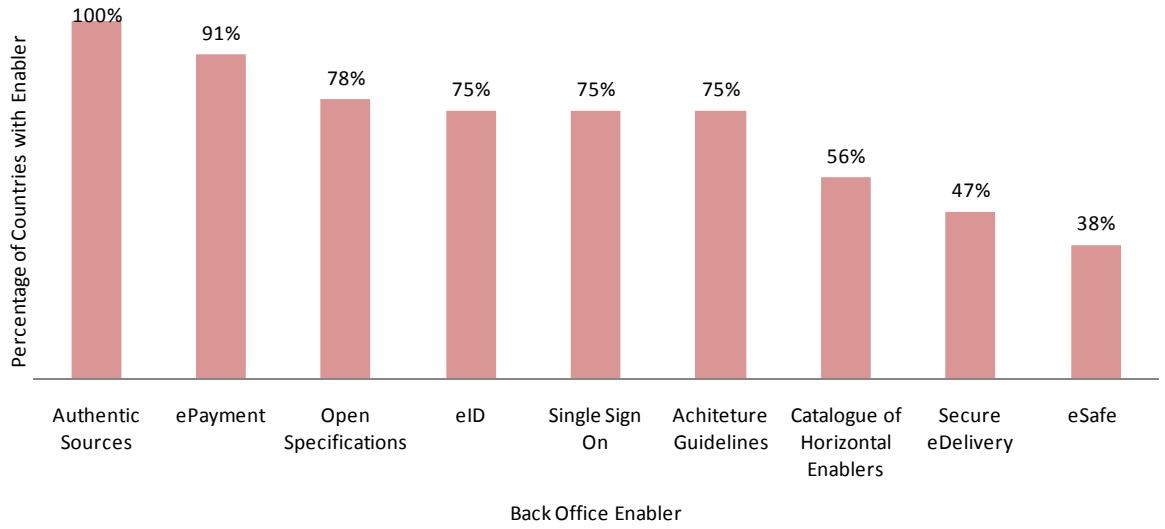
6.6.1 Basic availability

The figure below illustrates the widespread availability of key enablers in Europe. The most frequent enabler is "Authentic Sources" which is available in all EU27+ countries. Note that the results displayed here illustrate

availability in its most basic sense and do not inform about the usability (machine-readability, accessibility to the general public, quality and error rate, ...) and actual usage of authentic sources in Europe.

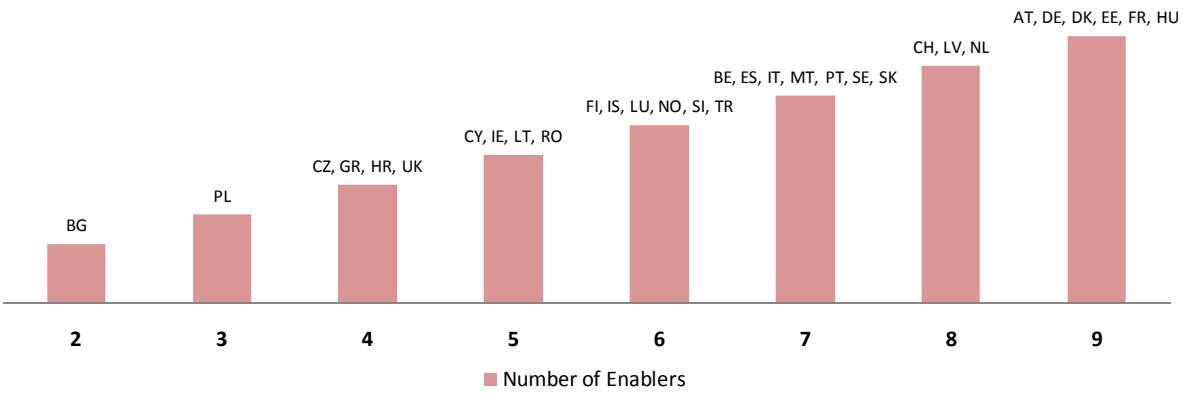
The second most frequent enabler is "ePayment". In fact, only **Greece, Croatia** and **Luxembourg** are reported not to have ePayment in place. "eID"[71] and "Open Specifications" are available in almost 80% of benchmarked countries, followed by "eID", "Single Sign On" and "Architecture Guidelines" which are available in 75% of countries. Catalogues of Horizontal Enablers" and "Secure eDelivery" are less frequent and have been implemented in about half of the EU27+. With a coverage of 38% "Electronic Safe" brings up the rear.

Figure 6.1: Frequency of enablers in EU27+



The following graph shows clusters of countries based on the number of available enablers. All benchmarked countries (except Bulgaria) have at least 3 available enablers in place. **Austria**, **Germany, Denmark**, **Estonia, France** and **Hungary** have made the entire range of enablers available, followed by **Switzerland, Latvia** and the **Netherlands** with eight enablers each. It is interesting to note that all countries (except **Turkey**) with the enabler "electronic Safe" also have "Single Sign On" and "eID" in place. This suggests that "eID" and "Single Sign On" may foster the implementation of Electronic Safes. In regards to the other enablers, the benchmark does not reveal patterns demonstrating which enablers re-enforce the presence of each other or are typically put in place first.

Figure 6.2: Number of supported enablers in countries



[71] The UK cancelled its national ID card program for similar reasons, see for instance http://www.guardian.co.uk/politics/2010/may/27/theresa-may-scrapping-id-cards .

Besides the high availability of Authentic Sources, 69% of surveyed countries report having introduced a legal basis which obliges their administrations to use data from Authentic Sources in eGovernment service delivery. This demonstrates that the introduction of a legal obligation to use a certain enabler is a key trigger for countries to effectively put an enabler in place. Without such a mandate, administrations may be less likely to adopt an enabler, making investments into enablers less worthwhile. One example for such a mandate is the Maltese Directive on the Elimination of Requirements to produce Civil Status Certificates which entered into force in April 2010[72]. The Directive states that government organisations are no longer allowed to ask citizens to provide birth, marriage or death certificates when they apply for a service. Instead, government organisations need to themselves retrieve the necessary information directly from the so-called Common Database (CDB) or another source.

The benchmark further makes a distinction between different types of Authentic Sources. The following table depicts the number of countries in which each eRegister is operational. Civil registers are the most popular, followed by company and car registers. About half of the benchmarked countries currently have an Income tax register in place. Putting such registers in place is a non-trivial challenge. Germany for example is currently working on the implementation of its car register to ease the de/registration process of cars. The process of implementing the car register is a first step and may in the long run - if successful - lead to the replacement of paper car documents, and the traditional vehicle inspection stickers. Electronic identification is part of the process in which a variety of actors is being involved (banks, municipalities, ..). Different pilots are ongoing for example with Technical Control Board (TÜV) and car dealers to seamlessly integrate processes.

Type of Authentic Source	Number of countries in which the register is operational
Civil register	20 countries
Company register	18 countries
Car register	18 countries
Geographic Information System	15 countries
Allowances and pension register	19 countries
Income tax register	17 countries

For eID, a distinction can be made between electronic identity management for citizens and for businesses. Currently, more than 75 % of countries have an eID framework for citizens in place. The percentage is slightly lower (69%) for businesses. **Greece, Hungary, Lithuania** have only implemented citizen eIDs. **France** in turn only has an eID framework for businesses in place. In 22 Member States, citizen eIDs can be used to sign electronic documents. For businesses, the eSignature[73] feature is enabled in 19 countries only, suggesting further room for progress. eSignatures are a pre-condition to ensure electronic communication with government and the exchange of documents can have full legal validity.

Less than half of countries report to have made certain Architecture Principles mandatory in eGovernment projects to ensure a coherent, generic services-based approach to eGovernment. Open Specifications also seem to be mostly implemented as guidelines rather than a legal obligation. As a leading practice, Slovenian courts had already adopted Open Office as the standard for office usage in 2006. Similarly, since 2008, Belgian federal government services are obliged to use the Open Document Format when exchanging documents. Introducing such an obligation is a major step to ensure that public administrations do not become dependent

[72] Reference provided by Member State representative.

[73] Definition of eSignature: data in electronic form which are attached to or logically associated with other electronic data and which serve as a method of authentication with regard to this data, as defined in the eSignatures Directive.

on a particular IT supplier. In countries where Architecture Principles and Open Specifications are not made obligatory, these enablers by definition can serve as 'guidelines' only.

Of those countries where the enabler is in place, 83% have made their catalogues of reusable government services public. Iceland has for example recently published an eGovernment toolbox which includes solutions for authentication, electronic document delivery and an eGovernment service layer. The idea of the toolbox is to encourage and facilitate the re-use of building blocks across the country at all levels of government[74].

Although more than half of the countries supporting Secure eDelivery also have eSafe solutions in place, certain countries, such as Italy, have explicitly opted for implementing eDelivery only. **Italy** uses the registered e-mail system PEC (Italian acronym for "Posta Elettronica Certificata") to electronically deliver documents while guaranteeing that electronic documents have the same legal validity as documents sent via registered mail. The PEC systems guarantees full legal validity by certifying and tracing the PEC e-mails. Users do not only receive legally binding delivery receipts, they can also ask for legally binding "reading" receipts (showing that messages and documents sent to the public administration have actually been "read").

Latvia has for example anchored the acceptance of electronic documents (i.e. signed with the secure eSignature and time-stamped when appropriate) in law. According to the national Electronic Documents Law, electronic documents must be accepted by every public (state and municipal) institution. In addition, citizens and businesses can request an electronic reply from public administration[75].

6.6.2 Critical success factors and key barriers

We asked all countries for their experiences on success and failure in relation to horizontal enablers. The following factors were reported as the most critical for the deployment of enablers in eGovernment applications:

- their fitness-for-use in multiple applications, at different levels of government and across public and private sectors (to achieve a critical mass);
- the existence of leadership and continuous political support (to sustainably allocate budget and resources to the development of building blocks);
- the use of simple, standardized and interoperable technological infrastructures (allowing administrations to benefit from economies of scale and "plug and play" capabilities);
- security and trust; and usability (ease-of-use and the overall attractiveness of enablers to users).

The table below highlights the most frequently mentioned "reasons to succeed" and "reasons to fail" which Member States reported for the implementation of key enablers. Reasons for success or failure can be numerous and different in nature. They can be legal, organisational, budgetary, technical, managerial or related to the enablers' usability.

[74] http://www.ut.is/verkfaerakistan
[75] http://www.vvc.gov.lv/export/sites/default/docs/LRTA/Likumi/Electronic_Documents_Law.doc

Enabler	The five most common reasons to succeed	The five most common reasons to fail
eID	1. Fitness for use in multiple applications and eGovernment services 2. Collaboration with the private sector (both in the provision of the eID and in the promotion of services for which the eID can be used) 3. Cheap to acquire (the eID should be free of charge or cost little to users) 4. Ease of use (both for administrations who deploy and maintain the electronic identity management systems as well as for citizens using the eID for identification and authentication) 5. Security and trust in electronic identity management	1. Lack of coherent definition of eIdentity across organisations 2. Poor eSkills (both of public officers deploying and maintaining the system and among citizens actually using the eService) 3. Lack of supporting legislation 4. Complexity of technology 5. High costs (both for organisations deploying the solutions and for citizens acquiring the eIDs)
Single Sign On	1. Fitness for use in multiple applications and eGovernment services 2. Use of eIDs 3. Availability of a fully-fledged national portal through which citizens and businesses can be identified for multiple services 4. Country-wide supporting legislation 5. Simple, standardized and reusable IT infrastructures at all government levels	1. High costs to deploy and maintain SSO 2. Lack of eID infrastructure 3. Lack of supporting legislation 4. Lack of interoperability between the different technologies already in place for existing applications that could benefit from SSO 5. Low maturity of public eServices in the country (lack of central portal, underdeveloped back office, etc.)
Authentic Sources	1. High quality of data (the data made available in registers must be reliable and consistently maintained) 2. Legal basis mandating the use of Authentic Sources 3. Interoperability of the different Authentic Sources 4. Standardization of data exchange 5. Easy to use, easy to access	1. High costs involved in the transition from legacy systems to electronic and fully interconnected data sources 2. Absence of legal frameworks 3. No integrated platforms (which makes it difficult to provide for consistent data throughout the various Authentic Sources) 4. Security concerns 5. Lack of financial and human resources
Electronic Safe and Secure eDelivery	1. Fitness for use in multiple applications and eGovernment services 2. Demonstrable efficiency gains (due to standard and secure ways to exchange information) 3. Attractiveness of Track and Trace functionalities to end users 4. Absence of charges for use 5. Easy to use (for end users) and easy to implement and deploy (for administrations)	1. Absence of a central solution 2. Lack of interoperability between applications 3. Low usage of electronic documents 4. Lack of standards 5. Security concerns
Open Specifications	1. Awareness on the benefits of using Open Specifications (e.g. decoupling from specific vendors etc.) 2. Increase in interoperability 3. Adequate leadership and political support 4. Widespread use in both the public and private sector 5. Standardization	1. Low level of awareness on the benefits of using Open Specifications 2. Not a political priority 3. Need to migrate existing systems 4. Lack of knowledge on how to use Open Specifications 5. Lack of legal mandate
Architecture Guidelines and Catalogues of Horizontal Enablers	1. Adequate leadership and political support 2. Existence of a common infrastructure to disseminate and store solutions and, therefore, promote re-use 3. Increase in interoperability 4. Existence of compliance policies 5. Widespread participation of different government levels	1. No political support 2. Lack of long-term vision and IT policies 3. Difficulties in changing existing architectures 4. Low level of collaboration among organisations (inherent to the culture of working in silos) 5. Lack of financial and human resources
ePayment	1. Fitness for use in multiple applications and eGovernment services 2. Visible benefits for end users (faster and more secure services) 3. Use of common ePayment solutions throughout all eGovernment applications *4.* Collaboration with the private *sector (re-use of solutions already in place in other sectors in the market)* 5. Cost reduction (e.g. reduced costs per transaction)	1. No widespread use of ePayment across different applications or government levels 2. Lack of a standardized solution 3. Lack of eSkills among citizens 4. Lack of financial and human resources 5. Lack of trust in the security of ePayment

The following paragraphs explain some of the critical success factors in detail, based on key examples the benchmark has identified. These are:

(i) The trade off between *security* and *usability* illustrated based on the case of electronic identity management;
(ii) The need to use enablers in *multiple applications*- based on the example of Single Sign On;
(iii) Collaboration with the private sector- with the example of ePayment

(i) The trade-off between security and usability: the case of eID

Usability (e.g. the ease-of-use and the overall attractiveness of an enabler to users) and security have both been named as critical success factors for many of the benchmarked enablers. The example of eID clearly illustrates that usability and security can, but not necessarily go hand in hand.

For the enabler eID, the benchmark has made a distinction between smart cards, digital certificates, USB tokens and user ID plus password as distinct mechanisms for electronic identification and authentication.

Different authentication mechanisms used in the EU27+

A smart card is a credit-card form factor device that securely stores a digital ID within a specially designed microprocessor on the card[76]. The ID card's electronic proof-of-identity feature safeguards the user's personal data during Internet transactions. Smart cards can (in principle) be used both to interact with government authorities as well as with the private sector, for example for online purchases and eBanking.

There are clear reasons which explain the popularity of smart cards among Member State governments. Smart cards could in fact replace paper identification cards as they include traditional features of physical ID cards such as images, personal data, and even magnetic stripes and barcodes. Germany for example just launched the roll out of eID cards. As from November 1st 2010, paper identification cards are no longer issued by German authorities.

There are two kinds of smart cards: contact smart cards, which must be inserted into a card reader when used and require the download of specific driver software; and contactless smart cards, which use wireless communication and can be read at (short) distance. Contact smart cards are generally seen to provide greater security than contactless smart cards because they must be physically inserted into a card reader. For access, authentication, and digital signing, the card's PIN code must be provided in addition. As an example contact smart cards are used in Belgium, Austria, Estonia, Finland and Croatia. Contactless smart cards are used in very few countries including Germany, and Slovenia. Contactless smartcards appear to be more attractive to the semi-public sphere (the transportation sector being a popular example: Oyster card in London, Navigo pass in Paris, SL Access card in Stockholm) or in the private sector (typically payment cards such as Visa, MasterCard, American Express).

Putting smart cards into place requires significant investments from government which can only be amortized in a short time if smart cards are effectively used. Up to now, only a few countries have abolished paper IDs in favour of smart cards. These are Belgium, Estonia, Lithuania, The Netherlands, Poland, Portugal, Slovenia and Spain[77]. In all other European countries, citizens can choose between a paper ID or smart card. Citizens typically purchase the smart cards from administration. The prices for smart cards vary significantly from one country to another. Prices for example range from 10 (Spain) to 43 Euros (Netherlands, maximum price) per card[78]. On top of this, card readers cost 25 € on average, costs which may be prohibitive to potential users.

[76] http://www.adobe.com/government/pdfs/eid_cards_wp.pdf
[77] http://www.dbresearch.de/PROD/DBR_INTERNET_DE-PROD/PROD0000000000262236.pdf
[78] http://de.statista.com/statistik/daten/studie/166611/umfrage/kosten-von-eid-karten-in-ausgewaehlten-laendern-europas/ .

Digital Certificates are typically an attachment to an electronic message used for security purposes. The most common use of a digital certificate is to verify that a user sending an email message is who he or she claims to be, and to provide the receiver with the means to encode a reply[79].
Digital certificates can also be stored and transported on smart cards or USB tokens. Estonia, Finland and Luxembourg for example have both smart cards and Digital Certificates in place.
Each certificate can only be used to authenticate one particular user because only that user's computer has the corresponding and unique private key needed to complete the authentication process[80]. As opposed to tokens, smart cards and biometrics (which must be physically issued, replaced and recovered), digital certificates can be delivered electronically (except for qualified Digital Certificates). . However, in the wider population, user acceptance of digital certificates is low while deployment and support costs remain high (partly because of the low uptake). For security reasons, digital certificates expire (or alternatively need to be renewed). Also, a new certificate needs to be issued whenever the user changes his email address or computer as certificates and the corresponding private keys are not (yet) stored on central servers. In general, the concepts behind the identification can appear complex and confusing for end users.

A cryptographic USB token is a physical device that an authorized user of computer services is given to ease authentication[81]. Tokens are typically small enough to be carried in a pocket or purse or to attach to a keychain. The USB token can seem more suitable than smart cards because all laptops and desktops typically have an USB reader while uptake of card readers required for smart cards is still low. One of the most important properties of the USB token is that the private key stored on the token can never be copied out of the token. As a result, during a digital signing operation, the Digital Signature is created directly on the token. Security for the user's private key is further enhanced through the mandatory use of a password to access the contents of the USB token. Tokens are increasingly popular for eBanking applications but are now also used within public administrations, for example in the context of tele-working requiring that requires that public officers remotely authenticate to their administrations' networks and email systems , commonly through VPN (virtual private networks).

Password and user ID provide a lower level of authentication and offer less confidence than the Electronic identification mechanisms presented above. The main problem is that passwords and user IDs are prone to leaking as they tend to be shared, written down or stored in place where they can easily be found (such as attached to the computer). Users often choose a password that is easy to remember (anniversaries, names of spouse or children, etc.) so they can be guessed quite easily. Machine-generated passwords or password selection criteria eliminate this risk, but in most cases, this just leads to the password being written down. Once a password forgotten, a helpdesk intervenes to reset the password which can also be a source for breaches.
The main advantage of passwords and user IDs is that they are mostly for free and easy to use. So it seems that unless users are not forced to use more secure identity management systems, they will continue using passwords and user IDs, simply out of cost considerations or because they are familiar with using them in another context than in dealing with government.

Smart cards are the most common identification mechanism in Europe. Out of the 32 surveyed countries, 15 Member States base their Electronic Identity Management Systems on smart cards. These are: **Austria**[82], **Belgium, Switzerland, Germany, Estonia, Finland, Croatia, Iceland, Italy, Lithuania, Luxembourg, Latvia, Portugal, Sweden, Slovenia.**

[79] http://www.webopedia.com/TERM/D/digital_certificate.html
[80] http://en.wikipedia.org/wiki/Two-factor_authentication
[81] http://en.wikipedia.org/wiki/Security_token
[82] At the moment, Austria has a technology neutral solution and implementations in form of smart cards and mobile phone signatures in place.

Best practice: Smart cards in Lithuania

A good example are the Lithuanian e-ID cards, issued since January 2009. They are mandatory for all citizens aged over 16 and also serve as travel document in all EU countries. The eID card complies with the specifications of the European Citizen Card and contains both a certificate for online identification, and a certificate for eSignature. Distinct ID cards have are also being issued for civil servants. These identification cards have contact- and contactless chips, and also contain both an identification certificate and a certificate for eSignature.

Twelve Member States use Digital certificates. These are: **Belgium**, **Denmark, Estonia, Spain, Finland, Ireland, Lithuania, Luxembourg, Malta, Portugal, Sweden, Slovenia**.

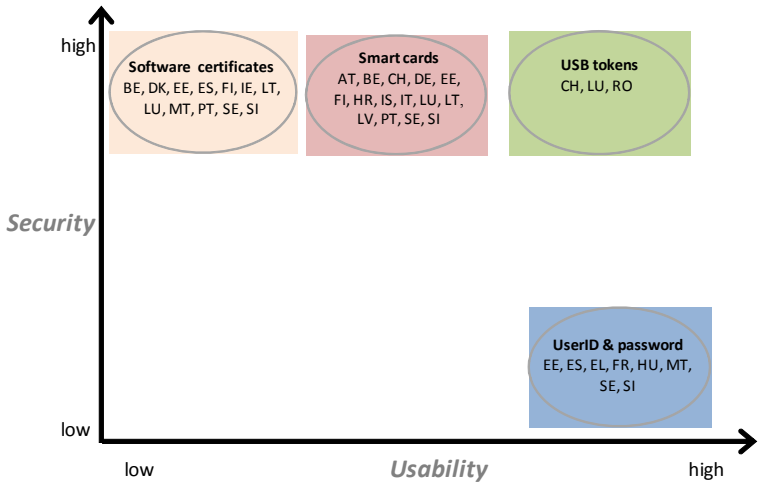
Best practice: Digital Certificates in Finland

The Finnish Citizen Certificate can come in the form of a 'software certificate' and can be attached to a GSM SIM card or to a government ID card. The Finnish Citizen Certificate contains, among other information, a citizen's first name, family name and an electronic client identifier. The Citizen Certificate is a network key for eServices requiring strong identification. Two PIN codes are required, one for registration to online services, a second one to sign electronically. Identity verification takes place with the help of an electronic client identifier, which is a set of information consisting of numbers and a check digit. An electronic client identifier is created automatically in the Population Information System for every Finnish citizen and according to the Municipality of Residence Act for aliens residing permanently in Finland.

Eight countries rely on User IDs and passwords for online identification. These are: **Estonia, Spain, Greece, France, Hungary, Malta, Sweden, Slovenia.**

Only three countries, **Switzerland**, **Luxembourg** and **Romania**, have opted for USB tokens [83].
The diagram below provides an overview of the different eID mechanisms used in the EU27+ countries. It compares usability on the *y* axis to security on the *x* axis . The mapping clearly reveals that in many cases there is no uniform eID mechanism in place, even within countries. Countries such as **Estonia, Luxembourg**, **Slovenia** and **Swede**n for example have implemented three alternative, complementary mechanisms (Smart Cards, Digital Certificates and userID/Password). Countries such as Spain and Malta combine Digital Certificates and user-ID/passwords.

Figure 6.3: eID mechanisms used in the EU27+ countries: usability and security



[83] Norway and the Netherlands have other mechanisms in place.

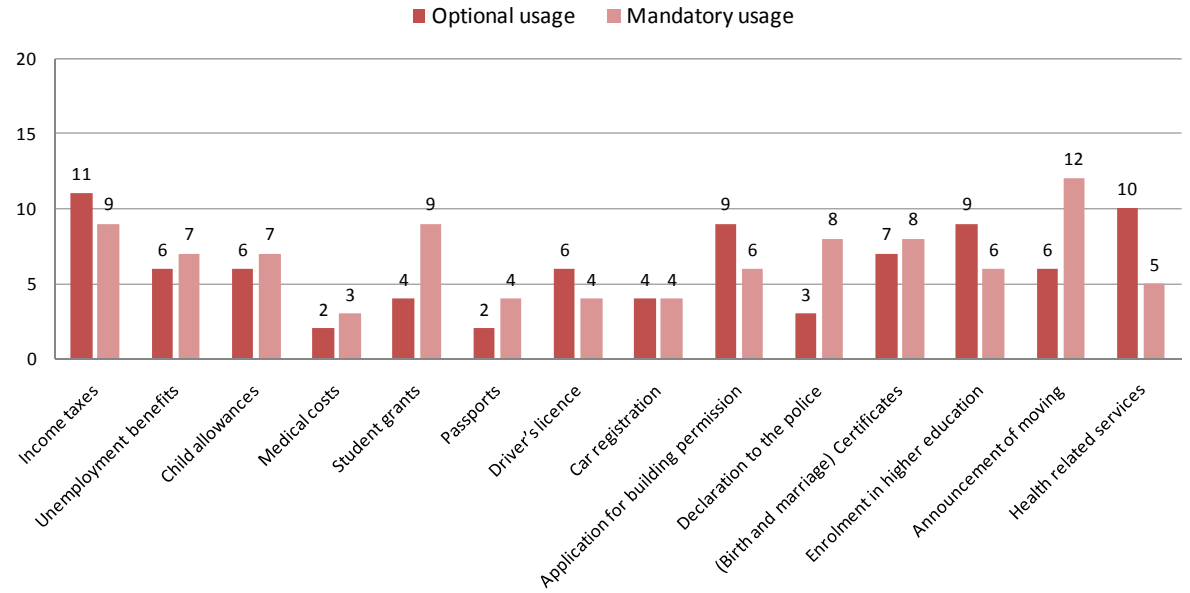
The most secure way of dealing with identity management seems to be multi-factor authentication. This means that the authentication relies on three factors: a hardware component (something you have), a password system (something you know), and a biometric (something you are). The benchmark survey has not been able to identify any such mechanism.

The 20 services in relation to eID

Not all eGovernment applications and services require the same level of security. To be able to provide government services which require sensitive data exchange (e.g. healthcare records), Member States should enable administrations to apply strong security through digital certificates and pin or a smart card plus PIN. However, for certain government services, it may be sufficient that users self-identify themselves, or resort to a user ID and password – solutions which are likely to be perceived as more user friendly.

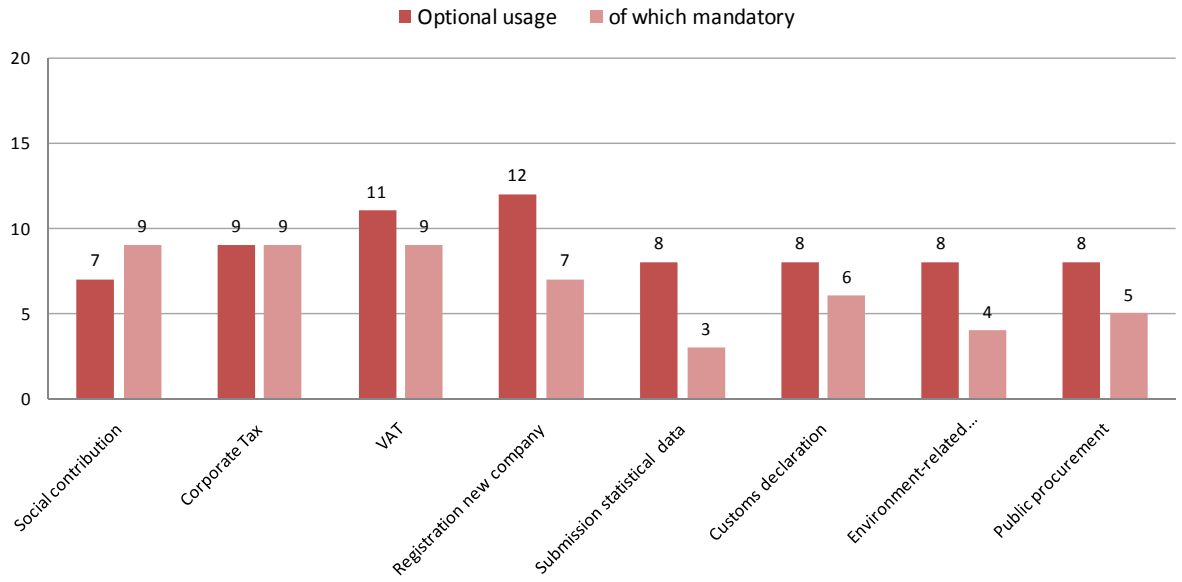
The following figure lists the 14 public citizen services for which the use of national eIDs is optional or mandatory. Again, no clear pattern emerges. However, it is clear that in principle, electronic identification is available for a wide range of public services for citizens, in particular Income taxes, announcement of moving, birth and marriage certificates, enrolment in higher education and applications for building permission.

Figure 6.4: Citizens' services for which the usage of eID is optional or mandatory



In many countries, business services are equally supported by eID. VAT, Company registration and Corporate tax can be accessed with an eID in more than half of the benchmarked countries.

Figure 6.5: Businesses' services for which the usage of eID is optional or mandatory



Despite the high number of services in which eID could potentially be used, little is known about the take-up or actual usage of eID by citizens and businesses.

Based on the i2010 eGovernment Action Plan Progress Study[84], two thirds of Member States do not know what the take-up of their eID is, so it is hard to tell if and to what extent investment in eID systems have already paid off.

A study of the Deutsche Bank reports that in Estonia about 90% of the population holds an eID. In Belgium, the coverage is 99,3% since eID is mandatory and fully rolled-out since 2009[85]. Deployment is less than ten percent in **Italy** and **Finland**. In **Spain** and **Sweden** one out of three citizens has an eID[86]. In **Belgium**, one of the early leaders in the development of eID in Europe, there is a slowly increasing take-up of posession of eID readers in households (15% of households with a computer have an eID reader) and companies (18% of staff members have an eID reader at their workplace) but a much higher uptake among civil servants. In fact, nearly 40% of public officers working for the federal government have an eID reader and use it at work for a series of applications and information services. To increase uptake, **Belgium** has launched several initiatives such as eID for children (Kids-ID) and eID for foreign residents[87].

Besides the factors described earlier (security and trust, and usability in particular), several other reasons could explain the sluggish take-up of electronic identity management in Europe. Primarily, the fact that electronic identity cards are not mandatory and hence will only slowly replace traditional paper identity documents; Additionally, the fact that the number of applications supported by eID is still too low or not attractive enough for users . In this sense there is a clear need to interlink government IT authentication systems with those of the private sector. In this way government issued identification credentials could be used to access the private sector's IT systems (e.g. networks at the workplace) or carry out any other commercial eBusiness transactions on the Internet; and potentially in governments without a coherent policy or coordinated approach regarding the administrative layers or types of transactions where the eID ought to be used.

[84] http://ec.europa.eu/information_society/activities/egovernment/studies/completed_studies/index_en.htm
[85] http://www.ibz.rrn.fgov.be/index.php?id=2576&L=1
[86] http://www.dbresearch.de/PROD/DBR_INTERNET_DE-PROD/PROD0000000000262236.pdf
[87] More information on the Belgian ID-card can be found at http://eid.belgium.be/

(ii) The case of Single Sign On: fitness for use in multiple applications

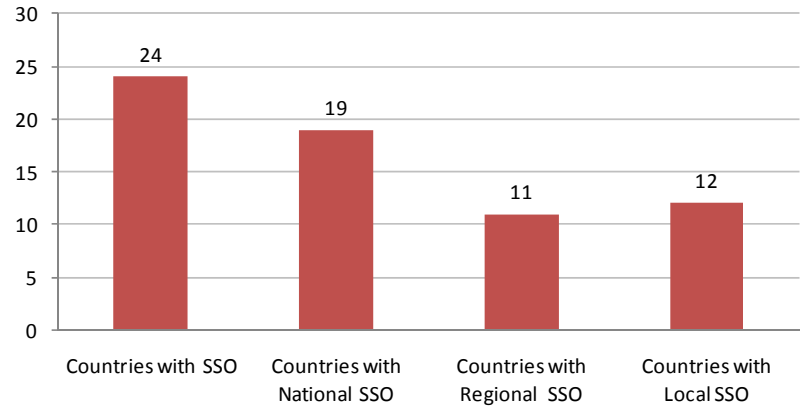
Widespread use and applicability are among the most frequently named success factors for the deployment of IT building blocks. They refer to the fitness-for-use of enablers in multiple applications and at multiple government levels, within multiple sectors, both the public and private sphere included.

The case of Single Sign On clearly shows that efforts have been made to introduce Sign On facilities which can be used across multiple systems. However, European administrations should increase uptake to ensure that SSO applies to an even wider range of services and government tiers.

Single Sign On refers to the mechanism where users only have to log in to a primary domain system in order to gain access to other secondary domains. In the case of the benchmark, this means that a citizen or business can log into a main website of a country (for example the national portal) to perform other domain services such as tax declaration, passports renewal, applications for building permissions etc.

The figure below suggests that SSO if often limited to a single administration or government level or a similar set of services. Hence, the coverage of solutions in place needs to increase.

Figure 6.6: Frequency of Single Sign On (SSO) through governmental level



As an example, only 19 out of the 24 countries reported to have a national SSO platform in place. Furthermore, at least 7 of the countries with national SSO do not integrate the national solution with their local and regional systems. Since many citizen services relating to life events (e.g. change of address, registration of birth etc) are offered at local or regional levels, a SSO encompassing all three levels would not only enhance the user experience (fewer log-ons) but also make national services more visible (since all services will be provided under the same umbrella).

A more qualitative analysis confirms this varied landscape. **Austria**, **Belgium** and **Switzerland**, all three countries with a federal governance structure have for example distinct SSO in place for all their respective government tiers.

Examples for SSO applicable to a government tier	
Austria	• Single Sign On available on portals at the regional level e.g. Carinthia: https://portal.ktn.gv.at/moa-id-auth/SelectBKU?Target=PV&OA=https://portal.ktn.gv.at/default.aspx; or Burgenland: http://www.e-government.bgld.gv.at/formulare/content/onlineformulare.htm
Belgium	• mybelgium.be : Personalised citizen portal of the federal government • Digiflow application for civil servants (http://www.fedweb.belgium.be/fr/services_en_ligne/online_digiflow.jsp) is available directly or via other applications
Switzerland	• Single Sign On available on portals of some cantons e.g. Neuchâtel http://www.ne.ch/neat/site/jsp/rubrique/rubrique.jsp?StyleType=marron&CatId=5266;

Switzerland, Germany, Hungary, Latvia, Malta, Norway and **Sweden** have successfully built certain service-specific solutions. Noteworthy is the example of **Latvia** where bank cards and mobile phones can be used for online identification during SSO.

Examples of SSO available for select services	
Switzerland	• Single Sign On available on portals of certain administrations, e.g. the Police and Justice Department http://www.isc-ejpd.admin.ch/isc/de/home/dienstleistungen/sso-portal.htm
Germany	• Electronic Tax Declaration (Elektronische Steuererklärung) https://secure.2ask.net/0001/3249540ef2319334/survey.html • Customs, the European Registration and Identification System (Zoll, Das europäische Registrierungs- und Identifikationssystem (EORI)) https://www.elsteronline.de/eportal/eop/auth/Registrierung.tax
Hungary	• Hungarian Tax and Financial Control Administration (APEH): VAT, income taxes, corporate tax https://ugyintezes.magyarorszag.hu/szolgaltatasok/jarulekbevallas.html • National Health Insurance Fund (OEP): Social contribution for employees https://ugyintezes.magyarorszag.hu/szolgaltatasok/taj.html • Hungarian Customs and Finance Guard: Customs declaration https://ugyintezes.magyarorszag.hu/szolgaltatasok/evp.html
Latvia	• SSO is in place for a wide range of services: The State Revenue Service (http://www.vid.gov.lv/default.aspx?tabid=11&id=513&hl=2), Road Traffic Safety Directorate (https://e.csdd.lv/), Lursoft ltd. (in cooperation with the Commerce Register) (http://www.lursoft.lv/be_informed.html), Land Register (http://www.zemesgramata.lv/?ln=en), Office of Citizenship and Migration Affairs (http://www.np.gov.lv/en/), secure e-signature (http://info.e-me.lv/), Riga City Council (http://riga.lv/EN/Channels/About_Riga/default.htm), portal "E-services" - services related with real estate tax (www.epakalpojumi.lv), point of single contact www.latvija.lv (https://www.latvija.lv/LV/LDV/Default.aspx), State Land Service (http://www.vzd.gov.lv/?lang=ENG); Ventspils City Council (http://www.ventspils.lv/News/frontpage.htm?Lang=LV); Information Centre of the Ministry of the Interior (http://www.ic.iem.gov.lv/?q=en/node/213); University of Latvia (http://www.lu.lv/eng/); Riga Technical University (http://www.rtu.lv/en/); State Police (http://www.vp.gov.lv/?setl=2); Centre of Health Economics (http://www.vec.gov.lv/english/default.html). • I-bank authentification is in place for: Lursoft ltd. (http://www.lursoft.lv/be_informed.html), Office of Citizenship and Migration Affairs (http://www.np.gov.lv/en/), Riga City Council (http://riga.lv/EN/Channels/About_Riga/default.htm), portal "E-services" (www.epakalpojumi.lv), www.latvija.lv (https://www.latvija.lv/LV/LDV/Default.aspx); State Land Service (http://www.vzd.gov.lv/?lang=ENG); Road Traffic Safety Directorate (https://e.csdd.lv/), Land Register (http://www.zemesgramata.lv/?ln=en), Ventspils City Council (http://www.ventspils.lv/News/frontpage.htm?Lang=LV); Information Centre of the Ministry of the Interior (http://www.ic.iem.gov.lv/?q=en/node/213); University of Latvia (http://www.lu.lv/eng/); Riga Technical University (http://www.rtu.lv/en/); Centre of Health Economics (http://www.vec.gov.lv/english/default.html). • Mobile ID (www.mobilaisid.lv) is in place for: Riga City Council (http://riga.lv/EN/Channels/About_Riga/default.htm), portal "E-services" (www.epakalpojumi), www.latvija.lv; Road Traffic Safety Directorate (https://e.csdd.lv/); Office of Citizenship and Migration Affairs (http://www.np.gov.lv/en/); Lursoft ltd. (in cooperation with the Commerce Register) (http://www.lursoft.lv/be_informed.html); Riga Technical University (https://ortus.rtu.lv/AMLogin/), University of Latvia (https://luis.lanet.lv/), State Land Service (http://www.vzd.gov.lv/?lang=ENG);Information Centre of the Ministry of the Interior (http://www.ic.iem.gov.lv/?q=en/node/213); Centre of Health Economics (http://www.vec.gov.lv/english/default.html).
Malta	• Contracts Website - www.contracts.gov.mt • IRD Services - www.ird.gov.mt • MyAlerts notifications service - www.mygov.mt/alerts
Norway	• http://www.feide.no - single sign-on for student ICT-systems in high schools and universities
Sweden	• URL: htttp://verksamt.se Included services: Considering, Starting, Running, Developing and Closing down businesses. Participating organisations: Swedish Companies Registration Office, Swedish Tax Agency, Swedish Agency for Economic and Regional Growth • URL: htttp://skatteverket.se Included services: About 45 tax related e-services for citizens and businesses. Participating organisations: Swedish Tax Agency • URL: http://www.forsakringskassan.se Included services: About 12 e-services concerning social insurances Participating organisations: The Swedish Social Insurance Agency

Integrated solutions for Single Sign On which work across services and government tiers are reported to have been implemented in countries such as **Austria** , **Denmark, Estonia , Finland, France, Iceland , Luxemburg,** the **Netherlands, Norway, Poland** and **Slovakia**. Here, the benefits of Single Sign On (better more usability, better security and cost savings) are without doubt reaped as SSO per definition has more impact when many secondary domains are made available under a primary domain. From an end-user perspective, the usability is improved by reducing the Sign On time (since only one log in is necessary). Furthermore, the fact that users do not have to manage multiple passwords greatly improves security. From a system administrator's point of view, it becomes much quicker and easier to add and maintain users and passwords in the system. Note that all user information is managed in the primary domain only. Furthermore, this single point of maintenance provides for a better overview of user accounts and a more uniform way to coordinate user access policies. The cost benefits come from the time saving for both users and administrators.

Examples of country-wide SSO covering a wide range of services and government tiers are provided in the table below.

Examples for country-wide SSO	
Austria	• MyHELP – National portal provided as a service of the Federal Chancellery - www.myhelp.gv.at • Portal group - a Single Sign On concept implemented by many public stakeholders – see http://www.digitales.oesterreich.gv.at/site/6568/default.aspx The Portal Group encourages administrations to team up with each other and share the existing infrastructure. Participation in the portal group is governed by a Portal Group Agreement. This agreement sets out the rights and duties with which the joining partners must comply. This agreement creates an environment of trust between the application providers and the base portal providers, who take care of user management.
Denmark	• NemLog-in (Eng. EasyLog-in) is designed to facilitate the access to governmental online services through a single sign-on solution. With NemLog-in, the citizens gain access to multiple public services online, through only one log-in, using a government issued certificate accessible to all citizens. The National Danish Tax Authorities self-service portal www.skat.dk was one of the first online services to use NemLog-in. At www.skat.dk it is possible to submit a tax assessment notice, pay tax and labour market contributions and get pension plans approved. As a business it is also possible to report tax on www.skat.dk, though not yet through the single sign-in function called NemLog-in. • Another partner in the federation is the nationwide citizen portal www.borger.dk. As borger.dk provides the citizens with one point of access to data across local, regional and national authorities, the opportunity to use single- sign-on was important for the success of borger.dk. • The municipalities offers through their own web-pages or through the portal borger.dk, multiple citizen services, such as: Library, Secure e-mail system, Notify change of Address, Notify energy consumption, Rent Allowance, Day Care Allotment, Apply for Alimony, Online Citizen Service, Public Information Database and School enrolment. These services are all accessible through NemLog-in.
Estonia	• National portal http://eesti.ee Users can log on once and obtain access to more than 100 services
Finland	• The following three authorities use the same identification service (identification portal Tunnistus.fi) and make available the related SSO functionality to users: Tax administration, Ministry of Employment and Economy and the Social Insurance Institution of Finland. The SSO function covers all services of these three administrations requiring an identification (about 40 services in total). • The main identification portal in Finland for citizen identification is called Vetuma. It offers identification and payment services for about 80 different state administrations, municipalities and other public sector bodies. The Finnish State IT Service Center is developing an SSO functionality to interlink Tunnistus.fi and Vetuma based on SAML 2.0 descriptions. This will be available from the beginning of the next year.
France	• The citizen portal: www.mon.service-public.fr
Iceland	• The national portal Island.is provides an authentication functionality which can be used by all public and local agencies. It is possible to use both eIDs on debit cards and the web key provided by the Directorate of Internal Revenue.
Luxemburg	• de Guichet (http://www.guichet.lu) - Administrative one-stop shop for citizens and businesses (all organisations)

	• Health portal (Public health research centre)- Portail Santé (http://www.sante.public.lu) • Social security intranet (access to social security services and local government services)
Netherlands	• www.mijnoverheid.nl : national, regional and local governments that are connected to this service use SSO • Multiple government services/websites can be accessed using SSO. Websites/agencies have to partake in the SSO-federation to use SSO. SSO for businesses does not exist at the moment, but will be piloted in 2011 as a service within the eRecognition framework.
Norway	• http://minside.norge.no – A single sign-on portal for public services to citizens • http://www.altinn.no - the portal for public services to primarily businesses. Has Single Sign On functionality in the sense that a service's basic functionality can be presented within the portal, while the service can be delivered on an agency's own web site
Poland	• Electronic Platform of Public Administration Services: http://www.epuap.gov.pl There is an official project site: http://www.epuap.mswia.gov.pl/ . The owner of the ePUAP is the Ministry of Interior and Administration.
Slovakia	• Central Public Administration Portal (http://portal.gov.sk/Portal/sk/Default.aspx) - CPAP is defined as an information system for public administration for providing of eServices and information through a common access point on the web. eServices are divided into services for citizens or businesses. Users can also search services according to themes and life events, or according to the service's name. Information is provided about a wide range of services e.g.: income tax, social contributions, enrolment in higher education, passports, driver's license, car registration, public procurement, building permission, corporate tax, VAT, customs declaration, criminal record and many others. After logging on to the CPAP, users can select the eService they seek such as: 1. General submission (All organisation of public administration) http://portal.gov.sk/Portal/sk/Default.aspx 2. Services of Business Register (Ministry ofJustice) http://portal.gov.sk/Portal/sk/Default.aspx 3. Cadastral service (Office of Geodesy, Cartography and Cadastre) http://portal.gov.sk/Portal/sk/Default.aspx 4. Submission to a Slovak Trade Inspection (Slovak Trade Inspection Office) http://portal.gov.sk/Portal/sk/Default.aspx 5. Validation of the entity in the Trade register (Ministry of Interior) http://portal.gov.sk/Portal/sk/Default.aspx

(iii) Collaboration with the private sector: the case of ePayment

Collaboration with the private sector has also been identified in the survey as important to successfully deploy certain enablers. ePayment is an example of how public-private partnerships can benefit.

As the second most available horizontal enabler, ePayment is present in 28 out of the 31 benchmarked countries. As illustrated in the following figures, this enabler exists in a variety of 'the' 20 services.
All 17 citizens and business services which may require a payment from users can be electronically paid for in at least one quarter of the countries. Not surprisingly, the tax-related services are the most prominent services in providing ePayment functionalities. Citizens can pay their 'income taxes' in 19 countries while businesses can use ePayment for 'corporate tax' and 'VAT' services in 18 countries. Public libraries and health-related services only feature ePayment functionalities in seven countries. Environmental permits feature ePayment in 11 Member States only.

Figure 6.7: Citizen services with ePayment functionality (optional)

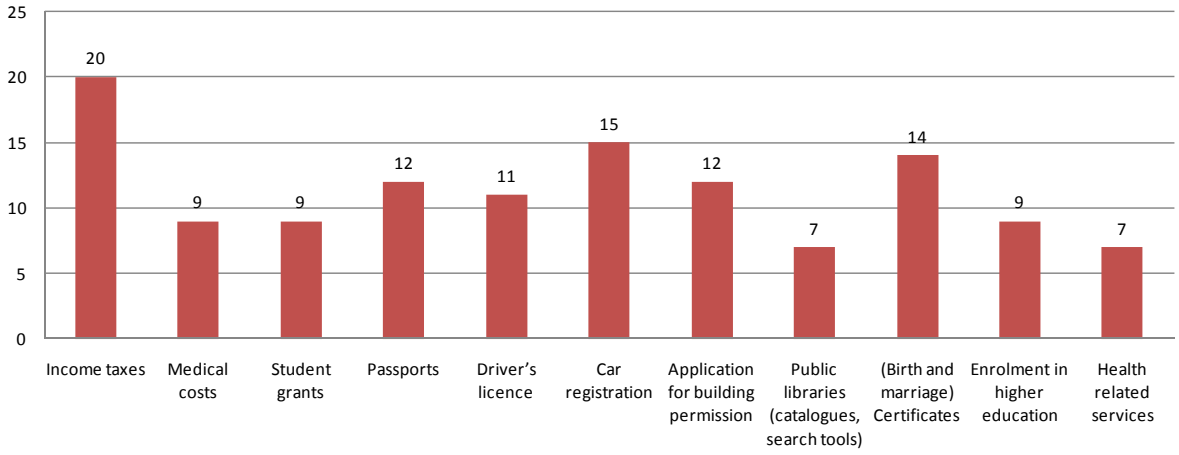
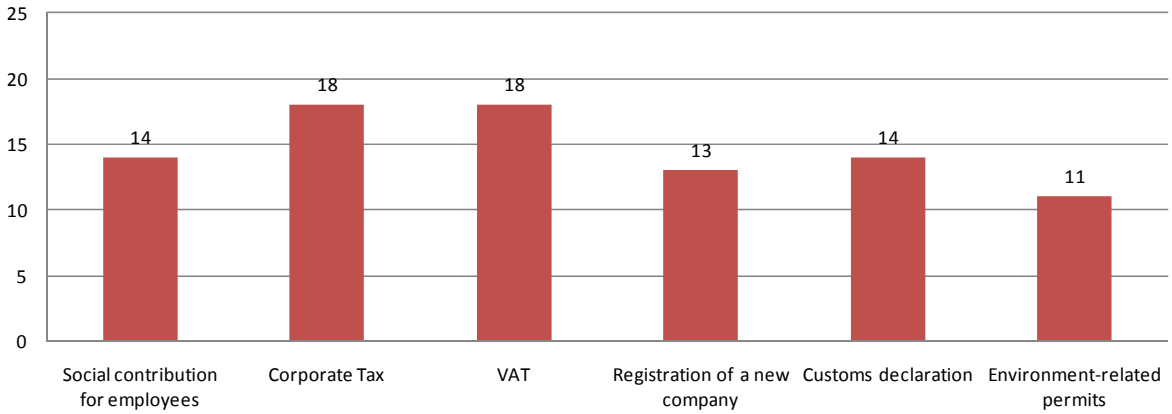


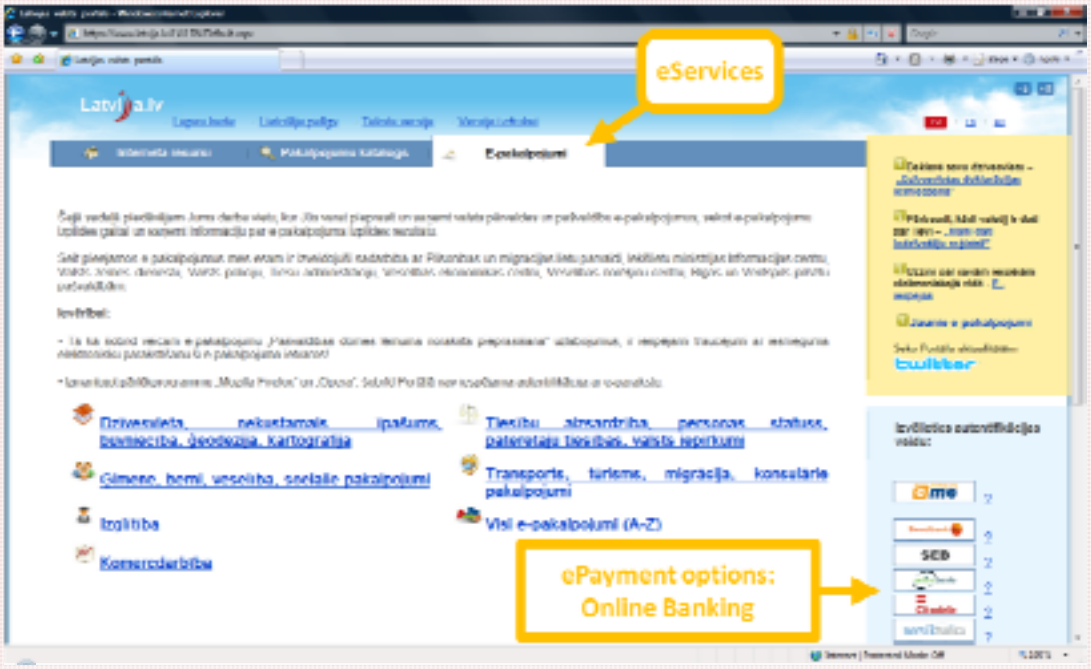
Figure 6.8: Business services with ePayment functionality (optional)



In the benchmark survey, 21 countries report having joined forces with the private sector to implement their ePaymet solution. Only six countries have developed their ePayment systems internally, by governments (**France, Romania, Spain, Switzerland, Hungary** and **Slovenia**).

This frequent collaboration with the private sector illustrates how powerful the combination of consolidated state services and mature private-based solutions (such as eBanking) can foster the provision of eGovernment services. It seems that, since ePayment has already been provided in many countries by banking institutions, governments have smoothly managed to adopt these readily available market solutions without re-inventing the wheel. As an illustrative example, the Latvian portal's ePayment functionalities (see www.latvija.lv) have been developed by a public initiative in cooperation with multiple banks.

Best practice: eServices provided in the Latvian Point of Single Contact Portal.

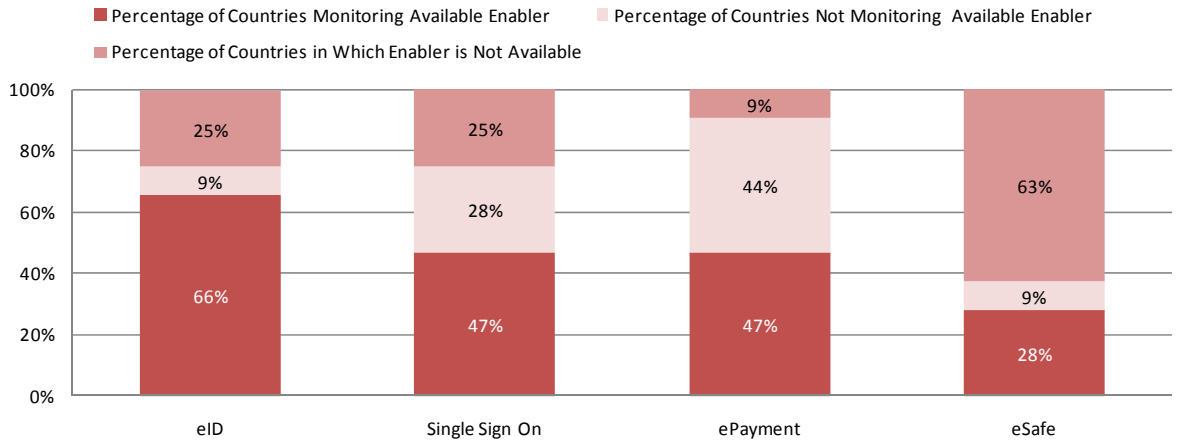


6.6.3 Monitoring of Key Enablers

Next to availability and usage which the previous sections have touched upon, the question arises to what extent the enablers in place are monitored. Obviously, it is difficult to make any conclusions on actual usage without having appropriate monitoring mechanisms in place. Also, monitoring can provide an indication on the priority that is given to a certain enabler or to the back-office's developments in general.

There is lack of monitoring of the adoption, usability and impact of key enablers in Europe. Only about half of countries are monitoring the usage of their enablers. The next figure summarizes the monitoring activities set up around front-office enablers (i.e. enablers that are directly used by citizens or businesses when interacting with eGovernment applications).

Figure 6.9: Frequency with which front-office enablers are monitored



As reported, countries do not have a coherent approach to monitoring enablers. **Belgium** and the **Netherlands** are among the few countries which were identified as systematically monitoring the presence and use of their back office enablers.

Best Practice: Monitoring of the back office in Belgium – Fed-eView Barometer

Fed-eView/A is the computerization barometer for the Belgian Federal Administrations. The barometer was originally developed in 2004 and updated in 2009. This Belgian monitoring framework deserves a note for being highly sophisticated and addressing many additional points going well beyond the deployment and usage level of key enablers. The monitoring framework covers 24 global indicators addressing the strategic, financial, personnel, organisational ICT processes and technological perspectives. Within these perspectives, the Belgian monitoring framework covers a very wide range of aspects such as budgetary assessments, staffing and process maturity but also the level of integration of the back office enablers that provide for eGovernment services. For instance, the indicator S4 displayed below looks at the usage of Open Source tools. The full monitoring report can be accessed via http://www.epractice.eu/en/cases/fedeviewa .

Example of monitored aspects for the use of Open Source tool in Belgium :

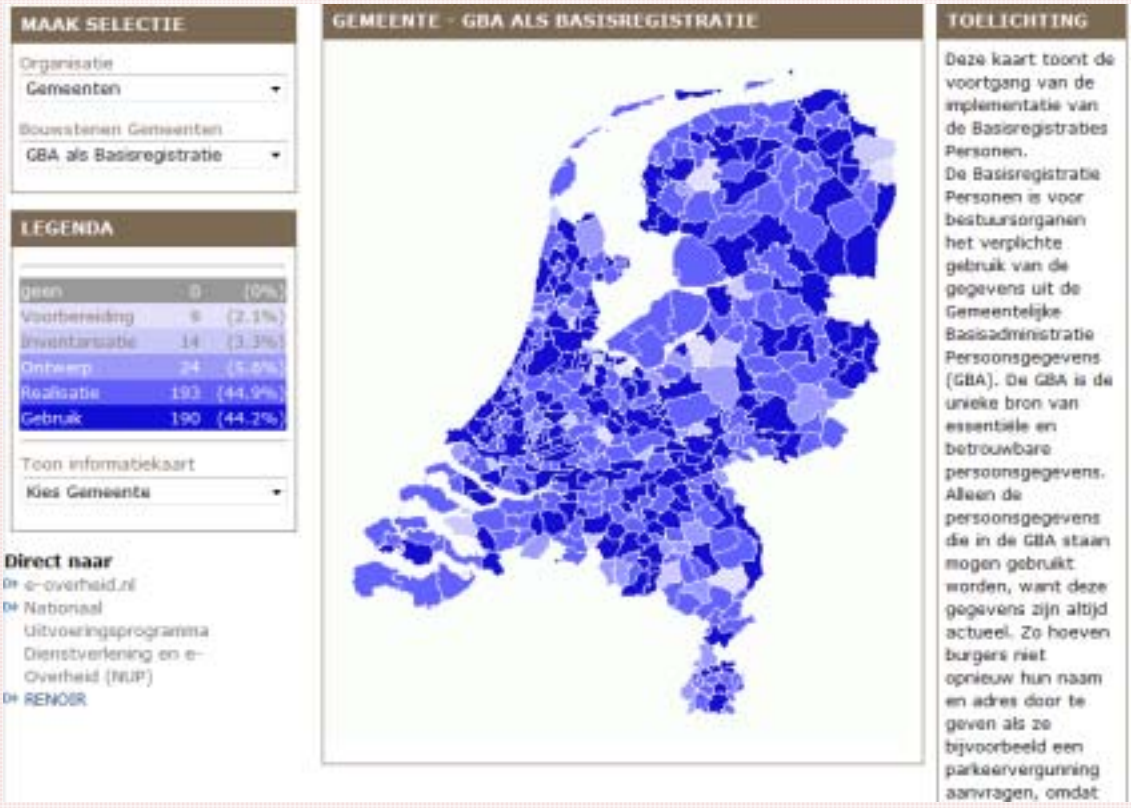
Key Figures of Open Source Tool Use	Fed-eView A 2009			
	Total	FPS	PSSI	FSI
% of Administrations using E-mail Applications*	22,4	11,1	15,4	66,7
among which % of Satisfied or Very Satisfied User Admin.*	81,8	100	50,0	83,3
% of Administrations using Office Computing Applications*	52,9	33,3	75,0	75
among which % of Satisfied or Very Satisfied User Admin.*	34,7	33,3	30,8	44,4
% of Administrations using Business Applications*	53,1	51,9	46,2	66,7
among which % of Satisfied or Very Satisfied User Admin.*	69,2	71,4	50,0	83,3
% of Administrations using Software Systems*	65,3	55,6	84,6	66,7
among which % of Satisfied or Very Satisfied User Admin.*	84,4	80,0	81,8	100,0

The asterisk indicates the key figures that were new for the 2009 measurement.

Legenda:
FPS = Twenty-seven Federal Public Services
PSSI = Thirteen Public Social Security Institutions
FSI = Nine Federal Scientific Institutions.

Best Practice: Monitoring of the back office in the Netherlands – www.landkaarte-overheid.nl

The so-called "eGovernment Map" (in Dutch, "Landkaart e-Overheid") can be accessed via the link www.landkaarte-overheid.nl. This website provides for the monitoring of the building blocks (in Dutch "bouwstenen") composing the Dutch Program for eGovernment Services (NUP – Nationaal Uitvoeringsprogramma dienstverlening en e-overheid). The NUP organizes the 19 building blocks in 6 categories: Electronic Access (e-Toegang), Eletronic Authentication (e-Authenticatie), Registration Numbers (Nummers), Electronic Exchange of Information (e-Informatieuitwisseling), Authentic Sources (Basisregistraties) and Open Specifications (Open Standaarden). The screenshot below is an example of the situation of the adoption and use of Authentic Sources for Citizen Registries in the Dutch municipalities. Note that, based on this monitoring map, visitors can easily select the government tier and category they are interested in. Furthermore, the results are colored based on the maturity level of a given pillar in a given province or municipality. The left-bottom panel "Legenda" describes what the colours mean (they stand for either "no action taken yet", "preparation phase", "inventory phase", "development phase", "deployment phase" or "actual usage"). The Dutch monitoring solutions for eGovernment enablers is very transparent (anybody can access it) and provides a clear overview of how mature different government levels are in terms of adopting integrated eGovernment solutions.
The following figure shows the monitoring on the implementation and usage of authentic source for Citizen Registries.



6.7 Key Enablers conclusions

Conclusions

The establishment and monitoring of a common set of key ('horizontal') enablers is an important step in fulfilling the ambitions of the i2010 and forward 2011-15 Action Plans. The practice should continue. This first proof of concept indicates that considerable progress has been made by countries, however also highlights considerable diversity comparing across countries and across tiers of government. Considerable further work is warranted to advance in this area, as a vital enabling mechanism to deliver 'better, faster, cheaper' eServices.

Considerations

1. **Enhance the measurement framework**: This pilot measurement indicates that real value can be gleaned from such analysis. It can be labour intensive, and so efforts should be made to assess how best to reduce the level of effort (e.g. agreement on measurement standards, application of automated monitoring tools), and increase the learning and insights that emerge. Several of the measurement areas can also be tightened, in areas like for instance 'authentic sources', to improve the quality of output (although this requires actions to reduce effort). Retaining the link to the basic 20 services and life-event measurement supports the connection between these enablers and user-value.
2. **Build the findings of the recently launched Action Learning Group (ALG) on "Open and Transparent Government" into the 2011 monitoring framework**: This ALG is reviewing monitoring practices within countries to seek a common basis. It can also explore recent developments in 'cloud' provisioning, and other aspects of the rapidly advancing technology landscape to recommend pilot activities as well as more stable EU27+ monitoring indicators.
3. **Increase the link between these measurements and the current CIPs pilots**: Considerable benefit will emerge through this in efficiency, commonality of approaches, communication with countries, and monitoring. This will inform the development from these more generic 'key enablers' and potential specific 'common horizontal building blocks' that can be used within and across Europe. This may result in recommendations in such areas as emerging new trans-EU 'platforms', 'gov as an API', new business models (e.g. involving other sectors). Another consideration is to **tighten the link between this measurement approach and the DIGIT ISA programme**: There is considerable synergy potential through doing so.
4. **Explore possibilities of launching studies to compare practices in EU with practice in other non-EU regions to both influence global developments, and learn from leading practice**: This can build on existing international collaboration (e.g. group of 5: US, Canada, UK, NZ, Australia), and consider developments in major economies such as China, India etc. The output can help inform future development of key enabler monitoring.
5. **Develop specific indicators for the Government-to-Government (g2g) user**: The administration user is a vital actor in the service delivery chain and insufficient attention is paid to measuring the environment that enables this user to be most efficient and effective – and have a good user experience.
6. **Increase the influence from the monitoring of key enablers with other domain-specific EC Directorates**. The recognition that technology plays a vital role in enabling the efficacy and transformation of Government (e.g. democracy & participation; regulatory reform; service delivery operational efficiency and effectiveness) is growing. Synergies between 'horizontal' enabling technologies (and their Governance Directorates) and the ('vertical) domain Directorates will deliver better outcomes. In order to achieve this bold and large ambition, game-changing cases, leadership engagement, and communication are vital.
7. **Increase the influence from this monitoring activity on domain-specific Departments in EU27+ countries**. A similar opportunity to the above exists within countries.

7. Forward agenda

This section addresses three things:

- How we have done to date
- What we can conclude from the 2010 exercise, thus
- What we must focus on in planning our way forward

7.1 How have we done to date

Looking back, from a policy perspective, our actions have been shaped by the five points laid out in i2010, notably:

1. **No citizen left behind**
2. **Making efficiency and effectiveness a reality**
3. **Implementing high-impact key services for citizens and businesses**
4. **Putting key enablers in place**
5. **Strengthening participation and democratic decision-making**

Our measurement has predominantly addressed the first four goals. That said, can we demonstrate we have achieved these ambitions?

We have undoubtedly advanced the availability and quality of on-line public services. This includes the recent and more relevant measurement of user experiences – the likes of life-event monitoring. We have undoubtedly kept a focus on inclusion and accessibility. We can also, particularly of late, demonstrate improvements in high-impact services (for instance eProcurement). And in terms of making progress in putting key enablers in place, the 2010 measurement shows a diversity of initiatives and some solid results. This includes also the advancement in pan-European enablers through the CIP programme. And this latter task is a non trivial one, given the complexity of 27 countries.

However, even with such advancement, there still remains some gaps

- *Take-Up* of eservices, and more importantly the demonstration of *impact* as a result have remained elusive – both genuinely achieving the ambition, and also evidencing progress where we have through accessing reliable data. Priority should increase in the future.
- The unabated advancement of what *technology* can do and what *users* therefore expect has presented ongoing challenge – this constantly moves the bar higher. We should perhaps improve our ability to respond to this faster, as it shows no signs of slowing – indeed the contrary.
- As regards the *measurement instrument* itself, this has benefitted particularly in recent years, by building in the flexibility to adapt to advanced performance and needs, and a rapidly changing eGovernment landscape. The ability to adapt is vital to build into forward plans, to keep pace with advancements in technology, and this can only be effectively achieved with the continued collaboration with country representatives.

A new agenda and new ambitions have emerged. *Europe 2020* calls for a "*knowledge-based, sustainable and inclusive economy for the European Union*". The challenges presented by leading practice nations, and by rapidly advancing (and large) developing nations require that Europe remains vigilant, learns fast, and also advances fast. Worldwide competition will become ever stiffer, enabled by the power of the internet.

The *Malmö Ministerial Declaration* of November 2009 set out four areas of priority. These retain the spirit of i2010

1. ***Empower citizens and businesses***
2. ***Reinforce mobility in the Single Market***
3. ***Enable efficiency and effectiveness***
4. ***Create necessary key enablers and pre-conditions for the above priorities.***

They have recently been built into more specific text in the 2011-15 Action Plan, with more specific targets and recommended actions. Three targets have been set as regards eGovernment for 2015:

A number of ***key cross-border services will be available on-line***, that help people live work and retire anywhere in Europe

- **50% of EU citizens** will have used eGovernment services
- **80% of enterprises** will have used eGovernment services

Clearly these, and many more targets need to be built into the measurement system over this new planning period to promote and evidence performance improvement.

7.2 What we can conclude from the 2010 exercise

Conclusions have been incorporated into each chapter of the report. There are some consistent messages that emerge:

1. Europe has made *substantial advancement in the **20 basic services**.*
2. ***Life-event measurements** for both 'starting up a company'* and '*losing and finding a job'* suggest that though much may have been done, much more is yet to do. Both life-events are particularly important in the current economic climate.
3. The results suggest sound progress in implementing ***key enablers*** by a number of countries. There is undoubtedly high diversity in performance across Europe.
4. Continued ***enhancement of the measurement instrument*** is vital. It has shed new light in a number of areas of value. The collaborative process of the measurement is unique, and offers greater potential for countries to benefit from the results.
5. ***Take-Up and Impact measurement*** across Europe is at an insufficiently advanced stage. This is of particular importance for high impact services. Of note is the eProcurement gap-to-target.
6. ***Regional and Local eServices** lag* very significantly behind National ones.
7. The methods and results of activities to ***understand customer and user needs*** are diverse and insufficiently developed. More emphasis is required on Increasing capabilities and willingness to use various *channels to access public services* – most notably the cheaper (and at times better) on-line and mobile channels.
8. Performance improvement will gain from ***sharing of practices*** – good and bad. To that end the initial launch of the 'Open & Transparent Government' Action Learning Group (ALG) is testament to the intent to connect measurement of progress with structured learning.

7.3 What we must focus on in planning our way forward

Europe is highly diverse. That offers potential. It also introduces complexity. The way the public sector is organized, the breadth of services it delivers, and indeed the very role of Government are under the spotlight. There are certain things that we know:

- ***Technology*** will continue to advance in leaps and bounds and the technology-savvy will have ever-higher expectations of government. Evidence of this is the rapid advancement of discussions and actions on social networking and 'G-Cloud';
- ***Funds*** available to administrations will shrink in real terms, and Administrations will be forced to rethink how they can provide quantum improvements in services: making them '*twice as good, in half the time, for half as much*'. This poses the requirement for fundamental transformation;
- ***Globalisation*** will continue in all senses, unfettered, and Europe must affirm its position in the world, giving a boost to Europe's economic competitiveness and socio-ecological sustainability. And also provide a benchmark to influence developing countries.

These all emphasize the importance of mapping out clear strategies to get Europe's public sector back on a solid footing – and monitoring progress.

However, the real challenge is not one of strategy. It is one of action. And speed.

Meanwhile, efficiency remains high on the agenda. Governments and public service providers will be held to account to an increasing extent, and in all ways. The advancement of technologies only enables this.

The power is shifting to the user. This represents a paradigm shift – it may not occur rapidly – however it will occur. Alongside this, customer expectations not just of service quality, more so now engagement and participation, continue to rise.

In the current climate, many – be they Public Administrations or taxpayers – will be seeking evidence of the "ICT-dividend". They seek proof that investment in ICT to improve public services delivers real gains, in terms of cost savings, efficiency and productivity improvement, service level improvement, democratic participation, openness and trust. It can and it does, yet we rightly want to know how much and where. That is necessary under any circumstances; it is now a vital means to support the tough choices that we must make to prioritise, ration or stop some public services.

This pan-EU benchmark is an important basis on which to monitor the actions to achieve Europe's ambitions. Measurement drives *de facto* targets, so strong attention has been paid to upgrading the measurement framework to cater to current political objectives of European policy makers. The changes introduced to modernise the benchmark in 2009 and more significantly in 2010 will provide data, information and insight to support policy setters, decision makers, and implementers of eGovernment. The benchmark will continue to evolve to support this process by:

1. ***Stabilising the 2010 scope of measurement*** – and provide a new broader set of benchmarks for countries (and regions) to compare and learn from;
2. Establishing ***Action Learning Groups*** (ALG) – a process for indicator innovation; piloting; and (leading) practice sharing. This is in process addressing: Open Government & Transparency, and Life-Events;
3. Increasing reference to ***international leading practices*** – to ensure that Europe remains competitive on a worldwide stage

As Europe's Action Plan is cascaded into Member State implementation programmes we must remain vigilant and monitor the advancement of eGovernment in Europe. The points for consideration contained within this report provide a basis to ensure that the measurement system remains current. Particularly in these times of austerity focus must be maintained on driving the take-up of on-line services, and evidencing the efficiencies and user benefits that can result from doing so.

Annex A Country reports

Order of countries		
1	BE	Belgium
2	BG	Bulgaria
3	CZ	Czech Republic
4	DK	Denmark
5	DE	Germany
6	EE	Estonia
7	IE	Ireland
8	EL	Greece
9	ES	Spain
10	FR	France
11	IT	Italy
12	CY	Cyprus
13	LV	Latvia
14	LT	Lithuania
15	LU	Luxembourg
16	HU	Hungary
17	MT	Malta
18	NL	Netherlands
19	AT	Austria
20	PL	Poland
21	PT	Portugal
22	RO	Romania
23	SI	Slovenia
24	SK	Slovakia
25	FI	Finland
26	SE	Sweden
27	UK	United Kingdom
28	IS	Iceland
29	NO	Norway
30	CH	Switzerland
31	HR	Croatia
32	TR	Turkey

Country reports - outline

Country self-assessment

Top 5 eGov strategic priorities for 2010

This section provides a bullet point list of the strategic priorities, which were indicated by the country respondents in the benchmark's landscaping phase. It should be noted that the choice of priorities is the sole responsibility of the national eGovernment respondents who participated in the survey and the subsequent validations. Some contributions have been summarised to fit the available space.

Success stories

Under this heading the country representatives were asked to provide the most impactful eGovernment success story. No definition of impact was given, nor any description of the subject. Therefore the choice indicates the internal perception of the government of its best performing, most used, or most innovative service, solution, policy or other initiative in the field of eGovernment.

Best practices and URLs:

Under this heading the country representative was asked to provide the URLs of services that are considered as best practice by the country itself. The list should help illustrate the positive progress a country has made and serve as a potential learning opportunity for other eGovernment actors.
Under this heading the country representative was asked to provide the URLs of services that are considered as best practice by the country itself. The list should help illustrate the positive progress a country has made and serve as a potential learning opportunity for other eGovernment actors.

Key organisational facts

This section gives a brief overview of the positioning of eGovernment policy within a wider set of policies relating to the Information society, competitiveness, administrative transformation and technology deployments. It describes the main actors, responsibilities, scope of eGovernment policy, governance and deployment mechanisms and also the continuity (or change) of the organisational structure for delivering eGovernment.

The content of this section is based on the September 2010 versions of ePractice country fact sheets and has been reviewed by country representatives. Due to size restrictions of the 3 page Country reports not all contributions provided by representatives of the countries during the validation round could be taken on board.

- Positioning and Scope: Describes who is politically responsible and what the primary focus of the eGovernment policy is (e.g. policy for administrative transformation; part of a wider Information Society policy, dedicated eGovernment policy, etc)
- Key actors and line of reporting: Lists the main actors in charge of policy development and execution
- Governance and Deployment: Discusses how other layers of government and stakeholders are involved, and through which mechanisms eGovernment is deployed (e.g. regulation, coordination, persuasion, facilitation, etc) and through which actors (e.g. business involvement)
- Organisational Continuity: Observes recent changes in eGovernment organization, governance, or strategy

The country in figures[1]

1. Key facts

This section provides an overview of statistics that describe the environment in which eGovernment is deployed. It is important to note that some figures could have been forecasts or provisional values from the

[1] Figures have been retrieved from statistical institutes on 19 January 2011.

relevant statistical agencies as of 19 January 2011 and may thus in the meantime have been replaced by different finalised numbers.

Population The inhabitants of a given area on 1 January of the year in question (or, in some cases, on 31 December of the previous year). The population is based on data from the most recent census adjusted by the components of population change produced since the last census, or based on population registers. (Eurostat 2010)	Eurostat 2010 [tps0001]
GDP per capita in PPS Gross domestic product (GDP) is a measure for the economic activity. It is defined as the value of all goods and services produced less the value of any goods or services used in their creation. The volume index of GDP per capita in Purchasing Power Standards (PPS) is expressed in relation to the European Union (EU-27) average set to equal 100. If the index of a country is higher than 100, this country's level of GDP per head is higher than the EU average and vice versa. Basic figures are expressed in PPS, i.e. a common currency that eliminates the differences in price levels between countries allowing meaningful volume comparisons of GDP between countries. Please note that the index, calculated from PPS figures and expressed with respect to EU27 = 100, is intended for cross-country comparisons rather than for temporal comparisons.	Eurostat 2009 [tsieb010]
Growth rate of GDP volume (percentage change on previous year) Gross domestic product (GDP) is a measure of the economic activity, defined as the value of all goods and services used in their creation. The calculation of the annual growth rate of GDP volume is intended to allow comparisons of the dynamics of economic development both over time and between economies of different sizes. For measuring the growth rate of GDP in terms of volumes, the GDP at current prices are valued in the prices of the previous year and the thus computed volume changes are imposed on the level of a reference year; this is called a chain-linked series. Accordingly, price movements will not inflate the growth rate.	Eurostat 2009 [tsieb020]

Societal Figures

Societal figures provide high level insight in the state of society. This includes employment and skill levels, as well as demographic indicators, to show how 'old' and physically concentrated society is. The latter three indicators help explain the contexts for various digital divides.

Unemployment rate The unemployment rate represents unemployed persons as a percentage of the labour force based on International Labour Office (ILO) definition. The labour force is the total number of people employed and unemployed. Unemployed persons comprise persons aged 15 to 74 who: - are without work during the reference week; - are available to start work within the next two weeks; - and have been actively seeking work in the past four weeks or had already found a job to start within the next three months. Data are presented in seasonally adjusted form.	Eurostat 2010M06 [teilm020]
Size of rural population as % of total population Rural is defined as 'Sparsely populated area (less than 100 inhabitants/Km²)', as opposed to the two other levels of urbanisation measured by Eurostat. Figure given is 'sparsely populated area' as a percentage of 'Total population'.	Eurostat 2009 [lfsq_pgauws]
% of labour force with tertiary education Tertiary education is defined by Eurostat as ISCED levels 5-6 (see here for full definitions). Metadata on labour force survey available here: http://epp.eurostat.ec.europa.eu/cache/ITY_SDDS/EN/lfsq_esms.htm Data selected for requisite countries for 'ISCED 1997 5_6', for ages 15-64. Figure given = ISCED 1997 5_6 as a percentage of active population age 15-64.	Eurostat 2010Q3 [lfsq_pgaed]
% of population >65yrs Proportion of population aged 65 and over (% of total population)	Eurostat 2010 [tps00028]

Government Financial Figures

The Government financial figures provide a snapshot of the financial state of the public sector in a given country, thereby giving an indication of available resources for public spending.

General government gross debt as % of GDP Public debt is defined in the Maastricht Treaty as consolidated general government gross debt at nominal value, outstanding at the end of the year. The general government sector comprises central government, state government, local government, and social security funds. The relevant definitions are provided in Council Regulation 3605/93, as amended. Data for the general government sector are consolidated between sub-sectors at the national level. The series are measured in euro and presented as a percentage of GDP.	Eurostat 2009 [teina220]
Public sector deficit – public balance as % of GDP Net borrowing/lending of consolidated general government sector as a percentage of GDP EU definition: net borrowing (+)/net lending (-) of general government is the difference between the revenue and the expenditure of the general government sector. The general government sector comprises the following subsectors: central government, state government, local government, and social security funds. GDP used as a denominator is the gross domestic product at current market prices.	Eurostat 2009 [tsieb080]

2. Information Society Indicators

The Information Society Indicators look at Internet access and experience with eGovernment.

Overall ICT expenditure in the country as a percentage of GDP ICT expenditure by type of product - Percentage of GDP; Information Technology Expenditure Short Description: Annual data on expenditure for IT hardware, equipment, software and other services as a percentage of GDP. Annual data on expenditure for telecommunication hardware, equipment, software and other services as a percentage of GDP.	Eurostat 2008 [tsiir090]
% of households with broadband connection Households who have broadband Internet access at home - Percentage of households with at least one member aged 16 to 74	Eurostat 2010 [isoc_bde15b_h]
% of enterprises with broadband connection Enterprises which have broadband access - Percentage of enterprises with at least 10 persons employed in the given NACE sectors. Short Description: Enterprises that are connectable to an exchange which has been converted to support xDSL-technology, to a cable network upgraded for Internet traffic, or to other broadband technologies.	Eurostat 2010 [isoc_bde15b_e]
eGovernment usage by individuals (%) E-government usage by individuals by gender - Percentage of individuals aged 16 to 74 using the Internet for interaction with public authorities Short Description: Percentage of individuals aged 16 to 74 who have used the Internet, in the last 3 months, for interaction with public authorities (i.e. having used the Internet for one or more of the following activities: obtaining information from public authorities web sites, downloading official forms, sending filled in forms).	Eurostat 2010 [isoc_bde15ei]
eGovernment usage by enterprises (%) E-government usage by enterprises - Percentage of enterprises which use the Internet for interaction with public authorities Short Description: Percentage of enterprises using the internet to interact with public authorities (i.e. having used the Internet for one or more of the following activities:	Eurostat 2010 [isoc_bde15ee]

obtaining information, downloading forms, filling-in web-forms, full electronic case handling)	

3. Positioning International Benchmarks

In this section we present each country's ranking in selected international benchmarks produced by the United Nations and the Economist Intelligence Unit. The rank can be compared with the number of countries involved in the benchmark.

UN e-Government Development Index (previously e-Government Readiness Index)

The UN's e-government development index[2] (EGDI) (previously e-government readiness index) is a comprehensive composite indicator of all UN member states compiled since 2003, albeit it is more consistent over time since 2005. The indicator is based on a staged or hierarchical understanding of e-government development (see the box below).

It is a relative indicator: countries' scores are normalized to a 0 -1 scale where 1 represents the best performance and 0 the worst. It consists of three composite indicators: scope and quality of online services, telecommunication connectivity, and human capacity.

EGDI = (0.34 × online service index) + (0.33 × telecommunication index) + (0.33 × human capital index)

Data is collected by reviewing government homepages for the online services indicator; the two other indicators are based on readily available statistical data from the International Telecommunication Union and the UNESCO.

Number of countries in the benchmark in 2010: 184

EIU Digital Economy Rankings (previously e-Readiness Ranking)

The EIU digital economy rankings (EIU-DER) assess the quality of a country's ICT infrastructure and the ability of its consumers, businesses and governments to use ICT to their benefit. ICT is considered to be conducive to the economy becoming more transparent and efficient. Like the WEF-NRI, EIU-DER also takes a whole of the economy approach and considers e-government only as part of the overall picture. Its indicators are grouped under 6 main categories (weights of which are noted in parentheses):

1. Connectivity and technology infrastructure (20%);
2. Business environment (15%);
3. Social and cultural environment (15%);
4. Legal environment (10%);
5. Government policy and vision (15%); and
6. Consumer and business adoption (25%).

Each of these contains a range of indicators (39 altogether) and sub-indicators (82 altogether) both quantitative and qualitative.

Indicators are normalized into a 1-10 scale for the overall score and for the composite scores of the 6 main categories. The data are derived from the Economist Intelligence Unit's analysis team by scoring countries on pre-defined criteria and a range of external sources such as Pyramid Research, the World Bank, the United Nations and the World Intellectual Property Organisation.

Number of countries in the benchmark in 2010: 70

The benchmarks were chosen to put the result of the EU benchmark into international perspective. It was decided to add a benchmark that is not eGovernment specific to allow a wider view of the country's performance as an Information Society. This provides the reader with a better understanding of the country's propensity for modernisation and digitisation of government, and the uptake and use of electronic services by its citizens and businesses.

4. EU activity

This section intends to capture the country's engagement with EU policy development and activities. This is taken as a proxy for the country's willingness to link up with other EU Member States and support the

[2] The source of this section is United Nations (2010), United Nations E-Government Survey 2010 Leveraging e-government at a time of financial and economic crisis. See: http://www.unpan.org/egovkb/global_reports/08report.htm

development of the Internal Market. The large scale pilots (Pilot A) and the smaller pilots (Pilot B) under the CIP ICT PSP programme are the most concrete vehicles for actual joint service development among Member states, and a possible prelude to the establishment of Pan-European eGovernment Services. The table below lists A Pilots, and describes their objectives and the countries involved. The countries are those that were official partners at the time of writing (i.e. January 2011).

CIP ISP PSP participation: Pilot A		
Acronym	Description	Countries
epSOS	Smart Open Services - Open eHealth Initiative for a European Large Scale Pilot of Patient Summary and Electronic Prescription	Austria, Belgium*, Czech Republic, Denmark, Estonia*, Finland*, France, Germany, Greece, Hungary*, Italy, Malta*, The Netherlands, Norway*, Poland*, Portugal*, Slovakia, Slovenia*, Spain, Sweden, Switzerland*, Turkey*, UK *) in negotiation
PEPPOL	Pan European Public Procurement OnLine	Austria, Denmark, Finland, France, Germany, Greece, Hungary, Italy, Norway, Portugal, Sweden, UK
SPOCS	Simple Procedures Online for Cross-border Services	Austria, France, Germany, Greece, Italy, Lithuania*, Luxembourg*, Malta*, The Netherlands, Norway*, Poland, Portugal*, Romania*, Slovenia*, Sweden*, UK* *) accession of these countries to SPOCS is pending final contractual arrangements with the European Commission
STORK	Secure Identity Across Borders Linked	Austria, Belgium, Estonia, Finland, France, Germany, Iceland, Italy, Lithuania, Luxembourg, The Netherlands, Portugal, Slovakia, Slovenia, Spain, Sweden, UK
RENEWING HEALTH	REgioNs of Europe WorkINg toGether for HEALTH	Austria, Denmark, Finland, Germany, Greece, Italy, Norway, Spain, Sweden
e-CODEX	e-Justice Communication via Online Data Exchange	Austria, Belgium, Czech Republic, Estonia, France, Germany, Greece, Hungary, Italy, Malta, The Netherlands, Portugal, Romania, Spain, Turkey

Benchmark results

This section provides a detailed overview of this year's benchmark results. All indicators (core and proof of concept) are covered: full online availability, online sophistication (with details at the various NUTS Levels), user experience, eProcurement, life events (both for citizens and businesses) and horizontal enablers. The section sheds light on advancements, speed of progress and key improvement areas and allows for comparison with the other benchmarked countries.

Belgium

Country self-assessment

Top 5 eGov strategic priorities:

1. Further development of the citizen personalised portal mybelgium.be
2. Further improvement of service delivery for the users: a web site will soon go live, enabling citizens to check online their eligibility to benefit from reduced tariffs for gas and electricity. This web site re-uses the system built for police on the web. This re-use strategy makes it possible to develop this new application at a reduced cost 20K€, effort (50m/d) and duration (5 month), for a more efficient spending of public money . The development of an eSafe is also foreseen.
3. Development of the federated identity and access management system and governance structure for the management of authentic sources.
4. Development of the basic components (for ex., mandate and authorisation database) for the business personalised portal (linked with the implementation of the Service directive)
5. Fostering of data exchange between administrations at all levels of authority in the back office to alleviate citizens and businesses tedious form-filling (automatic granting of rights)

Success stories:

eID : complete roll-out for all Belgian citizens, creation of eID for childrens (Kids-ID) and for foreigners, increasing number of applications using it (for ex. Signing legal documents with eID (signing box), Irisbox, … look at http://eid.belgium.be/)

Best practices:

- Citizen personalised portal : http://www.Mybelgium.be
- Online declarations to the police: http://www.Policeonweb.be
- Ehealth platform : www.ehealth.fgov.be
- Fiscal dossier : http://www.Myminfin.be
- Prefilled online forms (walloon region): http://formulaires.wallonie.be/index.jsp

Key organisational facts

eGov positioning and scope:

eGovenment in Belgium is seen as an instrument for organisational change to improve back office coordination and integration of different levels of government and departments, and to reduce administrative burden and improve public service delivery.

Key actors and lines of reporting:

The federal agency FedICT is in charge of coordinating and ensuring the uniform and consistent implementation of the eGovernment strategy within the Federal Administration. Key actors at regional level are the Coordination Cell for Flemish e-Government (CORVE) in Flanders, the eAdministration and Simplification Unit (EASI-WAL) in Wallonia, and the Brussels Regional Informatics Centre (BRIC) in the Brussels-Capital Region. The Crossroads Bank (CBSS) initiates and coordinates the implementation of eGovernment services in the social sector.

Governance and development:

Individual Administrations are responsible for the implementation of their own ICT/eGov projects, with the support (facilitation) of the key actors above mentioned (e.g. by using their eGovernment building blocks).

Organisational Continuity

The basis for eGovernment at national level is still the 2001 agreement between all layers of government. The agreement was updated in 2005.

The country in figures

1. Key facts	Belgium	EU-27
Population (in 1000)	1.084	501.103
GDP per capita in PPS	116	100
GDP growth (% change of previous year)	-2,8	-4,2
Societal figures		
Unemployment (as % of active pop.)	8,5	9,6
Rural population (as % of total pop.)	4,9	26,3
% of labour force with tertiary education	30,2	22,8
% of population over the age of 65 years	17,2	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	96,2	74
Public sector deficit – balance (as % of GDP)	-6	-6,8

2. Information Society Indicators	Belgium	EU-27
Overall ICT expenditure (as a % of GDP)	2,3	2,4
% households with broadband connection	70	61
% of enterprises with broadband	90	86
eGovernment usage by individuals (%)	45	41
eGovernment usage by enterprises (%)	77	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	16th	/184
EIU Digital Economy	21st (20th)	/70
EIU Digital Economy score	7.52 (7.71)	/10

4. EU Activity	
	epSOS*, STORK, eCodex

Results

With 79%, Belgium's full online availability is slightly below the EU average of 82% (Figure 1). Availability has increased by 10% since last year and overall by 54% since 2002. In the full online availability ranking, Belgium now ranks 19th out of the 32 measured countries.
The Online sophistication of public services reaches 92% of which sophistication for Business services stands at 95% (compared to 94% for the EU27+) and sophistication for Citizen services is at 90% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Service	Country score	Administrative level			
		NUTS 0 National	NUTS 1 Gewesten / Régions	NUTS 5a Main cities	NUTS 5b Gemeenten /
Income taxes	100	100			
Job search services	100	100			
Social security benefits	94	92	100		
Unemployment benefits	75	75			
Child allowances	100	100			
Medical costs	100	100			
Student grants	100		100		
Personal documents	90	90		26	15
Passports	80	80		20	15
Drivers licence	100	100		32	15
Car registration	100	100			
Application for building permission	50		50	34	25
Declaration to the police	100	100			
Public libraries	100		80	24	32
Birth and marriage certificates	100	0		75	26
Enrolment in higher education	75	36	8		
Announcement of moving	100	100		73	42
Health-related services	75	22			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	60		60	11	12
Public procurement	100	100	100		

Belgium's eServices score 65% on usability and 36% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 44% (EU+: 52%)
-Multi-Channel service provision: rated at 80% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 78% (EU+: 80%)
The examined portals attain 100% on usability, 100% on adequateness of portal design and 71% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Belgium's User experience scores are summarized in Figures 3a & b.

eProcurement

Belgium has a centralized eProcurement strategy implemented at federal level with separate platforms in the main federal states and regions, and a national platform, mandatory for eNotification at Federal level since 2011. The eProcurement Visibility indicator, with a score of 38%, is below the EU27+ average (71%), The national authorities visibility score is 44%, while the local authorities only reach 37%. The availability of the pre-award phases of eProcurement stands at 78%, reaching the top score in the eNotification phase.

Figure 1: Full online availability

Figure 2: Online sophistication

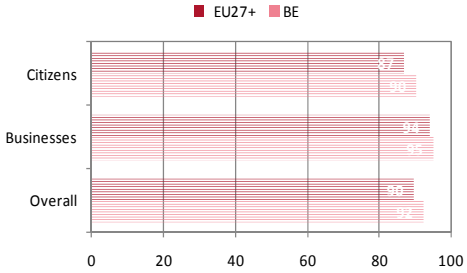


Figure 3a: User experience of services

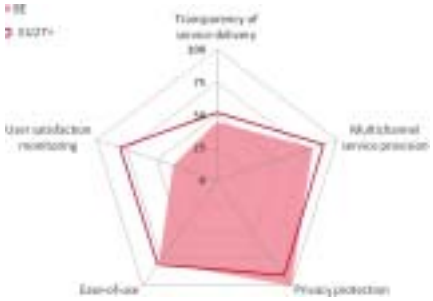
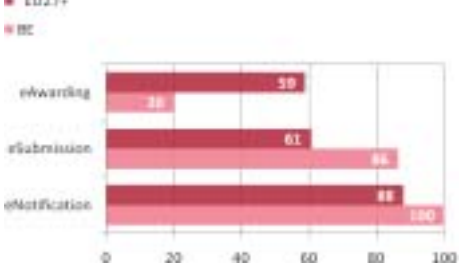


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



Belgium

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 12 out of 18 steps are automated in Belgium (i.e. provided without the applicant having to request them; dark green shading).
The benchmark shows that there is room for progress in 6 out of the 18 relevant services. In fact, in 6 cases the service is not yet available online but users can find information on it, either on the dedicated Business registration portal (light orange; 5 services) or on any other web site (dark orange; 1 service).
In the life event assessment, it has been noted that 3 out of the 18 relevant services for Belgium are provided by the government (marked Gov), whilst 15 steps are provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 8 out of 26 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 8 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in Belgium.
The benchmark shows that there is room for progress in 10 out of the 26 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 8 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 1 service) or on any other web site (dark orange; 7 services). One relevant service is still offline in Belgium. In the life event assessment, it has been noted that 21 out of the 26 relevant services for Belgium are provided by the government (marked Gov), whilst 5 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	NonGov
Confirm activity-specific qualifications with authorities	NonGov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	NonGov
Obtain certificate of no outstanding compulsory	NonGov
Obtain certificate from bank of capital deposited	NonGov
Fill in standard form for registration deed	NonGov
Register company name	NonGov
Register domicile of business	NonGov
Register with Commercial Court/Court of First Instance or	NonGov
Register with central/regional/local government	NonGov
Register with Trade Register/ Craft Register	NonGov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	NonGov
Obtain VAT collector number	NonGov
Register with Social Security Office	NonGov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	NonGov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov+NonGov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov+NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 7 are available in Belgium. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- The following enablers are not yet in place: E-Safe and Secure e-Delivery.
- All those enablers that are typically made available to end users (E-ID, Single Sign-On, and E-Payment) can be used to interact with three government levels (national, regional and local).
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Belgium, there is a legal basis for the usage of authentic sources but none for architecture guidelines.

Bulgaria

Country self-assessment

Top eGov strategic priorities:

1. Tasks related to the development of centralised systems for eGovernment, including: (i) provision of a centralised integrated information environment for public services; (ii) establishment of an eGovernment portal (egov.bg) launched in 2007, (iii) delivery of centralised services, (iv) security assurance of centralised information and systems, and (v) launch of a communication strategy aimed at popularising and explaining eGovernment services.
2. Technical and methodological support to regional and local Administration, as structures of the central state authority to provide one-stop shop eServices, and to achieve large scale and fast penetration of IT and eServices in local and regional administrations.
3. IT training programmes for the Administration's employees in order to strengthen computer literacy.

Success stories:

The Ministry of Transport, Information Technology and Communication (MTITC) announced how the concept of integrated eServices would work in practice. The Bulgarian government started testing an integrated web platform providing 13 municipal and central government services online – accessible at http://portal.egov.bg

Key organisational facts

eGov positioning and scope:

eGovernment is considered a central tool in transforming Government and the economy to improve competitiveness of Bulgaria. Ministry of State Administration and Administrative Reform is responsible for both eGovernment and the wider information Society and IT issues.

Key actors and lines of reporting:

The executive responsibility lies with the directorate for eGovernment in the Ministry of State Administration and Administrative Reform. Coordination and support is provided by the State Agency for Information Technology and Communication (SAFITC).

Governance and development:

The chairman of SAFITC chairs the Ministerial Coordination Council for Information Society that is intended to provide oversight and political backing for eGovernment activities. Local governments develop own eGovernment strategies, but are heavily supported and coordinated by (SAFITC) and are provided centralized services.

Organisation Continuity:

All eGovernment activities are now concentrated in one Ministry since 2007, working on the basis of a strategy from 2006 and within an Information society strategy of 2008.

The country in figures

1. Key facts	Bulgaria	EU-27
Population (in 1000)	10,839 (p)	501.103
GDP per capita in PPS	44 (2008)	100
GDP growth (% change of previous year)	-4,9	-4,2
Societal figures		
Unemployment (as % of active pop.)	10	9,6
Rural population (as % of total pop.)	49,8	26,3
% of labour force with tertiary education	19,4	22,8
% of population over the age of 65 years	17,5	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	14,7	74
Public sector deficit – balance (as % of GDP)	-4,7	-6,8

2. Information Society Indicators	Bulgaria	EU-27
Overall ICT expenditure (as a % of GDP)	1	2,4
% households with broadband connection	26	61
% of enterprises with broadband	62	86
eGovernment usage by individuals (%)	24	41
eGovernment usage by enterprises (%)	64	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	44th	/184
EIU Digital Economy	45th (47th)	/70
EIU Digital Economy score	5.05 (5.11)	/10

4. EU Activity	No Participation

Bulgaria

Results

With 70%, Bulgaria's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Bulgaria now ranks 24th out of the 32 measured countries.

The Online sophistication of public services reaches 77% of which sophistication for Business services stands at 84% (compared to 94% for the EU27+) and sophistication for Citizen services is at 73% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0	NUTS 3	NUTS 4	NUTS 5a
		National	Oblasti	Obshtini	Main cities
Income taxes	100	100			
Job search services	100	100			
Social security benefits	90	68			
Unemployment benefits	100	50			
Child allowances	80	40			
Medical costs	100	100			
Student grants	80	80			
Personal documents	20	20			
Passports	20	20			
Drivers licence	20	20			
Car registration	25	25			
Application for building permission	100	0	2	68	11
Declaration to the police	33	33			
Public libraries	80	40		15	24
Birth and marriage certificates	100	100			
Enrolment in higher education	100	63			
Announcement of moving	100	0			
Health-related services	25	7			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	50	50			
Submission of data to statistical offices	80	80			
Customs declarations	100	100			
Environment-related permits	40	40			
Public procurement	100	100			

Bulgaria's eServices score 74% on usability and 56% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 25% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 94% (EU+: 90%)
-Ease of use of services: rated at 72% (EU+: 80%)
The examined portals attain 70% on usability, 100% on adequateness of portal design and 75% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Bulgaria's User experience scores are summarized in Figures 3a & b.

eProcurement

The Public Procurement Portal is managed by the Public Procurement Agency (PPA). The publication of tender notices is mandatory for all the Contracting Authorities on the Public Procurement Register,on the websites of the Bulgarian State Gazette and on the European Journal (for contracts over the EU threshold). Bulgaria is within the top 10 performers in the online visibility indicator, with a score of 89%. The country average for online Notifiaction is at 100%, while the whole pre-award process benchmark at 52% is below the EU27+ average, owing to the low availability of the eSubmission and eAward phases (respectively at 18% and 40%).

Figure 1: Full online availability

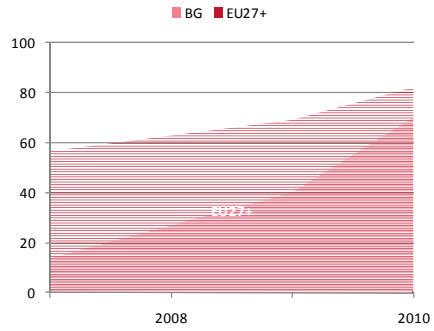


Figure 2: Online sophistication

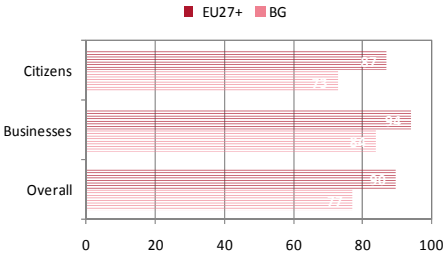


Figure 3a: User experience of services

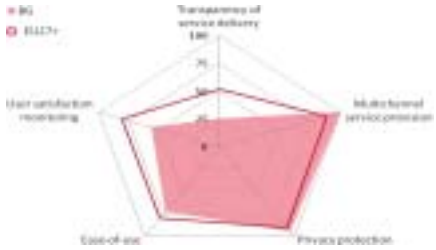
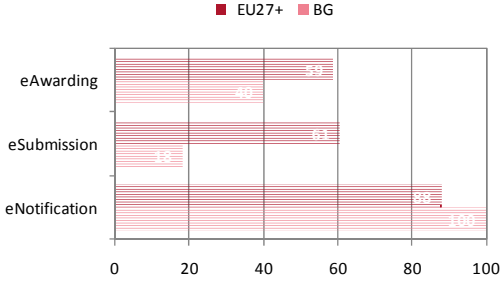


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



Bulgaria

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online.
The benchmark shows that there is room for progress in all 14 relevant services. These services are all offline.

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 8 out of 17 relevant steps are provided online through a dedicated Employment portal (light green shading) in Bulgaria.
The benchmark shows that there is room for progress in 9 out of the 17 relevant services. In fact, these 9 services are still offline. In the life event assessment, it has been noted that all 17 relevant services for Bulgaria are provided by the government (marked Gov.

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	Gov
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	
Subscribing to vocational/careers advice	
Obtaining guidance related to housing	
Accessing Debt counselling services	
Accessing health promotion programs	
Obtaining guidance: invalidity, sickness, employm. injuries	
Obtaining a new or renewing a passport	
Applying for a job abroad	
Obtaining the contact details of embassies	

Key enablers

- Out of the 9 measured horizontal enablers, 2 are available in Bulgaria. These are: Authentic Sources and E-Payment.
- Out of those enablers that are typically made available to end users, E-Payment can be used to interact with 3 government levels (national, regional and local).
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Bulgaria, there is no legal basis for the usage of authentic sources.
- The following enablers are not yet in place: E-ID, Single Sign On, E-Safe, Secure Delivery, Open Standards, Architecture Guidelines and the catalogue of Horizontal Enablers.

Czech Republic

Country self-assessment

Top 5 eGov strategic priorities:

1. Secured electronic communication between different public authorities and between public authorities and citizens. The system of data-boxes was launched on 1. July 2009. This electronic system replaced paper communication within public administration and between public administration and private companies since 1. September 2009.
2. CzechPOINT - eGovernment one-stop shop, network of more than 3500 contact points providing eGov services
3. Public registers - creation of 4 interconnected and interoperable basic registers without duplicates
4. Digitalisation of documents and their archiving
5. eGovernment services, especially: a) health care, social care, education; b) effective public administration and justice; c) financial management, budgeting, public procurement.

Success stories:

CzechPOINT is an example of a successful eGovernment project which is widely used and appreciated by Czech citizens. Over 3.750.000 excerpts were issued through CzechPOINT one stop shops before 01.09.2010. The CzechPOINT helps the public administration to reduce costs of the government and citizens in time, travel and other expenses. The multi-stakeholder approach was applied throughout the implementation of this project.

Best practices:

CzechPOINT
http://www.czechpoint.cz

Datové schránky
http://www.datoveschranky.info

eJustice portal
http://portal.justice.cz/ or
http://obcanskyzakonik.justice.cz/ejustice/

Tax autority portal
http://eds.mfcr.cz/

Key organisational facts

eGov positioning and scope:

All eGovernment activity is now firmly positioned in the Ministry of the Interior. eGovernment focuses on public service delivery and the reform of government, and is clearly distinct from general Information Society policy.

Key actors and lines of reporting:

Political responsibility lies with the Minister of the Interior, and the Deputy Minister for Public Administration, Informatics, Legislation and Archiving. The CIO function is assumed by the Executive Director of the Department for Informatics in the same Ministry. The Ministry is responsible for policy formulation, support and implementation.

Governance and development:

Coordination across central government is conducted by the Government Council for the Information Society. The Ministry also provides support to decentralized eGovernment development.

The country in figures

1. Key facts	Czech Rep.	EU-27
Population (in 1000)	10.507	501.103
GDP per capita in PPS	82	100
GDP growth (% change of previous year)	-4,1	-4,2
Societal figures		
Unemployment (as % of active pop.)	7,2	9,6
Rural population (as % of total pop.)	40,8	26,3
% of labour force with tertiary education	14,8	22,8
% of population over the age of 65 years	15,2	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	35,3	74
Public sector deficit – balance (as % of GDP)	-5,8	-6,8

2. Information Society Indicators	Czech Rep.	EU-27
Overall ICT expenditure (as a % of GDP)	2	2,4
% households with broadband connection	54	61
% of enterprises with broadband	86	86
eGovernment usage by individuals (%)	23	41
eGovernment usage by enterprises (%)	89	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	33rd	/184
EIU Digital Economy	31st (31st)	/70
EIU Digital Economy score	6.29 (6.46)	/10

4. EU Activity	
	epSOS, eCodex

Results

With 74%, the Czech Republic's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Czech Republic now ranks 21st out of the 32 measured countries.

The Online sophistication of public services reaches 85% of which sophistication for Business services stands at 95% (compared to 94% for the EU27+) and sophistication for Citizen services is at 78% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level				
		NUTS 0	NUTS 3	NUTS 4	NUTS 5a	NUTS 5b
		National	Kraje	Okresy	Main cities	Obce
Income taxes	80	80				
Job search services	100	100		18		
Social security benefits	85	71		24		
Unemployment benefits	100	75		24		
Child allowances	80	80				
Medical costs	100	100				
Student grants	60	30				
Personal documents	40	30	23		33	6
Passports	40	40	31			
Drivers licence	40	20	16		33	6
Car registration	75	25			63	14
Application for building permission	100	50			100	72
Declaration to the police	100	100				
Public libraries	100	100			84	41
Birth and marriage certificates	50	50			26	14
Enrolment in higher education	100	85				
Announcement of moving	25	25				
Health-related services	75	9				
Social contribution for employees	100	100				
Corporate tax	100	100				
VAT	100	100				
Registration of a new company	100	100				
Submission of data to statistical offices	80	80				
Customs declarations	100	100				
Environment-related permits	80	80				
Public procurement	100	100				

The Czech Republic's eServices score 43% on usability and 34% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 30% (EU+: 52%)
-Multi-Channel service provision: rated at 28% (EU+: 88%)
-Privacy and data protection: rated at 61% (EU+: 90%)
-Ease of use of services: rated at 78% (EU+: 80%)
The examined portals attain 60% on usability, 100% on adequateness of portal design and 83% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
The Czech Republic's User experience scores are summarized in Figures 3a & b.

eProcurement

The Czech Republic has a centralized eProcurement system based on a national platform, managed by the Public Procurement and Public Private Partnership Department of the Ministry for Regional Development. Contracting authorities have to publish tender notices above the national threshold of 76000 €; the national platform is also mandatory for the ICT commodities and services purchases.
The Czech Republic is within the top 10 performers for the visibility indicator, scoring at 96%, and also performs well for the pre-award process with 84% (over the EU27+ average) and the eNotification available at 100%. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

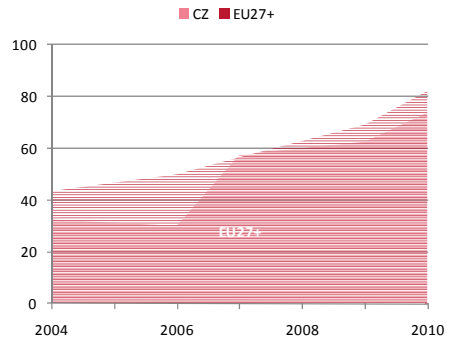


Figure 2: Online sophistication

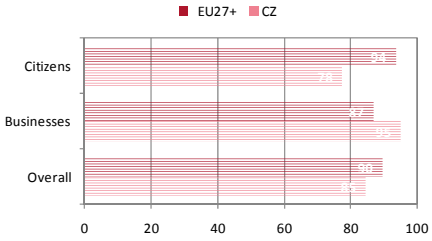


Figure 3a: User experience of services

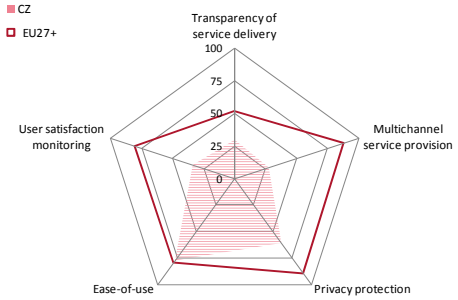


Figure 3b: User experience of portals

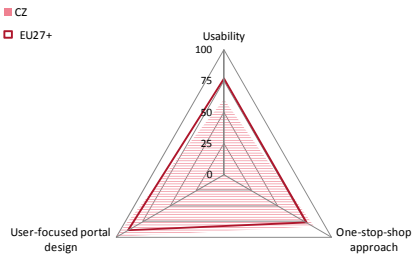
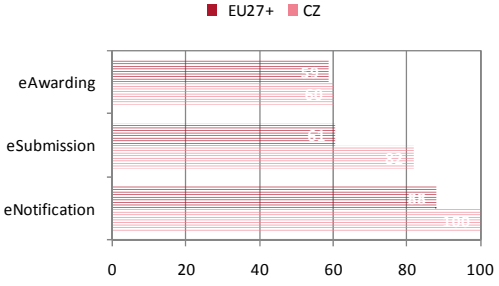


Figure 4: eProcurement pre-award process benchmark by sub phase



Czech Republic

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 14 steps are automated in the Czech Republic (i.e. provided without the applicant having to request them; dark green shading). 6 services are provided online through a dedicated Business registration portal (light green shading) in the Czech Republic.

The benchmark shows that there is room for progress in 6 out of the 14 relevant services. In fact, in these cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange; 6 services).

In the life event assessment, it has been noted that all 14 relevant services for the Czech Republic are provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 9 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in the Czech Republic.

The benchmark shows that there is room for progress in 17 out of the 26 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 14 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 13 services) or on any other web site (dark orange; 1 service). Two relevant services are still offline in the Czech Republic (red shading).

In the life event assessment, it has been noted that 21 out of the 26 relevant services for the Czech Republic are provided by the government (marked Gov), whilst 5 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	Gov
Obtain character reference	Gov
Obtain certificate of no outstanding social security charges	Gov
Obtain certificate of no outstanding compulsory	Gov
Obtain certificate from bank of capital deposited	Gov
Fill in standard form for registration deed	Gov
Register company name	
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 4 are available in the Czech Republic. These are: Single Sign-On, Authentic Sources, Open Specifications, and E-Payment.
- The following enablers are not yet in place: E-ID, Architecture Guidelines, Catalogue of Horizontal Enablers, E-Safe and Secure e-Delivery.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In the Czech Republic, there is a legal basis for the usage of authentic sources.

Denmark

Country self-assessment

Top 5 eGov strategic priorities:

1.All citizen-oriented nationwide digital self-service solutions with a need for secure identification must use the national single sign on solution ("EasyLogin") and the national digital signature (NemID) by 1 November 2010.
2.All citizen-oriented nationwide digital self-service solutions must be integrated visually into the national citizen portal, www.borger.dk , by 1 November 2010.
3.All public authorities can be contacted through a digital document box solution
4.The National Danish eGovernment Strategy current strategy ends in 2010, and the development of a new strategy for 2011- 2015 is planned to be concluded in June 2011.
5.It is the overarching goal for the Danish Government that by 2012, all relevant written communication between businesses, citizens and the public sector should take place digitally.

Success stories:

Under the title ""Easy access to government online", The Danish government, Local Government Denmark and the Danish Regions have agreed to mark an "eDay3" on 1 November 2010." The purpose of "eDay3" is to give citizens more efficient and flexible public services on the internet.
The first of July 2010 a new version of the Danish digital signature (NemID) was launched. The new version provides citizens and businesses with a more user-friendly, secure and flexible access to digital self-services across the public and private sectors.

Best practices:

- The Central Customs and Tax Administration's (SKAT) self-service website http://www.tastselvskat.dk/
- "MyPage" on the national citizens' portal, borger.dk. https://www.borger.dk/MinSide/
- NemHandel ("EasyTrade") http://www.nemhandel.dk
- NemID (National eID, which is can be used in both public and private services) www.nemid.nu

Key organisational facts

Key actors and lines of reporting:

eGovernment policy functions reside within the Ministry of Finance (the Digital Task Force), in cooperation with the Ministry of Science, Technology and Innovation (with executive responsibilities delegated to the National IT and Telecom Agency). The Ministry of Science, Technology and Innovation has the political responsibility for national IT policy development.

Governance and development:

Cross-governmental coordination of eGovernment is done by the Steering Committee for Joint Government Cooperation (STS), chaired by the Ministry of Finance with permanent secretaries of key ministries, and the managing directors of the associations Local Government Denmark and Danish Regions. Implementation is largely decentralized and left to sector ministries and local authorities.

Organisational Continuity:

The most significant change in the eGovernment organization and governance is the establishment of two new agencies: Agency for Governmental IT Services and Agency for Governmental Administration under the Ministry of Finance. Operation and support of general IT systems for central government is under the responsibility of the Agency for Governmental IT Services. Operation and support of efficient economic and financial management in central government is under the responsibility of the Agency for Governmental Administration.

The country in figures

1. Key facts	Denmark	EU-27
Population (in 1000)	5.535	501.103
GDP per capita in PPS	121	100
GDP growth (% change of previous year)	-5,2	-4,2
Societal figures		
Unemployment (as % of active pop.)	7,5	9,6
Rural population (as % of total pop.)	34,8	26,3
% of labour force with tertiary education	27,7	22,8
% of population over the age of 65 years	16,3	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	41,4	74
Public sector deficit – balance (as % of GDP)	-2,7	-6,8

2. Information Society Indicators	Denmark	EU-27
Overall ICT expenditure (as a % of GDP)	2,8	2,4
% households with broadband connection	80	61
% of enterprises with broadband	87	86
eGovernment usage by individuals (%)	78	41
eGovernment usage by enterprises (%)	92	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	7th	/184
EIU Digital Economy	2nd (1st)	/70
EIU Digital Economy score	8.41 (8.87)	/10

4. EU Activity	
	epSOS, PEPPOL, Renewing Health

Denmark

Results

With 95%, Denmark's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Denmark now ranks 11th out of the 32 measured countries.

The Online sophistication of public services reaches 95% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) while sophistication for Citizen services is at 93% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 4 Kommuner	NUTS 5a Main cities
Income taxes	100	100		
Job search services	100	50		
Social security benefits	100	80		
Unemployment benefits	100	100		
Child allowances	100	20		
Medical costs	100	100		
Student grants	100	100		
Personal documents	60	30	37	48
Passports	60	40	39	51
Drivers licence	60	20	34	46
Car registration	50		1	0
Application for building permission	100		58	63
Declaration to the police	100	100	0	0
Public libraries	100		56	60
Birth and marriage certificates	100	50	53	46
Enrolment in higher education	100	36		
Announcement of moving	100		85	100
Health-related services	100	14		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100			
Environment-related permits	100	100		
Public procurement	100	100		

Denmark's eServices score 92% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 17% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 100% (EU+: 80%)
The examined portals attain 90% on usability, 100% on adequateness of portal design and 78% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Denmark's User experience scores are summarized in Figures 3a & b.

eProcurement

Denmark has a non-mandatory public procurement portal (DOIP) accessible by both private and public entities and recommended to public bodies. The portal is regulated by the public sector. The online procurement process is managed by various platforms (Ethics, IndFak, EU-Supply) each one managing a specific sub-phase of the process that is integrated by DOIP, acting as a single point of contact (in this report defined as a "virtual platform").The visibility benchmark is at 81%. The pre-award process indicator reaches 90% of availability with a top score for eNotification services. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

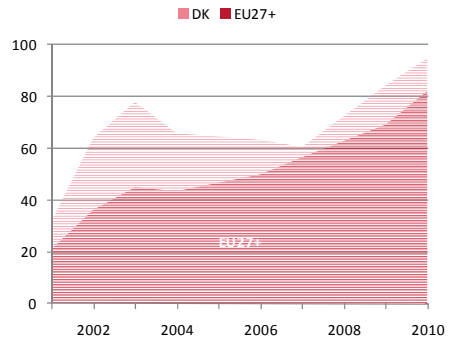


Figure 2: Online sophistication

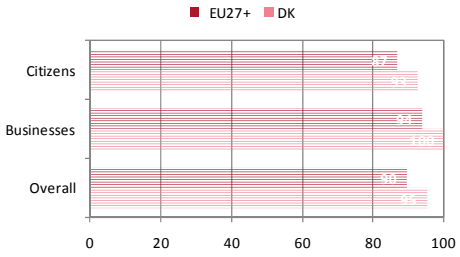


Figure 3a: User experience of services

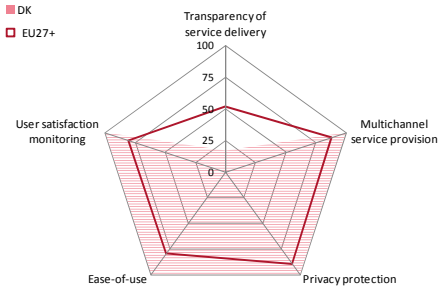
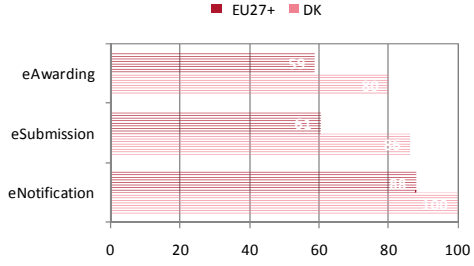


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. One of the 8 steps is automated in Denmark (i.e. provided without the applicant having to request them; dark green shading) and the other 7 steps are provided online through a dedicated Business registration portal (light green shading).

In the life event assessment, it has been noted that all 8 relevant services for Denmark are provided by the government.

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 22 steps is automated (i.e. provided without the applicant having to request them; dark green shading) and 9 steps are provided online through a dedicated Employment portal (light green shading) in Denmark.
The benchmark shows that there is room for progress in 12 out of the 22 relevant services. In fact, 4 services are provided online but are not integrated yet in the Employment portal (blue shading). In 8 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 6 service) or on any other web site (dark orange; 2 services). In the life event assessment, it has been noted that 17 out of the 22 relevant services for Denmark are provided by the government (marked Gov), whilst 5 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	Gov
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov+NonGov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- The 9 measured horizontal enablers are all 9 available in Denmark. These are: E-ID, Single Sign-On, E-Safe, Secure e-Delivery, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), E-ID and Single Sign-On can be used to interact with at least two government levels (national, regional or local) and E-Payment can be used at the National level only in Denmark.
- Monitoring of the usage Open Specifications and eSafe takes place at the national level.
- In Denmark, there is a legal basis for the usage architecture guidelines but not for authentic sources.
- Open specifications are used at all 3 levels of government (national, regional and local).

Germany

Country self-assessment

Top 5 eGov strategic priorities:

1. The further implementation of the joint national eGovernment strategy (2010-2015) of the federal, federal states and municipalities level.
2. Implementation of the new article 91c of the German Constitution (Grundgesetz) in order to improve IT governance between the federal government and federal states in important cross-cutting areas.
3. Improvement of security and trust in eGovernment by means of important infrastructures like the German new electronic ID card and de-mail.
4. Reorganisation of Federal Network Infrastructures: Netze des Bundes (Federal Networks).
5. Closing phase of the IT Investment Programme.

Success stories:

Implementation of the new article 91c of the German Constitution (Grundgesetz), in order to improve IT governance between federal government and federal states in important cross-cutting areas like secure IT infrastructure and standardization. The new article and its implementation laws have foreseen the establishment of a new IT Planning Council. This body encompasses the representatives of federal, state and local level to govern important cross-cutting IT issues.

Best practices:

Elster – electronic tax declaration

Digital Picture Archive of the Federal Archive (e.g. with Wikipedia links)

Pollutant Release and Transfer Register (PRTR) of the Federal Environment Agency

Ministry of the Interior of the Federal State of Brandenburg; City and Communal Union Brandenburg Maerker Brandenburg - Citizens participate

Key organisational facts

eGov positioning and scope:

eGovernment is recently refocused and placed at the heart of the government's service delivery strategy. It is also an instrument for better coordination and collaboration between layers of government under responsibility of the Ministry of the Interior.

Key actors and lines of reporting:

The State Secretary in the Federal Ministry of the Interior, responsible for Administrative Modernisation and Information Technology is appointed as Federal Commissioner for Information Technology (Federal CIO). Additionally, all government departments have set up Chief Information Officers (CIO) with wide-ranging powers, together forming the IT Council which is chaired by the Federal CIO.

Governance and development:

At the federal level, based on article 91c of the German Constitution (Grundgesetz), there is a new Federal IT Steering System in which governance is provided by the Federal CIO system and the new IT Planning Council with high level representatives of federal, state and local level government to deal with important cross-cutting IT issues. Deployment is largely decentralized, following Germany's federal structure.

Organisational Continuity:

The new article 91c of the German Constitution introduced in June 2009 is an outcome of the second round of reforms on Germany´s federal structure (which mainly addressed financial relations) in order to improve IT governance between federal government and federal states in important cross-cutting areas like secure IT infrastructure and standardization. The new article and its implementation have seen the establishment of a new IT Planning Council which had its inaugural meeting on 22 April 2010. This body encompasses representatives of federal, state and local level to govern important cross-cutting IT issues.

The country in figures

1. Key facts	Germany	EU-27
Population (in 1000)	81,802 (p)	501.103
GDP per capita in PPS	116	100
GDP growth (% change of previous year)	-4,7	-4,2
Societal figures		
Unemployment (as % of active pop.)	6,8	9,6
Rural population (as % of total pop.)	14,6	26,3
% of labour force with tertiary education	22,6	22,8
% of population over the age of 65 years	20,7	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	73,4	74
Public sector deficit – balance (as % of GDP)	-3	-6,8

2. Information Society Indicators	Germany	EU-27
Overall ICT expenditure (as a % of GDP)	2,7	2,4
% households with broadband connection	75	61
% of enterprises with broadband	90	86
eGovernment usage by individuals (%)	50	41
eGovernment usage by enterprises (%)	68	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	15th	/184
EIU Digital Economy	18th (17th)	/70
EIU Digital Economy score	7.80 (7.85)	/10

4. EU Activity

epSOS, PEPPOL, Renewing Health, SPOCS, STORK, eCodex

Results

With 95%, Germany's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Germany now ranks 11th out of the 32 measured countries.

The Online sophistication of public services reaches 99% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is at 98% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Service	Country score	Administrative level			
		NUTS 0 National	NUTS 1 Gewesten / Régions	NUTS 5a Main cities	NUTS 5b Gemeenten / Communes
Income taxes	100	100			
Job search services	100	100			
Social security benefits	94	92	100		
Unemployment benefits	75	75			
Child allowances	100	100			
Medical costs	100	100			
Student grants	100		100		
Personal documents	90	90		26	15
Passports	80	80		20	15
Drivers licence	100	100		32	15
Car registration	100	100			
Application for building perm.	50		50	34	25
Declaration to the police	100	100			
Public libraries	100		80	24	32
Birth and marriage certificates	100	0		75	26
Enrolment in higher education	75	36	8		
Announcement of moving	100	100		73	42
Health-related services	75	22			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statist. off.	100	100			
Customs declarations	100	100			
Environment-related permits	60		60	11	12
Public procurement	100	100	100		

Germany's eServices score 83% on usability and 87% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 63% (EU+: 52%)

-Multi-Channel service provision: rated at 95% (EU+: 88%)

-Privacy and data protection: rated at 94% (EU+: 90%)

-Ease of use of services: rated at 89% (EU+: 80%)

The examined portals attain 80% on usability, 100% on adequateness of portal design and 13% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

Germany's User experience scores are summarized in Figures 3a & b.

eProcurement

The Federal Procurement Agency, established in 2010, is responsible for eVergabe, the eprocurement platform that is now mandatory at Federal level. On the national platform, eProcurement services are offered to both public and private suppliers by a private provider, Healy Hudson. The whole eProcurement system is decentralized and eVergabe has regional divisions that guide the development of eProcurement at local tier. The visibility indicator is above the EU27+ average. The pre-award process indicator for the surveyed platforms is under the EU27+ average, especially for the eAward sub-phase.

The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

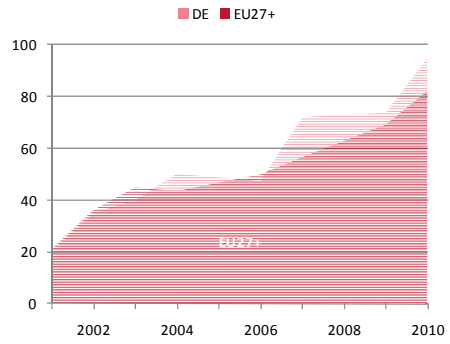


Figure 2: Online sophistication

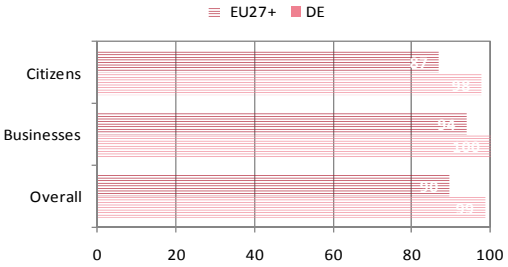


Figure 3a: User experience of services

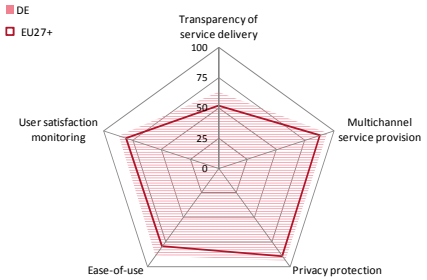


Figure 3b: User experience of portals

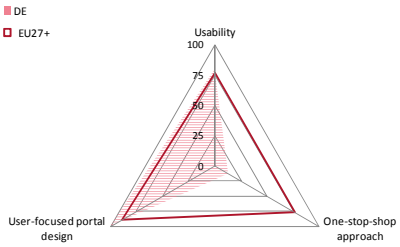
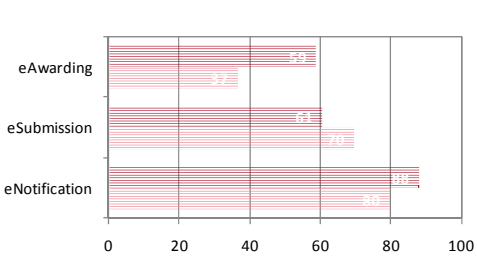


Figure 4: eProcurement pre-award process benchmark by sub phase



Germany

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. One out of 12 steps is fully automated in Germany (i.e. provided without the applicant having to request them; dark green shading) and 10 steps are provided online through a dedicated Business registration portal (light green shading) in Germany.

The benchmark shows that there is room for progress in 1 of the relevant services. In fact, in that case the service is not yet available online but users can find information on it, either the dedicated Business registration portal (light orange shading).

In the life event assessment, it has been noted that all 12 relevant services for Germany are provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 11 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in Germany.

The benchmark shows that there is room for progress in 15 out of the 26 relevant services. In fact, in 13 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 9 service) or on any other web site (dark orange; 4 services). Two relevant services are still offline in Germany (red shading).

In the life event assessment, it has been noted that 18 out of the 26 relevant services for Germany are provided by the government (marked Gov), 2 by the private sector, whilst 6 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	Gov
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	Gov
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	NonGov
Subscribing to vocational/careers advice	NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov+NonGov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- The 9 measured horizontal enablers are all 9 available in Germany. These are: E-ID, Single Sign-On, E-Safe, Secure e-Delivery, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), none can be used to interact with at least two government levels (national, regional or local).
- Monitoring of the usage Open Specifications takes place at the national level, while the monitoring of eSafe is done at the regional level.
- In Germany, there is a legal basis for the usage of both authentic sources and architecture guidelines.
- Open specifications are used at the national level only.

Estonia

Country self-assessment

Top 5 eGov strategic priorities:

1. Improving the knowledge and skills of- and opportunities for participation for all members of society.
2. Establishment of a Sustainable Infrastructure permitting Estonia-wide Broadband Internet Connection.
3. Development of electronic business environment.
4. Further development of public services, including notification services.
5. Ensuring the security of electronic environment and promoting wide take-up of eID.

Success stories:

Using beside the ID-card also mobile-ID, implementation of e-Health solutions and switchover to digital TV.

Best practices:

Electronic submission of annual reports by businesses: https://ettevotjaportaal.rik.ee/

Digital Prescription: http://www.haigekassa.ee/eng/digital_prescription

Speed cameras and automatic processing of incidents of speeding: http://www.politsei.ee/en/nouanded/speed-cameras/

Key organisational facts

eGov positioning and scope:

eGovernment is part of broader Information society policy under responsibility of the Ministry of Economic Affairs and Communications.

Key actors and lines of reporting:

There is no clear CIO role. In the Ministry of Economic Affairs and Communications, the Department of State Information Systems (RISO) is responsible for coordination and implementation of the state information system and state IT strategies. The Estonian Informatics Centre in the same Ministry is the agency for the development and maintenance of common information systems in the Estonian Administration.

Governance and development:

Deployment is largely decentralized, with a facilitating, and coordinating role for central government, and in developing shared services. The Estonian Informatics Council is the expert committee for advice and coordination for the Government. The Ministry of Internal affairs coordinates policies at the local level.

Organisational Continuity:

There have not been big changes in eGovernment organization or strategy.
In July 2009, the Government of the Republic approved the amended version of the 'Estonian Information Society Strategy 2007-2013'. The update concerns measure 4.1.1, 'Broadening Technological Access to Digital Information', to which a chapter was added on the development of broadband internet. In addition, the Estonian 'Rural Development Plan 2007-2013' was amended in summer 2009 in order to allow for the use of resources of the EU recovery package.

The country in figures

1. Key facts	Estonia	EU-27
Population (in 1000)	1.340	501.103
GDP per capita in PPS	64	100
GDP growth (% change of previous year)	-13,9	-4,2
Societal figures		
Unemployment (as % of active pop.)	18,5	9,6
Rural population (as % of total pop.)	53,3	26,3
% of labour force with tertiary education	29,7	22,8
% of population over the age of 65 years	17,1	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	7,2	74
Public sector deficit – balance (as % of GDP)	-1,7	-6,8

2. Information Society Indicators	Estonia	EU-27
Overall ICT expenditure (as a % of GDP)	1,4	2,4
% households with broadband connection	64	61
% of enterprises with broadband	88	86
eGovernment usage by individuals (%)	50	41
eGovernment usage by enterprises (%)	80	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	20th	/184
EIU Digital Economy	25th (24th)	/70
EIU Digital Economy score	7.06 (7.28)	/10

4. EU Activity	
	epSOS*, STORK, eCodex

Estonia

Results

With 94%, Estonia's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Estonia now ranks 14th out of the 32 measured countries.

The Online sophistication of public services reaches 97% of which sophistication for Business services stands at 98% (compared to 94% for the EU27+) and sophistication for Citizen services is at 97% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0	NUTS 4	NUTS 5a	NUTS 5b
		National	Maakond	Main cities	Vald, Linn
Income taxes	100	100			
Job search services	100	100			
Social security benefits	89	87			
Unemployment benefits	75	75			
Child allowances	100	100			
Medical costs	100	100			
Student grants	80	73			
Personal documents	100	100			
Passports	100	100			
Drivers licence	100	100			
Car registration	100	100			
Application for building permission	75	75		50	45
Declaration to the police	100	100			
Public libraries	100	100			
Birth and marriage certificates	100		50	75	20
Enrolment in higher education	100	77			
Announcement of moving	100	100		100	71
Health-related services	100	100			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	80	80			
Customs declarations	100	100			
Environment-related permits	100	100			
Public procurement	100	100			

Estonia's eServices score 94% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 70% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 83% (EU+: 80%)
The examined portals attain 60% on usability, 100% on adequateness of portal design and 100% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Estonia's User experience scores are summarized in Figures 3a & b.

eProcurement

The national eProcurement platform is mandatory for the publication of both contract notices and contract award notices. There is not a central procurement agency, each administration arranges its own public procurements. Tendering and awarding processes are regulated by the Eastonian Public Procurement Act, while the post-award process is not integrated in the eProcurement platform. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

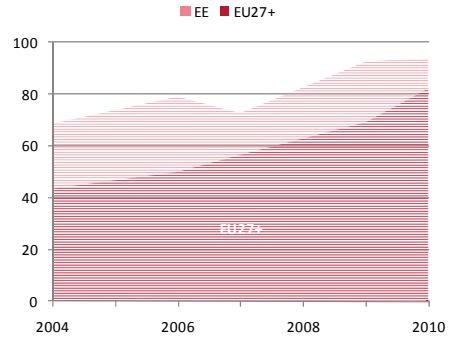


Figure 2: Online sophistication

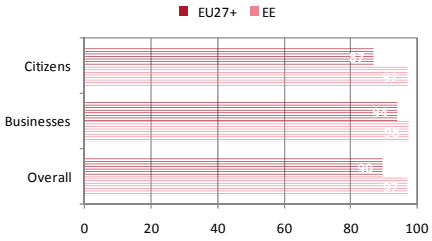


Figure 3a: User experience of services

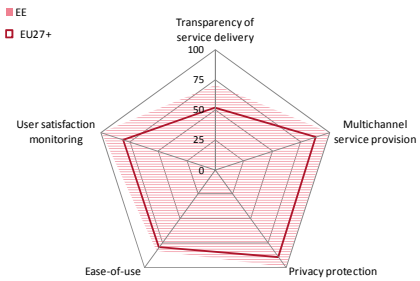


Figure 3b: User experience of portals

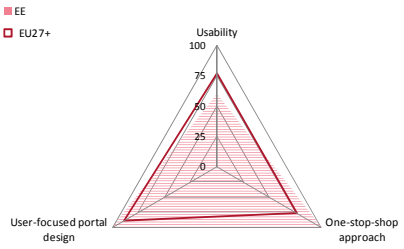
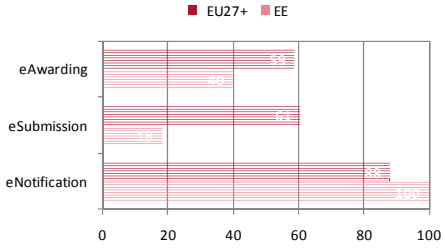


Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 3 out of 8 steps are automated in Estonia (i.e. provided without the applicant having to request them; dark green shading) and the other 5 steps are provided online through a dedicated Business registration portal (light green shading) in Estonia.

In the life event assessment, it has been noted that all 8 relevant services for Estonia are provided by the Estonian government (marked Gov in table below).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 25 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 8 out of 25 steps are provided online through a dedicated Employment portal (light green shading) in Estonia.The benchmark shows that there is room for progress in 15 out of the 25 relevant services. In fact, 4 services are provided online but are not integrated in the Employment portal (blue shading). In 9 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 6 services) or on any other web site (dark orange; 3 services). Two relevant services are still offline in Estonia. In the life event assessment, it has been noted that 18 out of the 25 relevant services for Estonia are provided by the government (marked Gov), 2 steps are provided solely by the private sector, whilst 5 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	Gov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov
Setting up a personal space	NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	NonGov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- The 9 measured horizontal enablers are all 9 available in Estonia. These are: E-ID, Single Sign-On, E-Safe, Secure e-Delivery, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), E-ID and Single Sign-On can be used to interact with at least two government levels (national and local in these cases).
- Monitoring of the usage Open Specifications takes place at the national level, while the monitoring of eSafe is done at two levels (national and regional). In Estonia, there is a legal basis for the usage of authentic sources but not for Architecture guidelines.
- Open specifications are used at the national and local level.

Ireland

Country self-assessment

Top 5 eGov strategic priorities:

1. Enhance information provision (in terms of how services work, availability, access, eligibility and costs).
2. Enhance the electronic delivery of services.
3. Enhance the use of shared services.
4. Enhance governance of eGovernment through continuing and further developing existing reporting arrangements to Government.
5. Expand Rolling Programme of eGovernment projects.

Success stories: The eGovernment Strategy 2010 which underpins the development of a specific Rolling Programme of eGovernment projects and the comprehensive monitoring and reporting processes in place has ensured a specific, coherent and coordinated approach to eGovernment.

Best practices:

Access to Revenue Commissioners Services and Information: www.revenue.ie

Electronic registration of transactions affecting the land register in Ireland: https://www.eregistration.ie/login.aspx

Online facility to deal with the surge in queries around unemployment and a range of associated issues caused by the current economic downturn: www.losingyourjob.ie

Collection of charges for non principal private residences: www.nppr.ie

The "Customer Charter Initiative", four-step cycle of Consultation, Commitment, Evaluation and Reporting http://www.onegov.ie/eng/Quality_Customer_Service/

Key organisational facts

eGov positioning and scope:

Since 2008, the Government has ensured a renewed focus on achieving progress with eGovernment as a key element of the "Transforming Public Services" agenda. In addition, eGovernment is a stated fundamental in the development of three-year Statements of Strategy that each Government Department is obliged to produce under the Public Service Management Act of 1997.

Key actors and lines of reporting:

The Department of Finance has overall responsibility for developing and coordinating the implementation of eGovernment policy across the public service in Ireland and for the provision of central eGovernment infrastructure and services. The Department of Finance monitors eGovernment progress and provides comprehensive progress reports to Government and to the Cabinet Committee on Transforming Public Services every six months approximately.

Governance and development:

The Cabinet Committee on Transforming Public Services, chaired by the Taoiseach (Prime Minister), is overseeing the implementation of the Transforming Public Services (TPS) Programme which includes eGovernment. The Department of Finance provides regular reports to this Cabinet Committee.

Organisational Continuity:

The Government's approach to eGovernment is underpinned by the eGovernment Strategy 2010. The importance of eGovernment is reflected in the Irish Government's "National Recovery Plan, 2011-2014".

The country in figures

1. Key facts	Ireland	EU-27
Population (in 1000)	4.468	501.103
GDP per capita in PPS	127	100
GDP growth (% change of previous year)	-7,6	-4,2
Societal figures		
Unemployment (as % of active pop.)	13,6	9,6
Rural population (as % of total pop.)	66	26,3
% of labour force with tertiary education	32,3	22,8
% of population over the age of 65 years	11,3	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	65,5	74
Public sector deficit – balance (as % of GDP)	-14,4	-6,8

2. Information Society Indicators	Ireland	EU-27
Overall ICT expenditure (as a % of GDP)	2,4	2,4
% households with broadband connection	58	61
% of enterprises with broadband	87	86
eGovernment usage by individuals (%)	37	41
eGovernment usage by enterprises (%)	87	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	21st	/184
EIU Digital Economy	17th (18th)	/70
EIU Digital Economy score	7.82 (7.84)	/10

4. EU Activity	no participation

Results

With 100%, Ireland's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Ireland now ranks 1st out of the 32 measured countries.

The Online sophistication of public services reaches 100% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 100% (compared to 87% for the EU27+ – see Figure 2).
The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 4 Counties, Cities	NUTS 5a Main cities
Income taxes	100	100		
Job search services	100	100		
Social security benefits	100	100		
Unemployment benefits	100	100		
Child allowances	100	100		
Student grants	100	100		
Personal documents	100	100		
Passports	100	100		
Drivers licence	100	100		
Car registration	100	75		
Application for building permission	100	25	54	81
Declaration to the police	100	100		
Public libraries	100	100	71	71
Birth and marriage certificates	100	100		
Enrolment in higher education	100	100		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	100	100		
Public procurement	100	100		

Ireland's eServices score 87% on usability and 72% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 67% (EU+: 52%)
-Multi-Channel service provision: rated at 89% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 88% (EU+: 80%)
Ireland has feedback options, complaints management and alike (clearly encouraging the user to provide feedback) in place, appropriate to service providers needs, other than approaches specified in the method.
The examined portals attain 50% on usability, 0% on adequateness of portal design and 100% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively). Ireland's User experience scores are summarized in Figures 3a & b.

eProcurement

Ireland has a centralized approach to public procurement activity with the establishment of a National Procurement Service and of a national eTendering platform. Contracting authorities have to use etenders.giv.ie and to electronically publish procurement opportunities, over 10 000 €. It is also mandatory for public authorities to use the electronic means for all payments. Ireland is a top performer for both visibility and preAward indicators.
The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

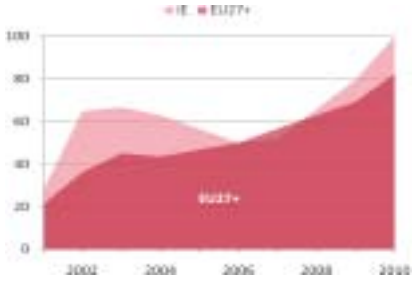


Figure 2: Online sophistication

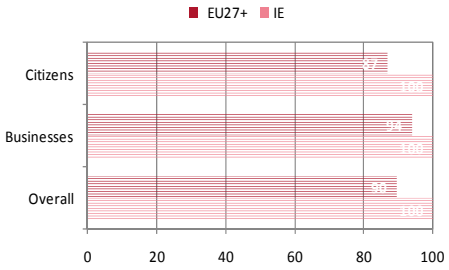


Figure 3a: User experience of services

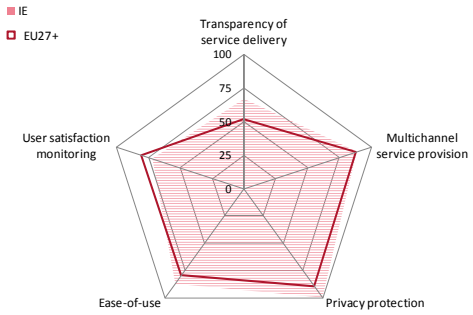


Figure 3b: User experience of portals

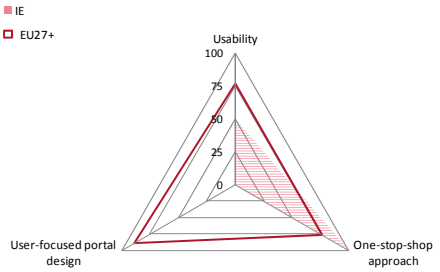
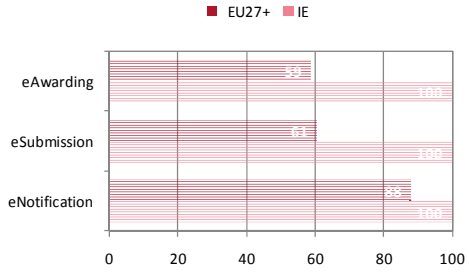


Figure 4: eProcurement pre-award process benchmark by sub phase



Ireland

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. In Ireland only one service is relevant for this life event. This service is provided online through a dedicated Business registration portal (light green shading) by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled.

18 out of 24 steps are provided online through a dedicated Employment portal (light green shading) in Ireland.

The benchmark shows that there is room for progress in 6 out of the 24 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 5 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 4 services) or on any other web site (dark orange; 1 service).

In the life event assessment, it has been noted that 17 out of the 24 relevant services for Ireland are provided by the government (marked Gov), 1 by the private sector (marked NonGov), whilst 6 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	
Register company name	
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	
Obtain VAT collector number	
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov+NonGov
Obtaining information on recruitment fairs	NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov+NonGov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 5 are available in Ireland. These are: E-ID, Authentic Sources, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Out of those enablers that are typically made available to end users E-ID and E-Payment can be used to interact with at least two government levels (national and local)in Ireland.
- Monitoring of the usage of E-ID takes place at the national level while E-Payment is being monitored at local and national level.
- In Ireland, there is a legal basis for the usage of architecture guidelines but not for authentic sources.
- The following enablers are not yet in place: Single Sign-On, E-Safe, Open Specifications, and Secure e-Delivery.

Greece

Country self-assessment

Top eGov strategic priorities:

1. Development of new, integrated online government services.
2. Participation of the citizens in the government process.
3. Openness and transparency of government.

Success stories:

The creation of the Opengov.gr portal is probably the most important initiative launched by the Greek Government, indicating the shift towards a more transparent, open and participatory style of governance.

Best practices:

Citizen Service Centers ; www.kep.gov.gr

The Hellenic National Printing House publishes digital copies of the Laws and Presidential decrees of the Greek State issued from 1976 onwards. The documents are digitally signed and are available to the general public to download and use.

The Labs.OpenGov.gr is an initiative of the group for the Electronic Governance and New Information Technologies and Communications of the Prime Minister's Office, working within the framework of the open government. This action group seeks to give to the design of the public eServices a participatory and decentralised form. The mission of the Labs.OpenGov is to bring to the surface and exploit the knowledge, skills, experience and passion of creative people and of the users of electronic services; www.Labs.Opengov.Gr

Key organisational facts

eGov positioning and scope:

eGovernment is part of a wider information society strategy to enhance Greece's competitiveness and improve quality of life under the Ministry of the Economy and Finance. However eGovernment policy belongs to the remit of the Ministry of the Interior.

Key actors and lines of reporting:

The General Secretariat for Public Administration and eGovernment, within the Ministry of interior is in charge of eGovernment issues. The Special Secretariat of Public Administration Reform from the same Ministry is responsible for operational programmes; whilst the overall Information Society strategy falls under the responsibility of the Special Secretariat of Digital Planning in the Ministry of Economy and Finance

Governance and development:

The national Government's Information Technology Committee is the highest policy making authority for Information Technology strategy development. The eGovernment Forum of the Ministry of Interior is a multi-stakeholder forum specific to eGovernment. eGovernment is deployed in a prescriptive manner, by legally defining what services should be developed. Implementation support across levels of government is provided by two agencies: Information Society S.A. and Digital Aid S.A

The country in figures

1. Key facts	Greece	EU-27
Population (in 1000)	11.305	501.103
GDP per capita in PPS	93 (p)	100
GDP growth (% change of previous year)	-2.3(p)	-4,2
Societal figures		
Unemployment (as % of active pop.)	12,2	9,6
Rural population (as % of total pop.)	53,9	26,3
% of labour force with tertiary education	21,2	22,8
% of population over the age of 65 years	18,9	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	126,8	74
Public sector deficit – balance (as % of GDP)	-15,4	-6,8

2. Information Society Indicators	Greece	EU-27
Overall ICT expenditure (as a % of GDP)	1	2,4
% households with broadband connection	41	61
% of enterprises with broadband	81	86
eGovernment usage by individuals (%)	16	41
eGovernment usage by enterprises (%)	77	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	41st	/184
EIU Digital Economy	33rd (33rd)	/70
EIU Digital Economy score	6.20 (6.33)	/10

4. EU Activity	
	epSOS, PEPPOL, Renewing Health, SPOCS, eCodex

Greece

Results

With 48%, Greece's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Greece now ranks 32 out of the 32 measured countries.

The Online sophistication of public services reaches 70% of which sophistication for Business services stands at 78% (compared to 94% for the EU27+) and sophistication for Citizen services is at 65% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level				
		NUTS 0	NUTS 2	NUTS 3	NUTS 5a	NUTS 5b
		National	Periferies	Nomoi	Main cities	Diamerisma
Income taxes	100	100				
Job search services	100	100				
Social security benefits	43	36				
Unemployment benefits	50	25				
Child allowances	40	40				
Medical costs	40	40				
Student grants	40	40				
Personal documents	50	40		22		
Passports	40	40				
Drivers licence	60	40		22		
Car registration	100	100	0			
Application for building permission	50	25		11	0	0
Declaration to the police	33	33				
Public libraries	60	60			7	2
Birth and marriage certificates	100	100		36		
Enrolment in higher education	50	25				
Announcement of moving	50	50				
Health-related services	50	24				
Social contribution for employees	100	100				
Corporate tax	100	100				
VAT	100	100				
Registration of a new company	50	50		0		
Submission of data to statistical offices	80	80				
Customs declarations	100	100				
Environment-related permits	40			2		
Public procurement	50	50				

Greece's eServices score 91% on usability and the full 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 56% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 100% (EU+: 80%)
The examined portals attain 100% on usability, 100% on adequateness of portal design and 63% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Greece's User experience scores are summarized in Figures 3a & b.

eProcurement

Currently Greece has no central eProcurement infrastructure, which is under construction.
It is foreseen that the Greek National Electronic Public Procurement System (NEPPS), will offer the full range of pre and post-award services to national contracting authorities. The surveyed authorities' websites has a very low visibility indicator, among the worst of the ranking. Greece is out of the pre-award ranking because of the lack of platforms.

Figure 1: Full online availability

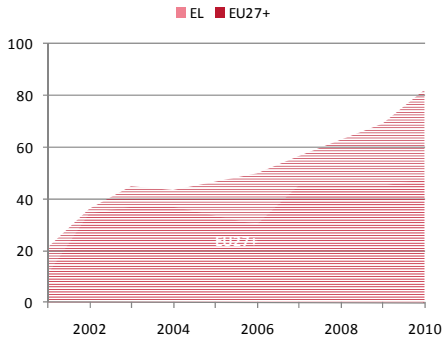


Figure 2: Online sophistication

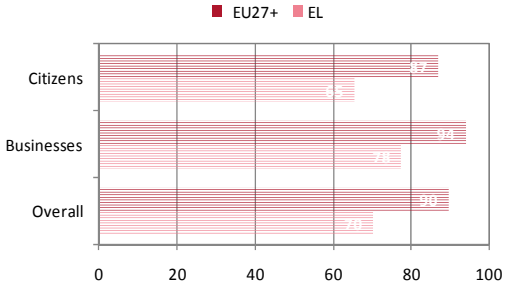


Figure 3a: User experience of services

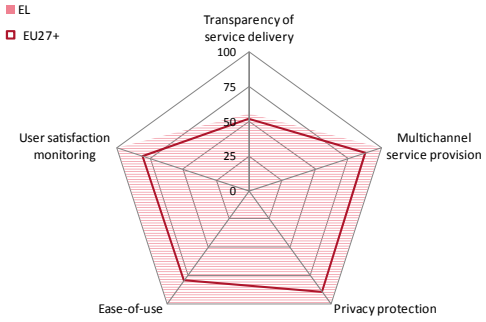
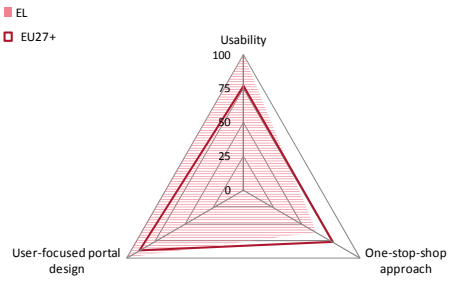


Figure 3b: User experience of portals



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 14 steps are provided online through a dedicated Business registration portal (light green shading) in Greece.

The benchmark shows that there is room for progress in 12 out of the 14 relevant services. In fact, in 2 cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange shading). 10 out of 14 relevant steps are still offline in Greece (red shading).

In the life event assessment, it has been noted that the services that are online, are all 4 provided by the government(marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled (9 out of 16 services). These 9 steps are provided online through a dedicated Employment portal (light green shading) in Greece.

The benchmark shows that there is room for progress in 7 out of the 16 relevant services. In fact, in 3 cases the service is not yet available online but users can find information on it on the dedicated Employment portal (light orange shading). 4 relevant services are still offline in Greece (red shading). In the life event assessment, it has been noted that all 16 services for Greece are provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	Gov
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	
Subscribing to vocational/careers advice	
Obtaining guidance related to housing	
Accessing Debt counselling services	
Accessing health promotion programs	
Obtaining guidance: invalidity, sickness, employm. injuries	
Obtaining a new or renewing a passport	
Applying for a job abroad	
Obtaining the contact details of embassies	

Key enablers

- Out of the 9 measured horizontal enablers, 4 are available in Greece. These are: E-ID, Authentic Sources, Open Specifications and Architecture Guidelines,.
- There is no monitoring of the usage of these enablers yet in Greecel.
- In Greece, there is no legal basis for the usage of authentic sources or architecture guidelines.
- Open specifications are used at the national and local level.
- The following enablers are not yet in place: E-Safe, Secure e-Delivery, Single Sign-On, Catalogue of Horizontal Enablers and E-Payment.

Spain

Country self-assessment

Top 5 eGov strategic priorities:

1. Increase the usage of eGovernment services and promote the adoption of eDNI both in public and private e-services.
2. Development of new eGovernment horizontal tools, improvement of the existing ones and deployment of them in all the Spanish Public Administrations.
3. Optimisation of the ICT spending.
4. Extend the functionalities of the National eProcurement Platform and promote the usage among Local and Regional Government.
5. Improving user satisfaction with eGovernment services (national survey).

Success stories:

The Spanish Citizen´s Electronic Access to Public Services Act approved in 2007 has been a major driver for the implementation of eGovernment in our country. This Act recognised the right to choose the e-channel for the relations between government and citizens and established a compulsory deadline on 31/12/2009 to fulfil this right. The deadline was compulsory for the National Government and subject to budget restrictions for the regional and local tiers. Nearly 100% of the national government procedures have an electronic version and a 77% of availability of e-channel has been reached in the regional level.

Best practices:

@Firma - eSignatures ad eIDs validation Platform
http://www.epractice.eu/en/cases/afirma

Information Exchange Intermediary Platform
http://www.epractice.eu/en/cases/identityresidence

Aporta - Web Site for the Promotion of PSI Reusability
http://www.aporta.es

Red Tr@baja - National employment Agency
https://www.redtrabaja.es/

Key organisational facts

eGov positioning and scope:

The Secretary of State of Public Service, included in the Ministry of Territorial Policy and Public Administration, is in charge and has the full responsibility of the specific eGovernment strategy. The Information Society strategy is under the responsibility of the Ministry of Industry, Tourism and Trade.

Key actors and lines of reporting:

The State Secretariat of Public Service, included in the Ministry of the Territorial Policy and Public Administration, develops and implements eGovernment across central government departments and is responsible for cross departmental infrastructures and shared services. The Directorate for the promotion of eGovernment report directly to the Secretary of State and it is in charge of the responsibilities mentioned before. The State Secretariat of Telecommunications and the Information Society is in charge of the Information Society policy.

Governance and development:

The eGovernment Higher Council (CSAE) is in charge of the preparation, design, development and implementation of the ICT policy, as well as the promotion of eGovernment in the National Public Administration. It is supported by the Directorate for the Promotion of eGovernment of the Ministry of the Territorial Policy and Public Administration.

Organisational Continuity:

The State Secretariat of Public Service was part of the Ministry of the Presidency until October 2010, and it is now included in the Ministry of Territorial Policy and Public Administration.
In relation to the eGovernment Strategy, the National Government is now at the stage of designing the new policy for 2011-2015. This strategy will follow the priorities agreed in the Malmö Ministerial Conference in order to achieve the objectives of the forthcoming EU Action Plan.

The country in figures

1. Key facts	Spain	EU-27
Population (in 1000)	45.989	501.103
GDP per capita in PPS	103	100
GDP growth (% change of previous year)	-3,7	-4,2
Societal figures		
Unemployment (as % of active pop.)	20,2	9,6
Rural population (as % of total pop.)	26,1	26,3
% of labour force with tertiary education	27,9	22,8
% of population over the age of 65 years	16,8	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	53,2	74
Public sector deficit – balance (as % of GDP)	-11,1	-6,8

2. Information Society Indicators	Spain	EU-27
Overall ICT expenditure (as a % of GDP)	1,7	2,4
% households with broadband connection	57	61
% of enterprises with broadband	95	86
eGovernment usage by individuals (%)	39	41
eGovernment usage by enterprises (%)	67	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	9th	/184
EIU Digital Economy	24th (25th)	/70
EIU Digital Economy score	7.31 (7.24)	/10

4. EU Activity	
	epSOS, Renewing Health, STORK, eCodex

Results

With 95%, Spain's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Spain now ranks 8th out of the 32 measured countries.

The Online sophistication of public services reaches 98% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is at 97% (compared to 87% for the EU27+ – see Figure 2).
The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0 National	NUTS 2 Comunidades y ciudades autonomas	NUTS 5a Main cities	NUTS 5b Municipios
Income taxes	100	100			
Job search services	100	100			
Social security benefits	93	93			
Unemployment benefits	100	100			
Child allowances	100	100			
Student grants	80	80			
Personal documents	90	90			
Passports	80	80			
Drivers licence	100	100			
Car registration	100	100			
Application for building permission	100			87	46
Declaration to the police	100	100			
Public libraries	100	100			
Birth and marriage certificates	100	100			
Enrolment in higher education	75	70			
Announcement of moving	100	100			
Health-related services	100		77		
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	100		94		
Public procurement	100	100			

Spain's eServices score 91% on usability and 90% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 48% (EU+: 52%)
-Multi-Channel service provision: rated at 95% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 89% (EU+: 80%)
The examined portals attain 100% on usability, 100% on adequateness of portal design and 78% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Spain's User experience scores are summarized in Figures 3a & b.

eProcurement

Spain has a decentralized eProcurement policy with a national platform, contrataciondelestado.es, that is mandatory for the federal administrations. Regional authorities have their own platforms, and regional and local authorities can use a mix of national, regional and their own platforms. .
Spain is a good performer for the visibility indicator, with national authorities websites having 100% of visibility. The pre-award process indicator is well above the EU27+ average and the most available sub-phase is eNotification.
The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

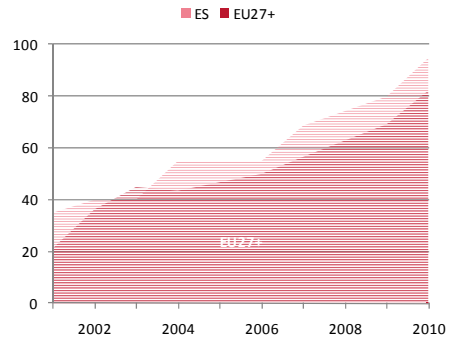


Figure 2: Online sophistication

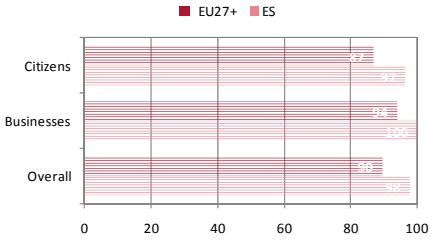


Figure 3a: User experience of services

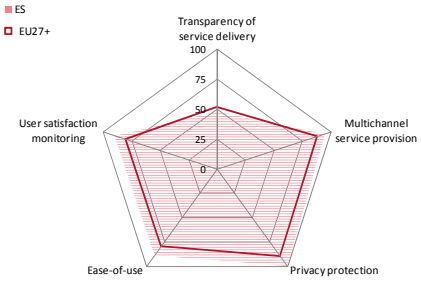


Figure 3b: User experience of portals

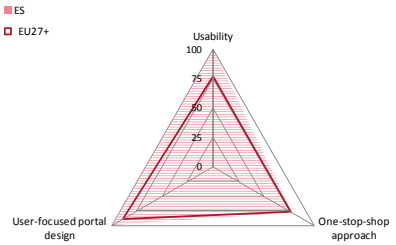
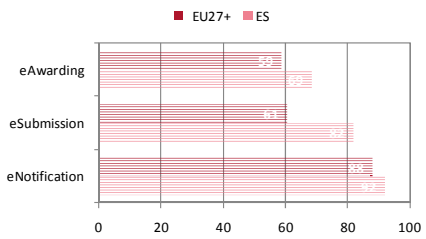


Figure 4: eProcurement pre-award process benchmark by sub phase



Spain

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 4 out of 5 relevant steps are provided online through a dedicated Business registration portal (light green shading) in Spain.
The benchmark shows that there is room for progress in 1 out of the 5 relevant services. In fact, in that case the service is provided online but is not integrated in the Business registration portal (blue shading).

In the life event assessment, it has been noted that the 5 relevant services for Spain are all provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 3 out of 23 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 14 out of 23 steps are provided online through a dedicated Employment portal (light green shading) in Spain.
The benchmark shows that there is room for progress in 6 out of the 23 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 5 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 1 service) or on any other web site (dark orange; 4 services). In the life event assessment, it has been noted that 20 out of the 23 relevant services for Spain are provided by the government (marked Gov), whilst 3 steps are provided by the private sector (marked NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	Gov
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	
Register company name	
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	NonGov
Accessing Debt counselling services	NonGov
Accessing health promotion programs	NonGov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 7 are available in Spain. These are: E-ID, Secure e-Delivery, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Out of those enablers that are typically made available to end users E-ID can be used to interact with 3 government levels (national,regional and local) in Spain.
- Monitoring of the usage of these enablers in essence takes place at all government levels.
- In Spain, there is a legal basis for both the usage of authentic sources and architecture guidelines.
- Open specifications are used at the national level and regional level.
- The following enablers are not yet in place: E-Safe and Single Sign-On.

France

Country self-assessment

Top eGov strategic priorities:

1. France has engaged in a major Administrative Simplification initiative of which eGovernment is the major lever. The main action lines of the program comprise:

- Introduction of 100 metrics from now until 2012, one of them being that 80% of administrative procedures are made available online;
- Promotion of portals as single entry points for users according to user segments (for example mon.service-public.fr has gone live in two additional versions : Your Account Pro which mainly targets the 3.5 million small and medium-sized enterprises and Your Account Asso targeting the 1.1 million associations);
- Systematic feedback loops for users coupled with continuous improvement cycles for eGovernment services with, in particular, a yearly barometer assessing user expectations and the achieved administrative simplification.

2. The government has also engaged in improving the accessibility and find-ability of its web presence by rationalizing the number of web sites. The goal is to reduce the number of web sites to 1/10th of those originally available. The vision around the rationalization of sites until 2012 was validated in October 2010.
The in fine objective is to obtain 50 sites at a maximum: one institutional site per ministry and a range of thematic portals as single entry points for different target groups (citizens, enterprises, associations, municipalities, suppliers) or web sites axed around a specific policy or public service (culture, training, taxes,…). As regards the thematic sites, an action plan has been launched to redefine and review sites in February 2011. In 2010, 63 web sites have been shut down already.

Best practices:

http://www.mon.service-public.fr

http://www.impots.gouv.fr

http://www.ameli.fr/

http://www.legifrance.gouv.fr/

http://www.net-entreprises.fr/

Key organisational facts

eGov positioning and scope:

eGovernment is part of a wider transformation program for the public administration and the policies concerned with the deployment of ICT in government.

Key actors and lines of reporting:

Political responsibility lays with the Ministry of Budget, public Accounts and the Civil Service. Day to day management is delegated to the State Secretary for Forward Planning and the Development of the Digital Economy, and the Director General (CIO function) of the inter-ministerial Directorate General for State Modernisation (DGME).

Governance and development:

The President of the Republic chairs the Council for the Modernisation of Public Policies (CMPP), which is responsible for coordinating and directing the government's reform programme. The process of modernization of the administration is governed centrally by DGME and coordinated by the President through CMPP. Coordination will be strengthened further by establishing an Interministerial Directorate of Information and Communication Systems which will monitor and improve the shared resources centres. Local and regional activities comply with national eGovernment policy. Government departments are responsible for deployment sometimes supported by public-private interest groupings (e.g. SESAM-Vitale) and public companies (e.g. Caisse des Dépôts).

The country in figures

1. Key facts	France	EU-27
Population (in 1000)	64,714 (p)	501.103
GDP per capita in PPS	108	100
GDP growth (% change of previous year)	-2,6	-4,2
Societal figures		
Unemployment (as % of active pop.)	9,8	9,6
Rural population (as % of total pop.)	18,3	26,3
% of labour force with tertiary education	26,5	22,8
% of population over the age of 65 years	16,6	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	78,1	74
Public sector deficit – balance (as % of GDP)	-7,5	-6,8

2. Information Society Indicators	France	EU-27
Overall ICT expenditure (as a % of GDP)	2,5	2,4
% households with broadband connection	67	61
% of enterprises with broadband	93	86
eGovernment usage by individuals (%)	59	41
eGovernment usage by enterprises (%)	78	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	10th	/184
EIU Digital Economy	20th (15th)	/70
EIU Digital Economy score	7.67 (7.89)	/10

4. EU Activity	
	epSOS, PEPPOL, SPOCS, STORK, eCodex

France

Results

With 85%, France's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, France now ranks 18th out of the 32 measured countries.

The Online sophistication of public services reaches 94% of which sophistication for Business services stands at 95% (compared to 94% for the EU27+) and sophistication for Citizen services is at 93% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level				
		NUTS 0 National	NUTS 2 Régions & DOM	NUTS 3 Départements & DOM	NUTS 5a Main cities	NUTS 5b Communes
Income taxes	100	100				
Job search services	100	100	100	75		
Social security benefits	95	95				
Unemployment benefits	100	100				
Child allowances	100	100				
Medical costs	100	100				
Student grants	80	80				
Personal documents	90	70			80	80
Passports	80	40			80	80
Drivers licence	100	100				
Car registration	100	50		0		
Application for building permission	75	50		44		
Declaration to the police	100	100		100	1	0
Public libraries	100	100			57	26
Birth and marriage certificates	100	100				
Enrolment in higher education	100	77				
Announcement of moving	100	100				
Health-related services	50	6				
Social contribution for employees	100	100				
Corporate tax	100	100				
VAT	100	100				
Registration of a new company	100	100				
Submission of data to statistical offices	100	100				
Customs declarations	100	100				
Environment-related permits	60	60	36			
Public procurement	100	100	100			

France's eServices score 89% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 63% (EU+: 52%)

-Multi-Channel service provision: rated at 100% (EU+: 88%)

-Privacy and data protection: rated at 94% (EU+: 90%)

-Ease of use of services: rated at 94% (EU+: 80%)

The examined portals attain 100% on usability, 100% on adequateness of portal design and 100% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

France's User experience scores are summarized in Figures 3a & b.

eProcurement

France has a centralized eProcurement process with a national France's eProcurement strategy is defined by the 'Service des achats de l'Etat; it manages the national platform, Marchés publics, that is mandatory for the State administrations. Except for central government, public procurement is strongly decentralised: there are more than thirty l regional and local platforms that may be private or local. The French authorities' websites visibility is above the European average. Currently the links between the platform and the ministries are not all active but they will become operative in 2011. France performs very well in the pre-award process, only eAward sub-phase being under the 90% of availability.

The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

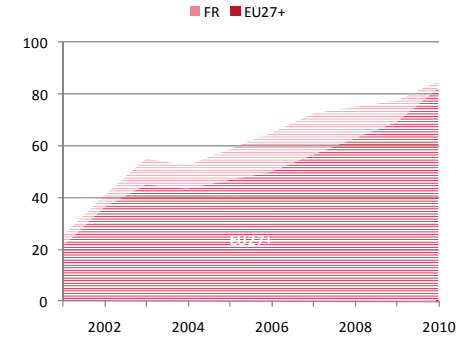


Figure 2: Online sophistication

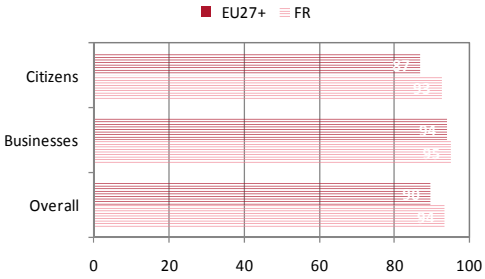


Figure 3a: User experience of services

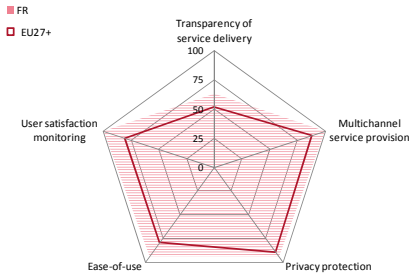


Figure 3b: User experience of portals

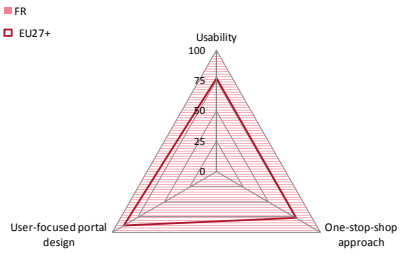
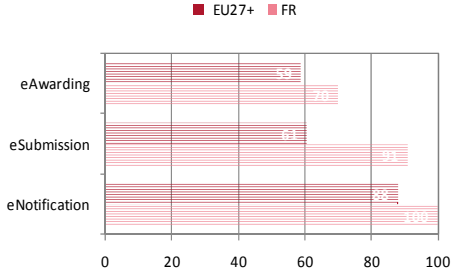


Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 4 out of 15 steps are automated in France (i.e. provided without the applicant having to request them; dark green shading). 6 out of 15 relevant steps are provided online through a dedicated Business registration portal (light green shading) in France.

The benchmark shows that there is room for progress in 5 out of the 15 relevant services. In fact, in these 5 cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange shading).

In the life event assessment, it has been noted that 11 of the 15 relevant services for France are provided by the government (marked Gov), 1 by the private sector, whilst 3 steps are provided by the private sector (marked Gov+NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 12 out of 27 relevant steps are provided online through a dedicated Employment portal (light green shading) in France.

The benchmark shows that there is room for progress in 15 out of the 27 relevant services. In fact, 3 services are provided online but are not integrated in the Employment portal (blue shading). In 8 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 3 services) or on any other web site (dark orange; 5 services). Four relevant services are still offline in France (red shading). In the life event assessment, it has been noted that 20 out of the 27 relevant services for France are provided by the government (marked Gov), 1 by the private sector, whilst 6 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	NonGov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov+NonGov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	Gov+NonGov
Publish registration in Official Journal or equivalent	Gov+NonGov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	NonGov
Obtaining information on recruitment fairs	Gov+NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, all 9 are available in France. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications,E-Safe, Secure eDelivery, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- All 3 of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment can be used to interact with at least two government levels (national, regional and local).
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In France, there is a legal basis for the usage of authentic sources and for architecture guidelines.
- Open specifications are used at the national, regional and local level.

Italy

Country self-assessment

Top 5 eGov strategic priorities:

1. e-school and university
2. e -health
3. e-justice
4. Back office interoperability through SPC
5. Enhancement of PA-Citizens dialogue

Success stories: Comunica - Since April 2010 this portal has become the only way to register a company (after a pilot experience in 2009). Through the portal, with a single communication, the company fulfils the legal requirements towards several administrations, such as Fiscal Agency (Agenzia delle Entrate), Social Security Institute (INPS) and Italian Workers Compensation Authority (INAIL), therefore reducing the time of the procedure and simplifying the bureaucratic process.

Best practices:

AIA - Integrated Environment Permit. The Minister of Environment has introduced a new service regarding the procedure to obtain an environment permit for a company. http://aia.minambiente.it/intro.aspx

Digital Civil Trial - It is a wide project aimed to digitalize the Civil Courts notification procedures and to improve communication efficiency between Courts and practitioners, in particular lawyers and attorneys. http://www.processotelematico.giustizia.it

Referti ULSS 7 - It is an example of eHealth service. The website of the ULSS of Conegliano Veneto allows to see the results of medical examination online -after an authentication process. http://www.ulss7.it/magnoliaPublic/istituzionale/punto-di-contatto/rol.html

Key organisational facts

eGov positioning and scope:

eGovernment is at the heart of a policy for administrative reform, aiming at improving efficiency, digitization, and enhanced cooperation across all layers of government. Political responsibility resides with the Minister for Public Administration and Innovation.

Key actors and lines of reporting:

Strategic and operational responsibility for eGovernment lies with two departments of the Ministry for Public Administration and Innovation: the Department for the Civil Service and the Department for PA Digitization and Technology Innovation. Policy execution is assigned to the National Agency for Digital Administration (DigitPA), responsible for implementation, monitoring and advice.

Governance and development:

The Committee of Ministers for the information Society, chaired by the Minister for Public Administration and Innovation ensures political coordination. He and the Prime minister are advised by a Standing Steering Committee of senior civil servants. DigitPA is responsible for proposal, co-ordination, measurement and evaluation of ICT plans within the public administration.

Organisational Continuity:

Between 2009 and 2010 there has been substantial continuity. From an organisational point of view, the main change concerned the reorganisation of CNIPA, which has been renamed as DigtiPA. From the strategy point of view, the eGov Action Plan "eGov 2012" was updated in July 2010.

The country in figures

1. Key facts	Italy	EU-27
Population (in 1000)	60.340	501.103
GDP per capita in PPS	104	100
GDP growth (% change of previous year)	-5	-4,2
Societal figures		
Unemployment (as % of active pop.)	8,3	9,6
Rural population (as % of total pop.)	14,9	26,3
% of labour force with tertiary education	13,1	22,8
% of population over the age of 65 years	20,2	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	116	74
Public sector deficit – balance (as % of GDP)	-5,3	-6,8

2. Information Society Indicators	Italy	EU-27
Overall ICT expenditure (as a % of GDP)	1,5	2,4
% households with broadband connection	49	61
% of enterprises with broadband	84	86
eGovernment usage by individuals (%)	23	41
eGovernment usage by enterprises (%)	84	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	38th	/184
EIU Digital Economy	27th (26th)	/70
EIU Digital Economy score	6.92 (7.09)	/10

4. EU Activity

epSOS, PEPPOL, Renewing Health, SPOCS, STORK

eCodex

Results

With 100%, Italy's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Italy now ranks 1st out of the 32 measured countries.

The Online sophistication of public services reaches 99% of which sophistication for Business services stands at 98% (compared to 94% for the EU27+) and sophistication for Citizen services is at 99% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level				
		NUTS 0	NUTS 2	NUTS 3	NUTS 5a	NUTS 5b
		National	Regioni	Provincie	Main cities	Comuni
Income taxes	100	100				
Job search services	100	100	50			
Social security benefits	100	74		8		
Unemployment benefits	100	100				
Child allowances	100	100				
Student grants	100	23		8		
Personal documents	90	90				
Passports	80	80				
Drivers licence	100	100				
Car registration	100	100				
Application for building permission	100				37	24
Declaration to the police	100	100				
Public libraries	100	100			20	3
Birth and marriage certificates	100				45	30
Enrolment in higher education	100	54				
Announcement of moving	100				31	9
Health-related services	100	57	33			
Social contribution for employees	100	100				
Corporate tax	100	100				
VAT	100	100				
Registration of a new company	100	100				
Submission of data to statistical offices	80	80				
Customs declarations	100	100				
Environment-related permits	100	100	31	34		
Public procurement	100	100				

Italy's eServices score 79% on usability and 90% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 52% (EU+: 52%)

-Multi-Channel service provision: rated at 85% (EU+: 88%)

-Privacy and data protection: rated at 94% (EU+: 90%)

-Ease of use of services: rated at 78% (EU+: 80%)

The examined portals attain 25% on usability, 0% on adequateness of portal design and 43% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

Italy's User experience scores are summarized in Figures 3a & b.

eProcurement

Italy has a decentralized eProcurement strategy with a national platform, AcquistiinRete, that is mandatory for central government administrations. Within the platform, MePA is the first public marketplace launched in Europe and it only manages . Italy is one of the countries with the largest number of eProcurement Platforms since the major regional administrations provide eProcurement services through their own eProcurement portals where they aggregate regional spending. Visibility indicator is balanced at national and local level, above the EU27+ average. Italy is one of the top 10 performers for the pre-award process.

The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

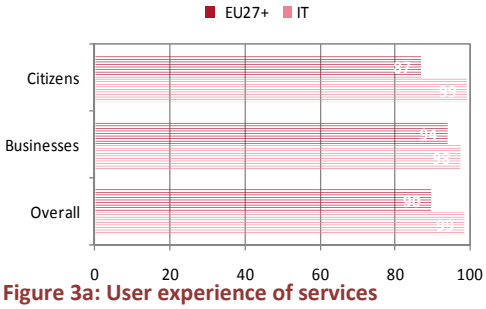


Figure 3a: User experience of services

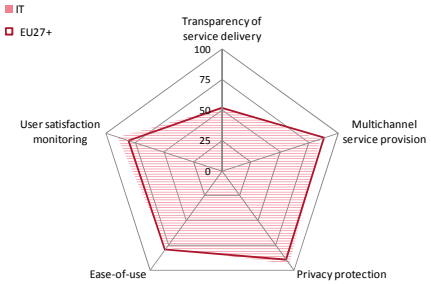


Figure 3b: User experience of portals

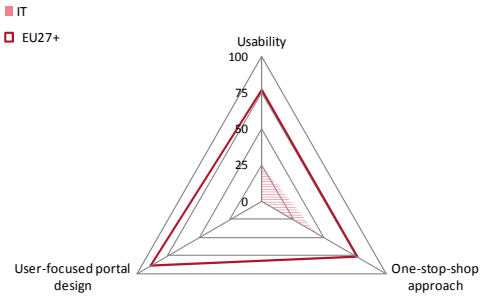
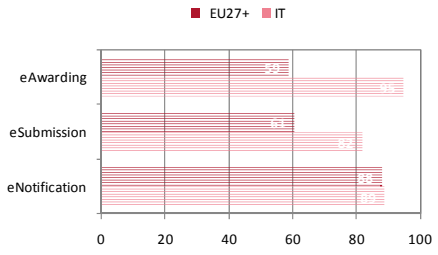


Figure 4: eProcurement pre-award process benchmark by sub phase



Italy

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 10 out of 12 steps are provided online through a dedicated Business registration portal (light green shading) in Italy.

The benchmark shows that there is room for progress in 2 out of the 12 relevant services. In fact, in these 2 cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange shading).

In the life event assessment, it has been noted that all 12 relevant services for Italy are provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 10 out of 24 steps are provided online through a dedicated Employment portal (light green shading) in Italy.

The benchmark shows that there is room for progress in 14 out of the 24 relevant services. In fact, 3 services are provided online but are not integrated in the Employment portal (blue shading). In 9 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 4 services) or on any other web site (dark orange; 5 services). 2 relevant services are still offline in Italy (red shading). In the life event assessment, it has been noted that 18 out of the 24 relevant services for Italy are provided by the government (marked Gov), 2 by the private sector (marked NonGov) whilst 4 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	NonGov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 7 are available in Italy. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Architecture Guidelines, Secure e-Delivery and E-Payment.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Italy, there is a legal basis for the usage of authentic sources and for architecture guidelines.
- The following enablers are not yet in place: E-Safe and Catalogue of Horizontal Enablers.

Country self-assessment

Top 5 eGov strategic priorities:

1. Refine the Information Systems Strategy for achieving the Cyprus Government objectives up to 2015 for productivity and growth whilst being in line with the EU policies and directives.
2. Enhance the existing eGovernment infrastructure so that eGovernment Services can be further developed, aiming also to provide easy mobility for the setting up and running of a business, for studying, working, residing and retiring within EU.
3. Improve eGovernment services by making them more transparent and user centric, through a user satisfaction monitoring/feedback mechanism.
4. Increase efficiency and effectiveness by improving organisational processes and reducing the administrative burden.
5. Develop National Interoperability Frameworks.

Success stories:

- The live operation of the eProcurement System (November 2009) which reached the highest score of 93% on an average of 59% for the EU27+ (8th measurement).
- The Cyprus Innovation Award for the Public Sector for the Citizen Service Centers Project (June 2009) given by the Employers and Industrialists Federation.
- The new web based Candidate Placement System which provided enhanced functionality through the internet (June 2009).
- The installation of two broadband Internet Connection systems via satellite in two communities, served within the framework of a Government's policy to provide fast Internet Access for free to communities in rural areas.

Best practices:

eProcurement System;
https://www.eprocurement.gov.cy/ceproc/home.do

Citizen Service Centres (CSC)
http://www.epractice.eu/en/cases/cscs

Candidate Placement System
http://www.pescps.dl.mlsi.gov.cy/

Key organisational facts

eGov positioning and scope:

eGovernment is strongly associated with computerization of government processes, and deployment of Information Technology policy. The Ministry of Finance is responsible for most aspects of eGovernment.

Key actors and lines of reporting:

The Department of Information Technology Services (DITS) at the Ministry of Finance is responsible for effective IT deployment in support of Government policies and objectives. The Department of Public Administration and Personnel has the overall responsibility for the training of public sector employees and the upgrading of their information technology skills. It is also responsible for the promotion of organisational changes and processes in Public Administration for the successful implementation of eGovernment. Information Society policy is set by the Minister of Communications and Works, and the Department of Electronic Communications in particular.

Governance and development:

The Council of Ministers has overall responsibility for the Information Systems Strategy. Monitoring of the implementation of the Information Systems Strategy is delegated to a Computerisation Executive Board. The Permanent Secretary of the Ministry of Communications and Works chairs an advisory committee for Information Society policy, involving, representatives of relevant Ministries, industry and academia.

The country in figures

1. Key facts	Cyprus	EU-27
Population (in 1000)	803	501.103
GDP per capita in PPS	98	100
GDP growth (% change of previous year)	-1,7	-4,2
Societal figures		
Unemployment (as % of active pop.)	7	9,6
Rural population (as % of total pop.)	29	26,3
% of labour force with tertiary education	32,7	22,8
% of population over the age of 65 years	13,1	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	58	74
Public sector deficit – balance (as % of GDP)	-6	-6,8

2. Information Society Indicators	Cyprus	EU-27
Overall ICT expenditure (as a % of GDP)	No data	2,4
% households with broadband connection	51	61
% of enterprises with broadband	85	86
eGovernment usage by individuals (%)	25	41
eGovernment usage by enterprises (%)	74	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	42nd	/184
EIU Digital Economy	Not listed	/70
EIU Digital Economy score	Not listed	/10

4. EU Activity	
Participation - Pilot A	No participation

Cyprus

Results

With 55%, Cyprus' full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Cyprus now ranks 31st out of the 32 measured countries.

The Online sophistication of public services reaches 71% of which sophistication for Business services stands at 86% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 60% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 5a Main cities	NUTS 5b Dimoi, Koinotites
Income taxes	100	100		
Job search services	100	100		
Social security benefits	43	43		
Unemployment benefits	50	50		
Child allowances	40	40		
Student grants	40	40		
Personal documents	40	40		
Passports	40	40		
Drivers licence	40	40		
Car registration	100	100		
Application for building permission	50	50		
Declaration to the police	33	33		
Public libraries	80	80	40	13
Birth and marriage certificates	50	50		
Enrolment in higher education	100	56		
Announcement of moving	25	25		
Health-related services	0	0		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	50	50		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	40	40		
Public procurement	100	100		

Cyprus' eServices score 53% on usability and 30% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 7% (EU+: 52%)

-Multi-Channel service provision: rated at 100% (EU+: 88%)

-Privacy and data protection: rated at 28% (EU+: 90%)

-Ease of use of services: rated at 78% (EU+: 80%)

The examined portals attain 70% on usability, 100% on adequateness of portal design and 79% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

Cyprus's User experience scores are summarized in Figures 3a & b.

eProcurement

The Public Procurement Directorate of the Treasury developed a centralized national eProcurement Platform that covers all the phases of eProcurement process; the platform is mandatory for all the Contracting Authorities. The Public Procurement Directorate of the Treasury is also responsible for the online procurement monitoring. Cyprus is one of the best performers in the online visibility of procurement, with 94% score. In 2010, Cyprus became one of the top performers with 100% online availability of the pre-award process, due to the fully availability of all the sub-phases of the online procurement process.

Figure 1: Full online availability

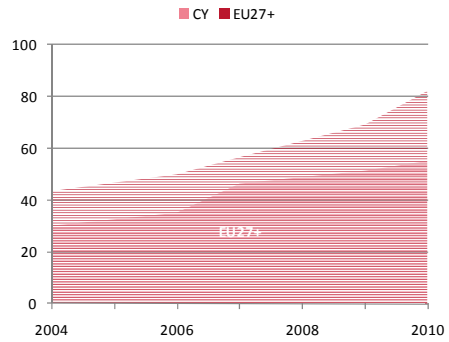


Figure 2: Online sophistication

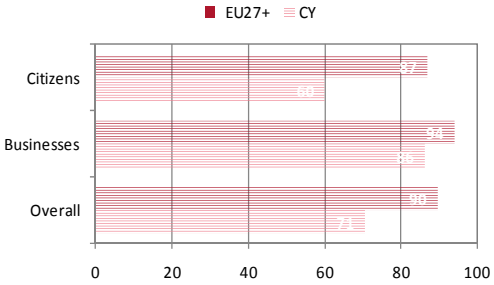


Figure 3a: User experience of services

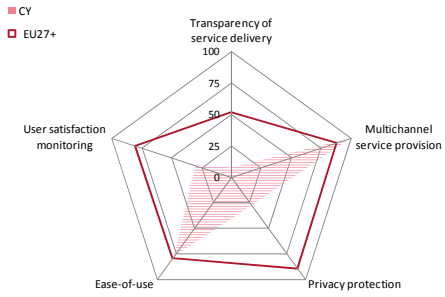
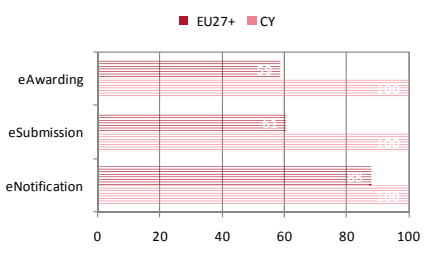


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 15 relevant steps are automated in Cyprus (i.e. provided without the applicant having to request them; dark green shading). One step is provided online through a dedicated Business registration portal (light green shading).

The benchmark shows that there is room for progress in 12 out of the 15 relevant services. In fact, in these cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange; 12 services).

In the life event assessment, it has been noted that 13 out of the 15 relevant services for Cyprus are provided by the government (marked Gov), whilst 2 steps are provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 3 out of 25 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 6 out of 25 steps are provided online through a dedicated Employment portal (light green shading) in Cyprus.

The benchmark shows that there is room for progress in 16 out of the 25 relevant services. In fact, in 14 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 13 service) or on any other web site (dark orange; 1 service). 2 relevant services are still offline in Cyprus (red shading).

In the life event assessment, it has been noted that 19 out of the 25 relevant services for Cyprus are provided by the government (marked Gov), whilst 6 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	Gov
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	Gov
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	NonGov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	
Register with mandatory civil insurance	NonGov
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov+NonGov
Obtaining information on recruitment fairs	Gov+NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 5 are available in Cyprus. These are: Authentic Sources, Secure e-Delivery, Open Specifications, Architecture Guidelines and E-Payment.
- Out of those enablers that are typically made available to end users, E-Payment can be used only at the national level.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Cyprus, there isn't a legal basis for the usage of authentic sources.
- Open specifications are used at the national level only.

The following enablers are not yet in place: E-Safe, E-ID, Single Sign-On and a Catalogue

Latvia

Country self-assessment

Top 5 eGov strategic priorities:

1. National One-Stop Agency network/ Single Point of Contact for the Service Directive.
2. Consolidation and optimization of public sector ICT resources.
3. Development of a functionality of shared service infrastructure and state information systems integrator, further development and improvement of service portal www.latvija.lv.
4. E-procurement system (http://www.epractice.eu/en/news/322129)
5. eDocument standardization and development of unified exchange environment.

Success stories:

- Introduction of electronic ID card in Latvia (http://www.epractice.eu/en/news/304433).
- ICT consolidation and promotion policy of components of shared use.
- Circulation of information in the state administration in electronic environment.
- E-catalogue part of the e-procurement system, which serves for all procurements of standardized goods by all state institutions.

Best practices:

Electronic single university application https://www.latvija.lv/LV/LDV/EServiceDescription.

A Public Service Directory is placed on the single point of contact portal (www.latvija.lv).

Electronic Declaration System: https://vidis.vid.gov.lv/Alr_user/Pages/Login.aspx

The Rural Support Service Electronic application system: https://eps.lad.gov.lv/login

Key organisational facts

eGov positioning and scope:

eGovernment is part of administrative reform and of wider information society policy making. eGovernment activity is concentrated in the Ministry for Regional Development and Local Government.

Key actors and lines of reporting:

Day-to-day responsibility lies with the Minister for Regional Development. The State Regional Development Agency is specifically charged with eGovernment implementation and service development.

Governance and development:

Central political leadership of eGovernment policy is with the National Development Council, dealing with Government reform, eGovernment and Information Society strategy, under chairmanship of the Prime Minister. The Electronic Government Coordination Council is the central coordinating body dedicated to eGovernment, including all levels of government.

Organisational Continuity:

In April 2009, the New Government of Latvia was formed without the post of Special Assignments Minister for eGovernment Affairs. On 1 April 2009, the Cabinet of Ministers adopted the order that from 1 June 2009 the Ministry of Regional Development and Local Government takes over the functions of the Secretariat of Special Assignments Minister for Electronic Government Affairs and becomes responsible for Information Society and eGovernment policy development, implementation and coordination. On 1 June 2010 Saeima (Parliament) of Latvia approved the Sustainable Development Strategy, "Latvia 2030". The Strategy has been developed with broad stakeholders' involvement and public deliberations by expert group, and it was delegated by the Ministry of Regional Development and Local Government.

The country in figures

1. Key facts	Latvia	EU-27
Population (in 1000)	2.248	501.103
GDP per capita in PPS	52	100
GDP growth (% change of previous year)	-18	-4,2
Societal figures		
Unemployment (as % of active pop.)	19,4	9,6
Rural population (as % of total pop.)	52,8	26,3
% of labour force with tertiary education	22,9	22,8
% of population over the age of 65 years	17,4	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	36,7	74
Public sector deficit – balance (as % of GDP)	-10,2	-6,8

2. Information Society Indicators	Latvia	EU-27
Overall ICT expenditure (as a % of GDP)	1	2,4
% households with broadband connection	53	61
% of enterprises with broadband	68	86
eGovernment usage by individuals (%)	40	41
eGovernment usage by enterprises (%)	72	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	37th	/184
EIU Digital Economy	37th (37th)	/70
EIU Digital Economy score	5.79 (5.97)	/10
4. EU Activity		
Participation - Pilot A	No participation	

Results

With 93%, Latvia's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Latvia now ranks 15th out of the 32 measured countries.

The Online sophistication of public services reaches 94% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is at 90% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 5a Main cities	NUTS 5b Pilsētas, Novadi,
Income taxes	80	80		
Job search services	100	100		
Social security benefits	78	69		
Unemployment benefits	75	75		
Child allowances	80	80		
Student grants	80	51		
Personal documents	90	90		
Passports	80	80		
Drivers licence	100	100		
Car registration	100	100		
Application for building permission	50		25	41
Declaration to the police	100	0		
Public libraries	80	60	60	46
Birth and marriage certificates	100	100	25	16
Enrolment in higher education	100	57		
Announcement of moving	100	100	50	26
Health-related services	100	22		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	100	100		
Public procurement	100	50		

Latvia's eServices score 72% on usability and 83% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 67% (EU+: 52%)
-Multi-Channel service provision: rated at 57% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 89% (EU+: 80%)
The examined portals attain 80% on usability, 100% on adequateness of portal design and 78% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Latvia's User experience scores are summarized in Figures 3a & b.

eProcurement

Latvia follows a non centralized approach to eProcurement. Thhere is a recommended but non mandatory national platform (Procurement Monitoring Bureau's website). The State Regional Development Agency organizes and manages the Electronic Procurement System that is the first e-procurement system in the Baltic States. With Turkey, Latvia is the worst performer in the visibility benchmark and presents also a very low pre-award process indicator for all the sub-phases. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

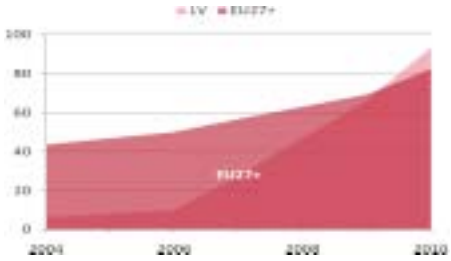


Figure 2: Online sophistication

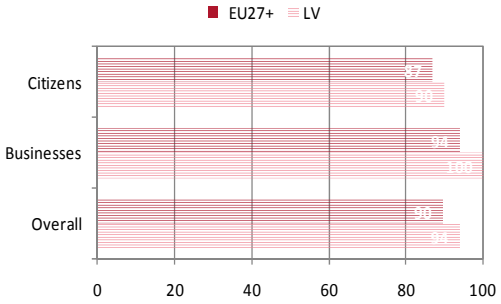


Figure 3a: User experience of services

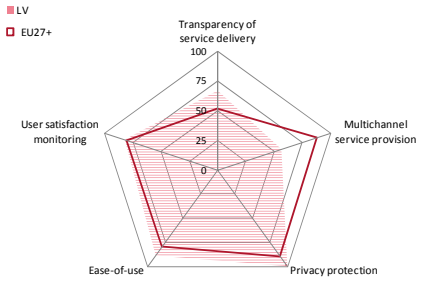


Figure 3b: User experience of portals

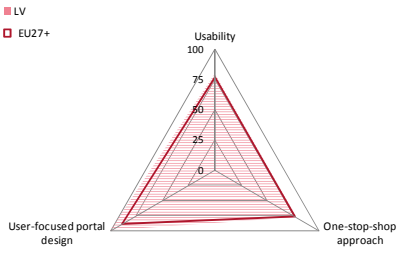
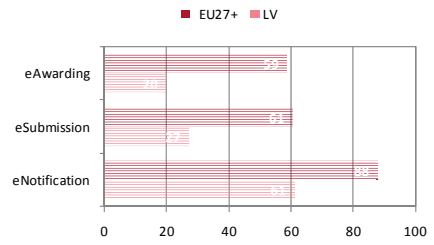


Figure 4: eProcurement pre-award process benchmark by sub phase



Latvia

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 3 out of 8 steps are automated in Latvia (i.e. provided without the applicant having to request them; dark green shading) and 4 steps are provided online through a dedicated Business registration portal (light green shading) in Latvia.

The benchmark shows that there is room for progress in 1 out of the 8 relevant services. In fact, in that case the service is provided online but not integrated in the Business registration portal (blue shading).

In the life event assessment, it has been noted that all 8 relevant services for Latvia are provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 8 out of 24 steps are provided online through a dedicated Employment portal (light green shading) in Latvia.

The benchmark shows that there is room for progress in 16 out of the 24 relevant services. In fact, 5 services are provided online but are not integrated in the Employment portal (blue shading). In 9 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 6 services) or on any other web site (dark orange; 3 services). 2 relevant services are still offline in Latvia (red shading).

In the life event assessment, it has been noted that 23 out of the 24 relevant services for Latvia are provided by the government (marked Gov), whilst 1 steps is provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	Gov
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 8 are available in Latvia. These are: E-ID, Single Sign-On, Authentic Sources, E-Safe, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment. The only measured horizontal enabler not in place is Secure eDelivery.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), all three enablers can be used to interact with at least two government levels (national, regional and local in Latvia).
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Latvia, there is a legal basis for the usage of authentic sources and for architecture guidelines.
- Open specifications are used at all three government levels.

Lithuania

Country self-assessment

Top eGov strategic priorities:

1. To improve the quality and accessibility of electronic public services for citizens and businesses.
2. To develop the process of enactment of public administration decrees by using safe ICT

Success stories:

Lithuanian e-ID cards have been issued from the 1st of January of 2009. They are mandatory for all citizens aged over 16 and also serve as a travel document in all EU countries. e-ID card complies with specifications of the European Citizen Card and contains both – a certificate for an online identification, and a qualified certificate for e-signature. A new type of public servants identification cards have been issued starting from the September of 2008. These identification cards have contact and contactless chips, containing identification certificate and certificate for eSignature. Rural Area Information Technology Broadband Network (RAIN) is a phased broadband infrastructure development to bring broadband to Lithuanian Municipal offices, citizens, and enterprises in under-served rural areas. Project "Libraries for Innovation" has been started in 2008. The public libraries are being provided with public Internet access (including the training in computer literacy). In order to stimulate and develop usage of Information and Communication Technologies (ICT) Rural Internet Access Points (RIAP's) were and still are being established and modernized across the country.

Best practices:

Tax declaration
http://deklaravimas.vmi.lt/PublicPages.aspx

Job search: www.ldb.lt

Public libraries: www.libis.lt

Gateway to e services www.evaldzia.lt

Key organisational facts

eGov positioning and scope:

eGovernment strategy forms part of a wider Information Society policy accompanied by simultaneous Public Administration reforms, for which the Ministry of the Interior is responsible.

Key actors and lines of reporting:

The Public Governance Policy Department of the Ministry of the Interior is tasked with the coordination of eGovernment projects in the state institutions and many eGovernment related activities. The Information Society Development Committee under the Ministry of Transport and Communications is also partly responsible for eGovernment tools and services, and the supervision of electronic signatures.

Governance and development:

The Minister of the Interior report to the Prime Minister. Individual ministries and state institutions implement the eGovernment projects pertaining to their respective areas of competence, usually involving the development of their back and front office services. Strategic responsibility for eGovernment at local levels lies with individual municipal authorities.

The country in figures

[3]

1. Key facts	Lithuania	EU-27
Population (in 1000)	3.329	501.103
GDP per capita in PPS	55	100
GDP growth (% change of previous year)	-14,7	-4,2
Societal figures		
Unemployment (as % of active pop.)	18,2	9,6
Rural population (as % of total pop.)	58	26,3
% of labour force with tertiary education	26,6	22,8
% of population over the age of 65 years	16,1	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	29,5	74
Public sector deficit – balance (as % of GDP)	-9,2	-6,8

2. Information Society Indicators	Lithuania	EU-27
Overall ICT expenditure (as a % of GDP)	1,1	2,4
% households with broadband connection	54	61
% of enterprises with broadband	81	86
eGovernment usage by individuals (%)	24	41
eGovernment usage by enterprises (%)	95	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	28th	/184
EIU Digital Economy	34th (32th)	/70
EIU Digital Economy score	6.14 (6.34)	/10
4. EU Activity		
Participation - Pilot A	STORK	

[3] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Lithuania

Results

With 72%, Lithuania's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Lithuania now ranks 23rd out of the 32 measured countries.

The Online sophistication of public services reaches 84% of which sophistication for Business services stands at 84% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 85% (compared to 87% for the EU27+ – see Figure 2).
The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 4 Savivaldybės	NUTS 5a Main cities
Income taxes	100	100		
Job search services	100	100		
Social security benefits	72	72	34	40
Unemployment benefits	75	75		
Child allowances	40	40	34	40
Student grants	100	100		
Personal documents	70	70		
Passports	80	80		
Drivers licence	60	60		
Car registration	50	50		
Application for building permission	100	100	43	50
Declaration to the police	100	100		
Public libraries	100	100	42	80
Birth and marriage certificates	50	0	39	50
Enrolment in higher education	100	95		
Announcement of moving	100	100	36	100
Health-related services	75	35		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	50	50		
Submission of data to statistical offices	80	80		
Customs declarations	100	100		
Environment-related permits	40	40		
Public procurement	100	100		

Lithuania's eServices score 76% on usability and 90% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 63% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 50% (EU+: 90%)
-Ease of use of services: rated at 89% (EU+: 80%)
The examined portals attain 50% on usability, 100% on adequateness of portal design and 59% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Lithuania's User experience scores are summarized in Figures 3a & b.

eProcurement

Lithuania has a centralized eProcurement policy, the national platform is mandatory for all the contracting authorities and it is managed by the Public Procurement Office that operates directly under the Central Government. Lithuania is a top performer for the visibility indicator. The pre-award process benchmark is one of the highest in Europe, reaching 100% in eAward sub-phase.
The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

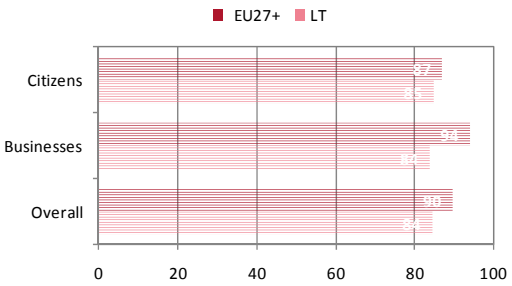


Figure 3a: User experience of services

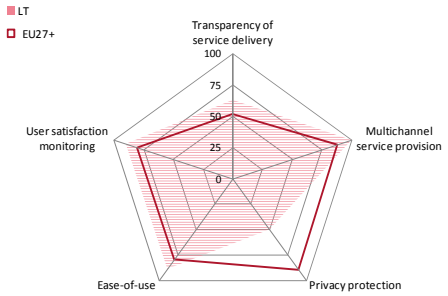


Figure 3b: User experience of portals

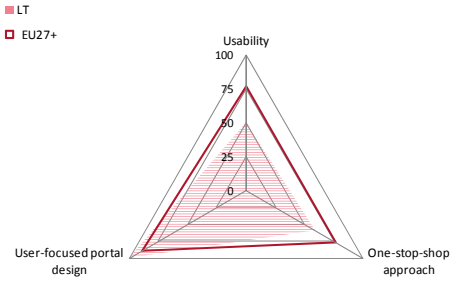


Figure 4: eProcurement pre-award process benchmark by sub phase

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 9 steps is automated in Lithuania (i.e. provided without the applicant having to request them; dark green shading). 4 out of 9 steps are provided online through a dedicated Business registration portal (light green shading) in Lithuania.

The benchmark shows that there is room for progress in 4 out of the 9 relevant services. In fact, in 3 cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange shading). One service is still offline in Lithuania (red shading).

In the life event assessment, it has been noted that 8 out of the 9 relevant services for Lithuania are provided by the government (marked Gov), whilst 1 step in this life event is solely provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 24 relevant steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 5 out of 24 steps are provided online through a dedicated Employment portal (light green shading) in Lithuania.

The benchmark shows that there is room for progress in 17 out of the 24 relevant services. In fact, in 11 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 9 services) or on any other web site (dark orange; 2 services). 6 relevant services are still offline in Lithuania (red shading). In the life event assessment, it has been noted that 21 out of the 24 relevant services for Lithuania are provided by the government (marked Gov), whilst 3 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	NonGov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 5 are available in Lithuania. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications and E-Payment.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Lithuania, there is a legal basis for the usage of authentic sources but none for architecture guidelines.
- Open specifications are used at the national level only.
- The following enablers are not yet in place: Architecture Guidelines, a Catalogue of Horizontal Enablers, E-Safe and Secure e-Delivery.

Luxembourg

Country self-assessment

Top 5 eGov strategic priorities:

1. Increase efficiency and effectiveness of public service provision.
2. Reduce administrative burden for citizens and businesses.
3. Increase productivity by adapting business processes.
4. Provide a higher quality public service, develop electronic services.
5. Improve customer satisfaction through better service perception.

Success stories: The launch of www.guichet.lu, a new internet portal which enriches the internet offerings of the Luxembourg Government.

Best practices:

Tax declaration for residents and non residents
http://www.guichet.public.lu/fr/citoyens/impots-taxes/exercice-activite-salariee/declaration-revenus-salaries-resident/remplir-declaration-impot-resident/index.html

Application for financial aid - child allocations
http://www.guichet.public.lu/fr/citoyens/famille/parents/naissance-enfant/allocations-familiales/index.html

Application for financial aid – housing
http://www.guichet.public.lu/fr/citoyens/logement/acquisition-vente/aides-etat/aide-financiere-etat/index.html

Key organisational facts

eGov positioning and scope:

eGovernment specific strategy, addressing all aspects of state 'computerisation', is under the responsibility of the Ministry of the Civil Service and Administrative Reform.

Key actors and lines of reporting:

The State Information Technology Center (CTIE) is most like a CIO function. It implements policies and supports administrative transformation as well as electronic exchanges within public administrations.

Governance and development:

The Interministerial Committee for Information Technology coordinates policy at the national level. Local government eGovernment is directed from the Ministry of the Interior, with implementation support provided by the Inter-Communal Informatics Management Association.

The country in figures[4]

1. Key facts	Luxembourg	EU-27
Population (in 1000)	502	501.103
GDP per capita in PPS	271	100
GDP growth (% change of previous year)	-3,7	-4,2
Societal figures		
Unemployment (as % of active pop.)	4,7	9,6
Rural population (as % of total pop.)	23,1	26,3
% of labour force with tertiary education	30,1	22,8
% of population over the age of 65 years	14	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	14,5	74
Public sector deficit – balance (as % of GDP)	-0,7	-6,8

2. Information Society Indicators	Luxembourg	EU-27
Overall ICT expenditure (as a % of GDP)	2,4	2,4
% households with broadband connection	70	61
% of enterprises with broadband	87	86
eGovernment usage by individuals (%)	67	41
eGovernment usage by enterprises (%)	90	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	25th	/184
EIU Digital Economy	Not listed	/70
EIU Digital Economy score	Not listed	/10
4. EU Activity		
Participation - Pilot A	STORK	

[4] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Results

With 72%, Luxembourg's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Luxembourg now ranks 22nd out of the 32 measured countries.

The Online sophistication of public services reaches 87% of which sophistication for Business services stands at 88% (compared to 94% for the EU27+) and sophistication for Citizen services is at 86% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 5a Main cities	NUTS 5b Communes
Income taxes	100	60		
Job search services	75	75		
Social security benefits	78	68		
Unemployment benefits	50	50		
Child allowances	80	80		
Medical costs	100	100		
Student grants	80	40		
Personal documents	90	60		
Passports	80	80		
Drivers licence	100	40		
Car registration	100	100		
Application for building permission	75	50	50	38
Declaration to the police	100	100		
Public libraries	100	100		
Birth and marriage certificates	100	0	81	25
Enrolment in higher education	100	75		
Announcement of moving	25		25	14
Social contribution for employees	100	100		
Corporate tax	75	0		
VAT	100	100		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	80	80		
Public procurement	50	50		

Luxembourg's eServices score 66% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 18% (EU+: 52%)

-Multi-Channel service provision: rated at 33% (EU+: 88%)

-Privacy and data protection: rated at 100% (EU+: 90%)

-Ease of use of services: rated at 67% (EU+: 80%)

The examined portals attain 50% on usability, 100% on adequateness of portal design and 75% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

Luxembourg's User experience scores are summarized in Figures 3a & b.

eProcurement

Luxemburg has a central eProcurement strategy, with a national platform- managed by the Ministère du Développement durable et des Infrastructures -Travaux publics. All the contracting authorities must use the national platform. Concerning the visibility indicator, there is a strong difference between national and local authorities websites: the first ones reach 100% of visibility, the local websites score only 52%. Except for eNotification sub-phase score, the pre-award process benchmark is very low, at the bottom of the European ranking. It is mainly due to the lack of availability of eSubmission services. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

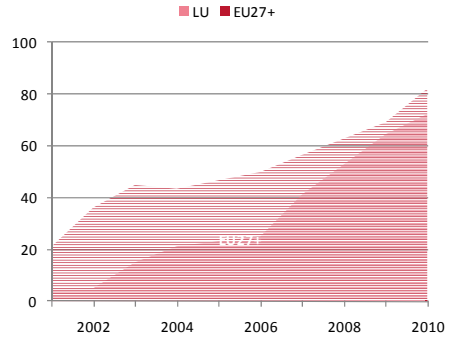


Figure 2: Online sophistication

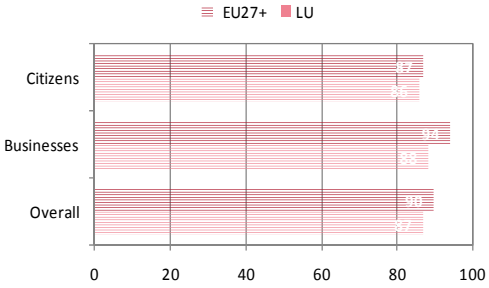


Figure 3a: User experience of services

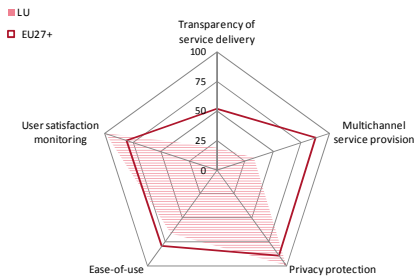


Figure 3b: User experience of portals

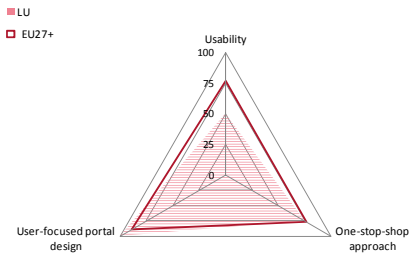
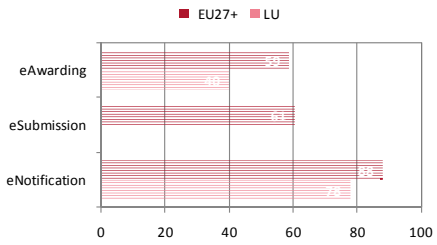


Figure 4: eProcurement pre-award process benchmark by sub phase



Luxembourg

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 7 out of 19 steps are automated in Luxembourg (i.e. provided without the applicant having to request them; dark green shading) and 3 services are provided online through a dedicated Business registration portal (light green shading) in Luxembourg.
The benchmark shows that there is room for progress in 9 out of the 19 relevant services. In fact, in these 9 cases the service is not yet available online but users can find information on the dedicated Business registration portal (light orange shading).
In the life event assessment, it has been noted that 18 out of the 19 relevant services for Luxembourg are provided by the government (marked Gov), whilst 1 step is provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 3 out of 27 steps are provided online through a dedicated Employment portal (light green shading) in Luxembourg.
The benchmark shows that there is room for progress in 24 out of the 27 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 18 cases the service is not yet available online but users can find information about the service on the dedicated Employment portal (light orange shading). Five relevant services of this life event are still offline in Luxembourg (red shading).
In the life event assessment, it has been noted that the 27 relevant services for Luxembourg are all provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	Gov
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	Gov
Obtain character reference	Gov
Obtain certificate of no outstanding social security charges	Gov
Obtain certificate of no outstanding compulsory	Gov
Obtain certificate from bank of capital deposited	NonGov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 6 are available in Luxembourg. These are: E-ID, Single Sign-On, Authentic Sources, E-Safe, Architecture Guidelines and a Catalogue of Horizontal Enablers.
- E-ID and Single Sign-on, enablers that are typically made available to end users, can only be used to interact with the national government level.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Luxembourg, there is a legal basis for the usage of authentic sources and for architecture guidelines.
- The following enablers are not yet in place: Secure e-Delivery, Open Specifications and E-Payment.

Hungary

Country self-assessment

Top 5 eGov strategic priorities:

1. Integrated client service
2. Interoperability
3. Online infrastructure
4. Government functions
5. Shared e-government services

Success stories:

The ePublic Administration Framework project has been launched in order to define standards, requirements and regulations which guarantee the solid technical-semantic, monitoring, project management, IT security and application development methodology platform for the expansion and operation of electronic public administration.

Best practices:

CIT4- Passports and drivers' licence
www.magyarorszag.hu

CIT1- Income taxes
www.magyarorszag.hu; www.apeh.hu; www.pm.gov.hu

BUS4- registration of a new company
www.birosag.hu; http://
ceginformaciosszolgalat.irm.gov.hu/

Key organisational facts

eGov positioning and scope:

Hungary has a dedicated eGovernment strategy: ePublic Administration 2010 Strategy, focused on back office reform and shared services, under responsibility of the Prime Ministers Office.

Key actors and lines of reporting:

The Senior State Secretariat for Informatics (SSSI) in the Prime Minister's Office fulfils a CIO like function with an executive State Secretariat for ICT & eGovernment (SSIeG).

Governance and development:

SSSI coordinates policy across the government. The Committee for IT in the Administration (KIB) is responsible for coordination of policy and implementation and supports cooperation between departments and helps improve interoperability. KIB, SSIeG and SSSI are all involved with local eGovernment as well.

The country in figures

1. Key facts	Hungary	EU-27
Population (in 1000)	10.014	501.103
GDP per capita in PPS	65	100
GDP growth (% change of previous year)	-6,7	-4,2
Societal figures		
Unemployment (as % of active pop.)	11,3	9,6
Rural population (as % of total pop.)	44,7	26,3
% of labour force with tertiary education	17,3	22,8
% of population over the age of 65 years	16,6	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	78,4	74
Public sector deficit – balance (as % of GDP)	-4,4	-6,8

2. Information Society Indicators	Hungary	EU-27
Overall ICT expenditure (as a % of GDP)	1,6	2,4
% households with broadband connection	52	61
% of enterprises with broadband	79	86
eGovernment usage by individuals (%)	35	41
eGovernment usage by enterprises (%)	71	75
3. Positioning International Benchmarks	**2010 (2009)**	**out of**
UN e-Government Development Index	27th	/184
EIU Digital Economy	35th (35th)	/70
EIU Digital Economy score	6.06 (6.04)	/10
4. EU Activity		
Participation - Pilot A	epSOS*, PEPPOL, eCodex	

Hungary

Results

With 66%, Hungary's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Hungary now ranks 26th out of the 32 measured countries.

The Online sophistication of public services reaches 80% of which sophistication for Business services stands at 76% (compared to 94% for the EU27+) and sophistication for Citizen services is at 83% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 5a Main cities	NUTS 5b Települések
Income taxes	60	40		
Job search services	100	100		
Social security benefits	70	55		
Unemployment benefits	100	100		
Child allowances	40	40		
Medical costs	40	40		
Student grants	100	39		
Personal documents	80	0		
Passports	100	0		
Drivers licence	60	0		
Car registration	100	0		
Application for building permission	0	0		
Public libraries	100	100	0	18
Birth and marriage certificates	100	0	2	21
Enrolment in higher education	100	29		
Announcement of moving	100	0	18	24
Health-related services	100	20		
Social contribution for employees	100	100		
Corporate tax	75	75		
VAT	50	50		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100	50		
Environment-related permits	60	40		
Public procurement	25	25		

Hungary's eServices score 70% on usability and 50% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 22% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 61% (EU+: 80%)
The examined portals attain 90% on usability, 100% on adequateness of portal design and 82% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Hungary's User experience scores are summarized in Figures 3a & b.

eProcurement

Hungary has a centralized approach to eProcurement: electronic solutions are managed by the Ministry of Economy and Transport, while public procurement is supervised by the Council of Public Procurement. The national platform is not mandatory. The visibility of electronic procurement services on the authorities' websites is below the European average. As well, the pre-award process (28%) scores far below the EU27+ mainly because the eSubmission process is completely unavailable. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

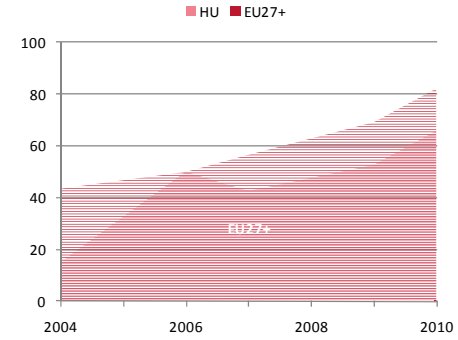


Figure 2: Online sophistication

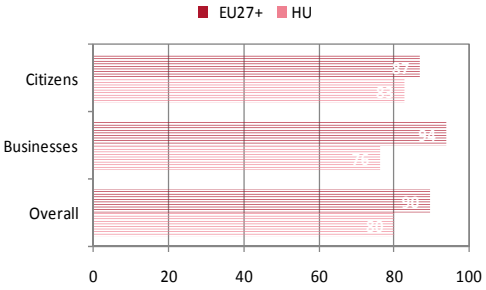


Figure 3a: User experience of services

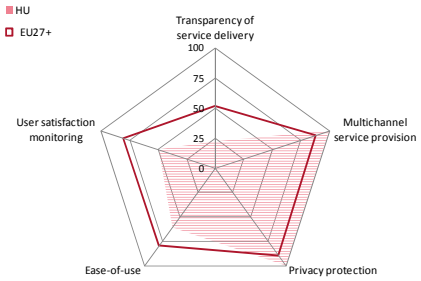


Figure 3b: User experience of portals

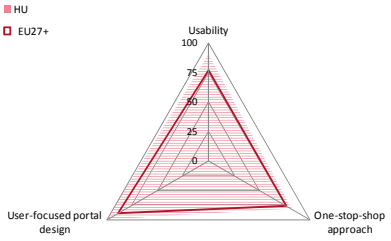
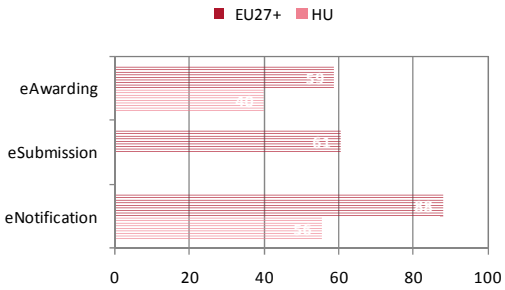


Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 12 out of 18 steps are automated in Hungary (i.e. provided without the applicant having to request them; dark green shading).
The benchmark shows that there is room for progress in 6 out of the 18 relevant services. In fact, in 6 cases the service is not yet available online but users can find information on it, either on the dedicated Business registration portal (light orange; 5 services) or on any other web site (dark orange; 1 service).
In the life event assessment, it has been noted that 3 out of the 18 relevant services for Hungary are provided by the government (marked Gov), whilst 15 steps are provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 6 out of 27 steps are provided online through a dedicated Employment portal (light green shading) in Hungary.
The benchmark shows that there is room for progress in 21 out of the 27 relevant services. In fact, in 17 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 15 services) or on any other web site (dark orange; 2 services). 4 relevant services are still offline in Hungary (red shading).
In the life event assessment, it has been noted that the 27 relevant services for Hungary are provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	Gov
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, all 9 are available in Hungary. These are: E-ID, Single Sign-On, Authentic Sources, eSafe, Secure e-delivery, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Hungary, there is a legal basis for the usage of authentic sources but none for architecture guidelines.

Malta

Country self-assessment

Top 5 eGov strategic priorities:

1. Publish the e-Government Strategy 2015 for public consultation, contribute to the making of the EU-wide objectives for the same period and continue to be recognized as an eGovernment leader in EU and the Mediterranean region.
2. Design, develop and commence the operation of a state-of-the-art next-generation e-Government platform, based on open technologies, serving as a unique user experience, pan-European and single point of contact for all online public services.
3. Plan for the successful retrofitting of current e-Government services into the new e-Government platform to enhance the consolidation effect of having a single point of contact for citizens' access to online public services.
4. Develop a secure, scalable and open technological layer to enable trusted third parties to integrate their electronic services with the facilities offered by the next generation e-Government platform.
5. Develop a policy framework and implement a mechanism to enrol and enable trusted third party individuals and organisations to serve as 'Agents' for the delivery of over-the-counter public services through the use of the agent-enabling capability e-Government platform.

Success stories:

The coupling of technology with the reform of the public sector processes provided a portfolio of efficient Land-based Transport services. The life-cycle starts with obtaining a driving license, continues with the purchase of a car (sometimes imported directly by the owner) and then goes into the annual road-license renewal. Each of these services is provided online and is well integrated with the information systems of intermediaries to minimise bureaucracy for the users. For example the payment of the annual road-license can be done on the Web as well as through the insurance company with whom the owner obtains the vehicle's insurance cover.
The success obtained in Land Transport reform is now being propagated to other areas of Transport with the Transport Malta being the newly set-up authority dealing with aviation, maritime and land transport.

Best practices:

Malta Environment and Planning Authority eServices (eAPPS, GIS Map Server and Online Application Tracker)
http://www.mepa.org.mt

Inland Revenue Online Services
http://www.ird.gov.mt

Key organisational facts

Positioning and scope:

eGovernment is seen as a main instrument for transforming Government and is one out of seven priority areas of a wider ICT and Information Society policy, under responsibility of the Ministry for Infrastructure, Transport and Communication (MITC).

Key actors and line of reporting:

The e-Government Department within the Malta Information Technology Agency (MITA) is the central driver of Government's ICT policy, programmes and initiatives. ICT falls under the responsibility of the Ministry for Infrastructure, Transport and Communications (MITC).

Governance and development

eGovernment strategy is developed with broad Stakeholder involvement. Services are delivered through trusted third parties serving as service-delivery agents and brokers. Deployment is done in a decentralised manner through departmental CIOs.

Organisational Continuity:

During 2010, an eGovernment Department was set up within MITA and this falls under the responsibility of Chief Officer for Information Systems and Transformation.

The country in figures

[5]

1. Key facts	Malta	EU-27
Population (in 1000)	413	501.103
GDP per capita in PPS	81	100
GDP growth (% change of previous year)	-1,9	-4,2
Societal figures		
Unemployment (as % of active pop.)	6,7	9,6
Rural population (as % of total pop.)	7,7	26,3
% of labour force with tertiary education	13,1	22,8
% of population over the age of 65 years	14,8	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	68,6	74
Public sector deficit – balance (as % of GDP)	-3,8	-6,8

2. Information Society Indicators	Malta	EU-27
Overall ICT expenditure (as a % of GDP)	No data	2,4
% households with broadband connection	69	61
% of enterprises with broadband	92	86
eGovernment usage by individuals (%)	37	41
eGovernment usage by enterprises (%)	77	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	30th	/184
EIU Digital Economy	23rd (23rd)	/70
EIU Digital Economy score	7.32 (7.46)	/10
4. EU Activity		
Participation - Pilot A	epSOS*, eCodex	

[5] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Results

With 100%, Malta's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Malta maintained its 100% score from 2009 and ranks 1st out of the 32 measured countries.

The Online sophistication of public services reaches 100% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 100% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Admin. level NUTS 0 National
Income taxes	100	100
Job search services	100	100
Social security benefits	100	100
Child allowances	100	100
Student grants	100	100
Personal documents	100	100
Passports	100	100
Drivers licence	100	100
Car registration	100	100
Application for building permission	100	100
Declaration to the police	100	100
Public libraries	100	100
Birth and marriage certificates	100	100
Enrolment in higher education	100	100
Announcement of moving	100	100
Health-related services	100	100
Social contribution for employees	100	100
Corporate tax	100	100
VAT	100	100
Registration of a new company	100	100
Submission of data to statistical offices	100	100
Customs declarations	100	100
Environment-related permits	100	100
Public procurement	100	100

Malta's eServices score 100% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 100% (EU+: 52%)

-Multi-Channel service provision: rated at 100% (EU+: 88%)

-Privacy and data protection: rated at 100% (EU+: 90%)

-Ease of use of services: rated at 100% (EU+: 80%)

The examined portals attain 100% on usability, 100% on adequateness of portal design and 100% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively). Malta is the only country to have attained 100% in both User Experience indicators. The scores are summarized in Figures 3a & b.

eProcurement

Malta has a centralized system for eProcurement with a national platform that is mandatory for all the contracting authorities. Maltese individuals and organisations have to register at the portal through the national e-ID framework. Foreign bidders need to register themselves and their respective organisations directly from the platform.Malta is a top performer for the visibility indicator. The pre-award process indicator is above the EU27+ average. While eNotification and eSubmission sub-phases scores are higher, the availability of eAward services is very low. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

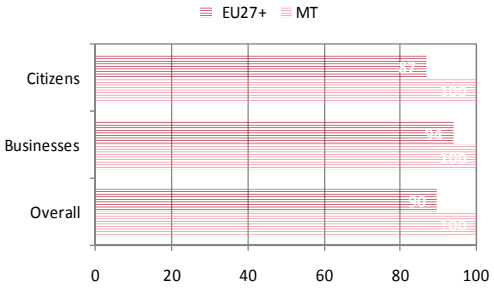


Figure 3a: User experience of services

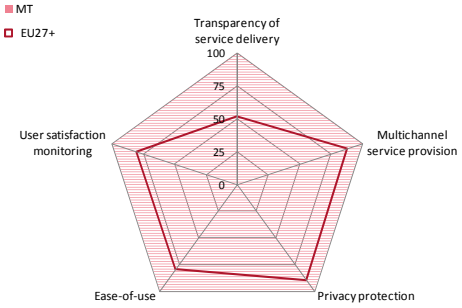


Figure 3b: User experience of portals

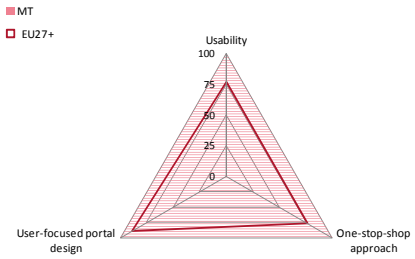
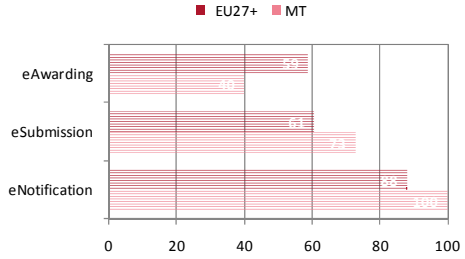


Figure 4: eProcurement pre-award process benchmark by sub phase



Malta

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 10 steps is automated in Malta (i.e. provided without the applicant having to request them; dark green shading) and 2 steps are provided online through a dedicated Business registration portal (light green shading) in Malta.
The benchmark shows that there is room for progress in 7 out of the 10 relevant services. In fact, in these 7 cases the service is not yet available online but users can find information about the service on the dedicated Business registration portal (light orange shading).
In the life event assessment, it has been noted that 9 out of the 10 relevant services for Malta are provided by the government (marked Gov), whilst 1 step is provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 4 out of 23 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 12 out of 23 steps are provided online through a dedicated Employment portal (light green shading) in Malta.
The benchmark shows that there is room for progress in 7 out of the 23 relevant services. In fact, in 7 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 6 services) or on any other web site (dark orange; 1 service).
In the life event assessment, it has been noted that 22 out of the 23 relevant services for Malta are provided by the government (marked Gov), whilst 1 step is provided by the private sector (marked NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	Gov
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	Gov
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	NonGov
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	NonGov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 7 are available in Malta. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment) can be used to interact with the national government level.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Malta, there is a legal basis for the usage of authentic sources but none for architecture guidelines.
- Open specifications are used at the national level only.
- The following enablers are not yet in place: E-Safe and Secure e-Delivery.

Netherlands

Country self-assessment

Top 5 eGov strategic priorities:

1. e-access , including: personalised integrated services (mijnoverheid.nl), an interconnected system of telephone information desks and a business portal
2. e-authentication, authorization facility, personal DigiD, business DigiD
3. Key registers: persons, business and legal persons, addresses and buildings, land registry and topographical information
4. e-information exchange, including government service bus, ID for citizens and businesses
5. Flagship projects: work and income client dossier, environment permit, digital counter for reporting school absence, single point of contact service directive, referral index at-risk youngsters

Success stories: The flagship project digital work and income flagship, allowing citizens to access services like registering for employment, applying for unemployment benefit and for social benefits. The Digital Client Dossier (DKD) is a specialized database designed to collate information about the unemployed from the different local authorities and social services involved in getting people back to work. www.dkd.nl; www.epractice.eu/en/cases/dkdfase2

Best practices:

DIGID, the authentication solution for the government. Citizens can use DigiD to apply a broad range of services with a large number of providers. www.digid.nl http://epractice.eu/en/cases/digid

Regelhulp, an on-line assistance tool to persons in need of help when applying for provisions in the area of care; www.epractice.eu/en/cases/regelhulp

All-in-one service for electronic submission and process of environmental permits http://www.omgevingsvergunning.vrom.nl en http://www.epractice.eu/en/cases/lvopermit

Key organisational facts

eGov positioning and scope:

eGovernment is given shape in the government-wide National Implementation Programme for Better Services and e-Government2 (NUP). In the NUP municipalities, water boards and central government formulated joint objectives in order to implement the basic facilities for electronic government. The NUP sets out agreements on how the development and implementation of the basic facilities is to be managed. The Ministry of the Interior and Kingdom Relations has the overall co-ordinating responsibility.

Key actors and lines of reporting:

Political responsibility for the coordination of eGovernment lies with the Minister of the Interior and Kingdom Relations. Several ministries and local and regional governments have their responsibilities in the realisation of eGovernment (development of several building blocks, e.g. basic registries and their implementation) and report to their respective democratic bodies (councils and/or parliament). Local governments and departments have large discretionary powers and have thus considerable freedom to choose to develop their own solutions or to participate in a national scheme. Execution of eGovernment policy is split over two organizations: Logius and the ICTU.

Governance and development:

Although not adopted formally, the proposed and commonly accepted governance structure is as follows: The Services and eGovernment Board of Directors, containing the most senior civil servants of all relevant departments and agencies, and political representatives of regional and local governments coordinates and develops joint strategies between the different levels. An Executive Committee is newly installed, in order to strengthen the direction, by monitoring the development and implementation and, where necessary, scale up to decision making at the right level.

The country in figures

1. Key facts	Netherlands	EU-27
Population (in 1000)	16.575	501.103
GDP per capita in PPS	131	100
GDP growth (% change of previous year)	-3,9	-4,2
Societal figures		
Unemployment (as % of active pop.)	4,5	9,6
Rural population (as % of total pop.)	2,2	26,3
% of labour force with tertiary education	27,7	22,8
% of population over the age of 65 years	15,3	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	60,8	74
Public sector deficit – balance (as % of GDP)	-5,4	-6,8

2. Information Society Indicators	Netherlands	EU-27
Overall ICT expenditure (as a % of GDP)	2,8	2,4
% households with broadband connection	77(2009)	61
% of enterprises with broadband	91	86
eGovernment usage by individuals (%)	64	41
eGovernment usage by enterprises (%)	95	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	5th	/184
EIU Digital Economy	5th (3rd)	/70
EIU Digital Economy score	8.36 (8.64)	/10
4. EU Activity		
Participation - Pilot A	epSOS, SPOCS, STORK, eCodex	

Netherlands

Results

With 95%, The Netherlands' full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, the Netherlands now ranks 11th out of the 32 measured countries.

The Online sophistication of public services reaches 97% of which sophistication for Business services stands at 94% (compared to 94% for the EU27+) and sophistication for Citizen services is at 99% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0 National	NUTS 2 Provincies	NUTS 5a Main cities	NUTS 5b Gemeenten
Income taxes	100	100			
Job search services	100	100			
Social security benefits	100	100			
Unemployment benefits	100	100			
Child allowances	100	100			
Student grants	100	100			
Personal documents	90	90		80	80
Passports	80	80		80	80
Drivers licence	100	100			
Car registration	100	100			
Application for building permission	100	100			
Declaration to the police	100	100	100		
Public libraries	100	20		34	28
Birth and marriage certificates	100			97	78
Enrolment in higher education	100	79			
Announcement of moving	100			100	77
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	50	50			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	100	20			
Public procurement	100	100		45	19

The Netherlands' eServices score 91% on usability and 95% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 70% (EU+: 52%)

-Multi-Channel service provision: rated at 100% (EU+: 88%)

-Privacy and data protection: rated at 100% (EU+: 90%)

-Ease of use of services: rated at 94% (EU+: 80%)

The examined portals attain 100% on usability, 100% on adequateness of portal design and 83% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

The Netherlands's User experience scores are summarized in Figures 3a & b.

eProcurement

The Netherlands has a decentralized eProcurement policy. The national -non mandatory-eProcurement platform, TenderNed, deals only with eNotices for all European Tenders and for quite a number of National tenders. Besides, eProcurement services are offered also through privately owned platforms; as an example, Epos BV is a provider of eProcurements tools for both public and private entities.

The visibility indicator is under the EU27+ average (62%). Netherlands has a good performance for The pre-award process indicator(80%) is over the EU27+, with the eAward services only being below the European average. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

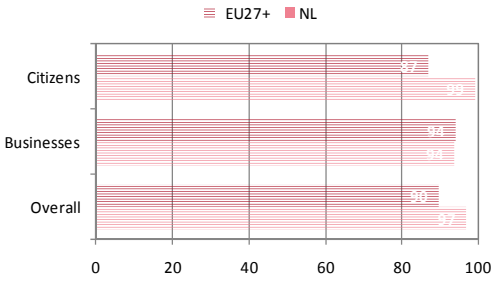


Figure 3a: User experience of services

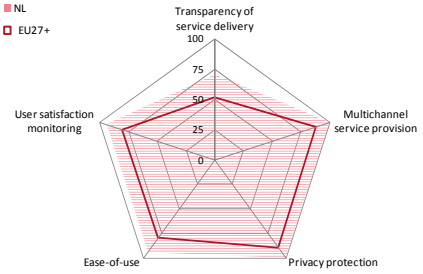


Figure 3b: User experience of portals

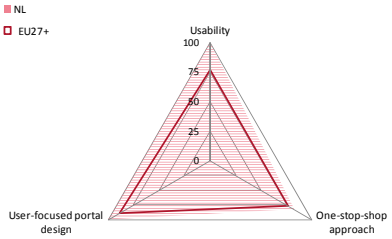


Figure 4: eProcurement pre-award process benchmark by sub phase

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 7 relevant steps is provided online through a dedicated Business registration portal (light green shading) in The Netherlands.

The benchmark shows that there is room for progress in 6 out of the 7 relevant services. In fact, in 6 cases the service is not yet available online but users can find information on it, either on the dedicated Business registration portal (light orange; 4 services) or on any other web site (dark orange; 2 services).

In the life event assessment, it has been noted that the 7 relevant services for The Netherlands are all provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 15 out of 24 steps are provided online through a dedicated Employment portal (light green shading) in The Netherlands.

The benchmark shows that there is room for progress in 9 out of the 24 relevant services. In fact, in 6 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 5 services) or on any other web site (dark orange; 1 service). Three relevant services are still offline in The Netherlands (red shading).

In the life event assessment, it has been noted that the 24 relevant services for The Netherlands are all provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 8 are available in the Netherlands. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Secure e-Delivery, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment. The following enablers is not yet in place: E-Safe.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), E-ID and Single Sign-on can be used to interact with at least two government levels (national, regional and local).
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In the Netherlands, there is a legal basis for the usage of authentic sources but none for architecture guidelines.
- Open specifications are used at all 3 levels of government (national, regional and local).

Austria

Country self-assessment

Top 5 eGov strategic priorities:

1. Creation of interoperable systems, which are open for all e-government actors, based on open source building blocks
2. Usability improvements for the users
3. International cooperation to realize cross border government procedures
4. Cooperation between different levels of government to implement shared services
5. E-Inclusion

Success stories: The positive development of HELP.gv.at together with personalised offer called MyHELP.gv.at.

Best practices:

eGOVLABS – This open source repository offers software modules for electronic identification, eSignature, eSignature validation, and delivery.
www.egovlabs.gv.at

Finanzonline: www.finanzonline.bmf.gv.at

RIS: www.ris.bka.gv.at

Key organisational facts

eGov positioning and scope:

Responsibility for Austria's eGovernment policy lies with the State Secretary in the Federal Chancellery at the heart of the government. eGovernment in Austria is a fully integrated element of the way administration conducts its business; in the front as well as the back office, having users as its primary focus.

Key actors and lines of reporting:

The key body responsible for eGovernment strategy and execution is the ICT Strategy Unit at the Federal Chancellery. The federal CIO is a personal function (i.e. not an institution) supporting coordination of eGovernment activity, advising the government and representing Austria abroad. The federal CIO also chairs the Platform 'Digital Austria', which is the central forum for eGovernment, comprising representatives of the federal government, regions, cities, municipalities, private and public sector bodies. Operational support to the Platform is provided by the ICT Strategy Unit.

Governance and development:

Platform 'Digital Austria' is the overarching institution for all eGovernment activity, engaging all levels of government and other stakeholders. It is chaired by the federal CIO and contains a number of task forces, and thematic working groups. Coordination at the federal level is done by the ICT Strategy Unit. Apart from overall strategy, coordination and cross-cutting projects for which the Federal Chancellery is responsible, each Ministry and agency carries out its own projects.

The country in figures

1. Key facts	Austria	EU-27
Population (in 1000)	8.375	501.103
GDP per capita in PPS	124	100
GDP growth (% change of previous year)	-3,9	-4,2
Societal figures		
Unemployment (as % of active pop.)	4,5	9,6
Rural population (as % of total pop.)	39	26,3
% of labour force with tertiary education	16,4	22,8
% of population over the age of 65 years	17,6	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	67,5	74
Public sector deficit – balance (as % of GDP)	-3,5	-6,8

2. Information Society Indicators	Austria	EU-27
Overall ICT expenditure (as a % of GDP)	2	2,4
% households with broadband connection	64	61
% of enterprises with broadband	82	86
eGovernment usage by individuals (%)	51	41
eGovernment usage by enterprises (%)	75	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	24th	/184
EIU Digital Economy	15th (14th)	/70
EIU Digital Economy score	7.88 (8.02)	/10

4. EU Activity	
Participation - Pilot A	epSOS, PEPPOL, Renewing Health, SPOCS, STORK, eCodex

Results

With 100%, Austria's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Austria now ranks 1st out of the 32 measured countries.

The Online sophistication of public services reaches 100% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 100% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0 National	NUTS 2 Bundes-Länder	NUTS 5a Main cities	NUTS 5b Gemeinden
Income taxes	100	100			
Job search services	100	100			
Social security benefits	100	100			
Unemployment benefits	100	100			
Child allowances	100	100			
Medical costs	100	100			
Student grants	100	100			
Personal documents	100	0			
Passports	100	0			
Drivers licence	100	0			
Application for building permission	100	0	17		
Declaration to the police	100	0	0		
Public libraries	100	100		80	25
Birth and marriage certificates	100	100			
Enrolment in higher education	100	70			
Announcement of moving	100	75			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	100	100			
Public procurement	100	100			

Austria's eServices score 50% on usability and 69% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 22% (EU+: 52%)
-Multi-Channel service provision: rated at 76% (EU+: 88%)
-Privacy and data protection: rated at 50% (EU+: 90%)
-Ease of use of services: rated at 72% (EU+: 80%)
The examined portals attain 100% on usability, 100% on adequateness of portal design and 61% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Austria's User experience scores are summarized in Figures 3a & b.

eProcurement

Austria follows a centralized strategy: online procurement is based on two national platforms, PEP-online and E-shop, which are mandatory for the federal government authorities but can be used by regional authorities as well.
Apart from the national platforms e-procurement services are provided by the Chamber of Commerce (www.ankoe.at) or by private platforms (as for example VEMAP). The visibility indicator is in line with the EU27+ average, scoring 72%.
The pre-award process benchmark is above the EU+ average with 84%, the eNotification score being 100%

Figure 1: Full online availability

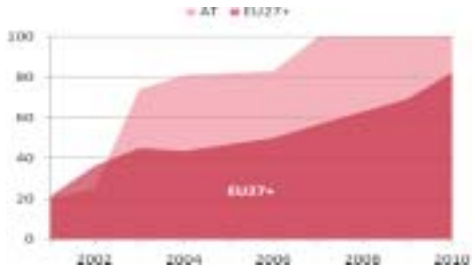


Figure 2: Online sophistication

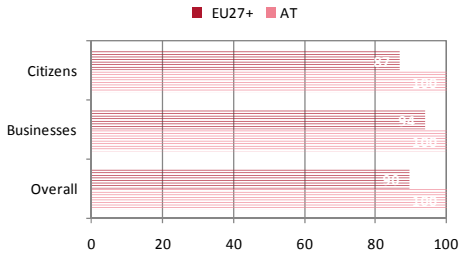


Figure 3a: User experience of services

Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase

Austria

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 8 out of 11 relevant steps are automated in Austria (i.e. provided without the applicant having to request them; dark green shading). The other 3 relevant services are delivered through a dedicated portal.

In the life event assessment, it has been noted that 10 out of the 11 relevant services for Austria are provided by the government (marked Gov), whilst 1 step is provided by the private sector and the government (marked Gov+NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 23 relevant steps is automated (i.e. provided without the applicant having to request them; dark green shading) and 14 out of 23 steps are provided online through a dedicated Employment portal (light green shading) in Austria.
The benchmark shows that there is room for progress in 8 out of the 23 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 4 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 2 services) or on any other web site (dark orange; 2 services). 3 relevant services are still offline in Austria (red shading).
In the life event assessment, it has been noted that all the relevant services for Austria are provided by the government (marked Gov.

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov+NonGov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Austria has all 9 measured horizontal enablers available. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment, E-Safe and E-Delivery.
- Out of those enablers that are typically made available to end users E-ID, and Single Sign on can be used to interact with at least two government levels (national, regional and local). Monitoring of the usage of these enablers in essence takes place at the national level.
- In Austria, there is a legal basis for the usage of authentic sources but none for architecture guidelines.
- Open specifications are used at all levels of government: National, Regional and Local.

Poland

Country self-assessment

Top 5 eGov strategic priorities:

1. Adoption of amendments to the Act on Informatization of entities performing public tasks which extend the group of entities required to apply the law on among others R & D units, public universities, administrative courts and so on.
2. In August 26, 2010, the President of the Republic of Poland signed the Identity Cards Act of 6 August 2010, according to which the issuing of new electronic identity cards will begin on 1 July 2011. New electronic ID card is a product of pl.ID project - Polish ID card co-financed from the 7th axis of the Innovative Economy Operational Programme. The aim of the project is to build an information system that supports electronic identity cards - pl.ID
3. Building national portals with single sign on functionality for accessing different services like ePUAP, taxes, services of geoportal, land registry, public statistics.
4. Providing information and telecommunications infrastructure for the preparation and handling of the Polish Presidency of the Council of the European Union in the second half of 2011.
5. Examine the state of development of e-government from the perspective of Internet users and public administration offices in Poland.

Success stories:

SEKAP - Electronic Communication System for Public Administration - the project of local municipalities and districts of Silesian Voivodeship, in which the environment for the provision of public services electronically was created. (https://www.sekap.pl/home.seam?cid=29429).

Best practices:

Customer service on-line for premium payers and insured citizens
http://e-inspektorat.zus.pl/

GEOPORTAL - portal with geospatial data and services
http://geoportal.gov.pl

System of electronic tax forms
http://www.e-deklaracje.gov.pl/

E-court where a citizen in simple cases, but also very important in his life, may obtain a ruling from home using the Internet
www.e-sad.gov.pl

Key organisational facts

eGov positioning and scope:

eGovernment is part of a wider Information Society strategy and closely linked to EU policy and structural funding. The Ministry of the Interior and Administration is responsible for all 'computerisation' of administration and Information society policies.

Key actors and lines of reporting:

The Polish Ministry of Interior and Administration is responsible for devising the national eGovernment policy. Day to day responsibility lies with the Undersecretary of State for IT issues, who is in charge of the Information Technology and the Information Society Departments of the Ministry.

Governance and development:

The Council of Ministers is responsible for preparing the Plan of State Computerisation according to the act of computerisation of public bodies. The Council of Ministers' Committee for Computerisation and Communications coordinates and monitors implementation of the 'computerisation' of Public Administration. The Computerisation Council advises the Ministry. It consists of twenty highly-acclaimed experts in the field. Regional eGovernment is designed at the regional level in accordance with the national strategy and is coordinated with the central systems. Binding regional programs define eGovernment at the respective government levels.

The country in figures

1. Key facts	Poland	EU-27
Population (in 1000)	38.167	501.103
GDP per capita in PPS	61	100
GDP growth (% change of previous year)	1,7	-4,2
Societal figures		
Unemployment (as % of active pop.)	9,6	9,6
Rural population (as % of total pop.)	45,5	26,3
% of labour force with tertiary education	20,3	22,8
% of population over the age of 65 years	13,5	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	50,9	74
Public sector deficit – balance (as % of GDP)	-7,2	-6,8

2. Information Society Indicators	Poland	EU-27
Overall ICT expenditure (as a % of GDP)	2,1	2,4
% households with broadband connection	57	61
% of enterprises with broadband	69	86
eGovernment usage by individuals (%)	28	41
eGovernment usage by enterprises (%)	89	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	39th	/184
EIU Digital Economy	28th (28th)	/70
EIU Digital Economy score	6.90 (6.86)	/10

4. EU Activity	
Participation - Pilot A	epSOS*, PEPPOL, STORK, eCodex

Poland

Results

With 79%, Poland's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Poland now ranks 19th out of the 32 measured countries.

The Online sophistication of public services reaches 87% of which sophistication for Business services stands at 90% (compared to 94% for the EU27+) and sophistication for Citizen services is at 85% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level					
		NUTS 0 National	NUTS 2 Województwa	NUTS 3 Podregiony	NUTS 4 Powiaty	NUTS 5a Main cities	NUTS 5b Gminy
Income taxes	100	100					
Job search services	100	100		83			
Social security benefits	75	75		78			
Unemployment benefits	100	100		78			
Child allowances	80	80					
Medical costs	80	80					
Student grants	40	40					
Personal documents	70	60	80		33		
Passports	80	80	80				
Drivers licence	60	40			33		
Car registration	75	50			58		
Application for building permission	50	50			46		
Declaration to the police	100	67	80				
Public libraries	80	80	79		27	76	28
Birth and marriage certificates	75	50	46		32	60	35
Enrolment in higher education	100	86					
Announcement of moving	100	50				55	42
Health-related services	100	33					
Social contribution for employees	100	100					
Corporate tax	100	100					
VAT	100	100					
Registration of a new company	100	100				72	59
Submission of data to statistical offices	80	80	80				
Customs declarations	100	100					
Environment-related permits	40	40	40				
Public procurement	100	100					

Poland's eServices score 91% on usability and 95% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 63% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 56% (EU+: 80%)
The examined portals attain 80% on usability, 100% on adequateness of portal design and 78% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Poland's User experience scores are summarized in Figures 3a & b.

eProcurement

Poland has not a centralized eProcurement infrastructure, but a Public Procurement Office's (PPO) Portal, which plays a central role in the development of eProcurement. The portal operates in parallel to the website of the Public Procurement Office and it contains information and tools aimed at electronic procurement. The portal is not mandatory. The visibility indicator is above the EU27+ average. The pre-award benchmark is below the EU27+ average mainly because of low availability of eNotification services, while eSubmission and eAward services are placed over the EU27+ average. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

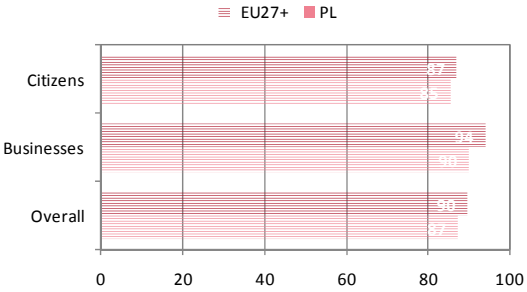


Figure 3a: User experience of services

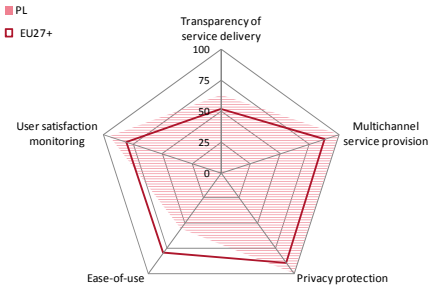


Figure 3b: User experience of portals

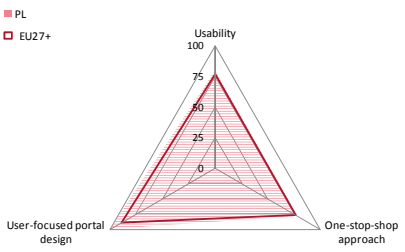
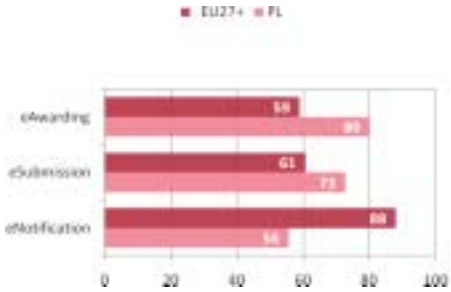


Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 10 steps are provided online through a dedicated Business Registration portal (light green shading) in Poland.

The benchmark shows that there is room for progress in 8 out of the 10 relevant services. In fact, in these 8 cases the service is not yet available online but users can find information on the service on the dedicated Business registration portal (light orange shading).

In the life event assessment, it has been noted that the 10 relevant services for Poland are provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	Gov
Obtain certificate of no outstanding compulsory	Gov
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	
Register domicile of business	
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 25 steps are provided online through a dedicated Employment portal (light green shading) in Poland.

The benchmark shows that there is room for progress in 23 out of the 25 relevant services. In fact, 2 services are provided online but are not integrated in the Employment portal (blue shading). In 15 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 10 services) or on any other web site (dark orange; 5 services). 6 relevant services are still offline in Poland (red shading).

In the life event assessment, it has been noted that the 25 relevant services for Poland are all provided by the government (marked Gov).

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 3 are available in Poland. These are: Single Sign-On, Authentic Sources, and E-Payment.
- Monitoring of the usage of E-Payment in essence takes place at the national level, while Single Sign-on is being monitored on all 3 levels over Government (national, regional and local).
- In Poland, there is a legal basis for the usage of authentic sources.
- The following enablers are not yet in place: E-ID, E-Safe, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and Secure e-Delivery.

Portugal

Country self-assessment

Top 5 eGov strategic priorities:

1. Cutting red tape and eGovernment (simplex programme).
2. Integrated multichannel services (citizen's shop + electronic portal + telephone).
3. Electronic Identification.
4. Interoperability for Public Administration.
5. Knowledge Network for Public Administration.

Success stories:

The simplex programme success results from the ability to join together both cutting red tape and new technologies. The programme includes more than 750 initiatives like deploying many different integrated services (ex: lost wallet, one single point where people can renewal several documents).

Best practices:

Citizen's Card; www.cartaodecidadao.pt

Business Online; www.empresaonline.pt

Ministry of Finance – eDeclaration; www.portaldasfinancas.gov.pt

Social Security Online; www.seg-social.pt

Key organisational facts

eGov positioning and scope:

eGovernment is part of a wider Information Society policy aiming at increased competitiveness. In addition it is associated with a comprehensive administrative and legislative simplification programme under the responsibility of the Minister for the Presidency.

Key actors and lines of reporting:

The Secretary of State for Administrative Modernisation has primary responsibility for eGovernment, and is positioned under the Minister of the Presidency. The State Secretary is supported by the Agency for Public Services Modernisation (AMA) that develops policies to modernise and simplify public administration.

Governance and development:

The national Coordinator of the Lisbon Strategy and the Technological Plan (CNEL) coordinates Information Society policies. The Government Network Management Centre (CEGER) under the Prime Minister's Office provides IT support to government bodies, and manages the technological infrastructure of the Government network. The Ministry for Internal Administration Services is in charge of coordinating central government policies with local authorities

Organisational Continuity:

Following the approval of the Europe' Digital Agenda, a new phase of the Portuguese Technological Plan was presented in September 2010. It is called *Agenda Digital 2015* and comprises five intervention areas:

- New generation networks (NGNs);
- Better government in terms of citizen and business access to public services;
- Excellence in education;
- Health at local level;
- Smart mobility.

The country in figures[6]

1. Key facts	Portugal	EU-27
Population (in 1000)	10.638	501.103
GDP per capita in PPS	80	100
GDP growth (% change of previous year)	-2,5	-4,2
Societal figures		
Unemployment (as % of active pop.)	11,1	9,6
Rural population (as % of total pop.)	22,5	26,3
% of labour force with tertiary education	13,7	22,8
% of population over the age of 65 years	17,9	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	76,1	74
Public sector deficit – balance (as % of GDP)	-9,3	-6,8

2. Information Society Indicators	Portugal	EU-27
Overall ICT expenditure (as a % of GDP)	2,1	2,4
% households with broadband connection	50	61
% of enterprises with broadband	85	86
eGovernment usage by individuals (%)	26	41
eGovernment usage by enterprises (%)	75	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	39th	/184
EIU Digital Economy	28th (28th)	/70
EIU Digital Economy score	6.90 (6.86)	/10

4. EU Activity	
Participation - Pilot A	epSOS*, PEPPOL, STORK, eCodex

[6] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Results

With 100%, Portugal's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Portugal now ranks 1st out of the 32 measured countries.

The Online sophistication of public services reaches 100% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 100% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0	NUTS 5a	NUTS 5b
		National	Main cities	Freguesias
Income taxes	100	100		
Job search services	100	100		
Social security benefits	100	100		
Unemployment benefits	100	100		
Child allowances	100	100		
Student grants	100	100		
Personal documents	100	100		
Passports	100	100		
Drivers licence	100	100		
Car registration	100	100		
Application for building permission	100	25	80	69
Declaration to the police	100	100		
Public libraries	100	100		
Birth and marriage certificates	100	75		
Enrolment in higher education	100	67		
Announcement of moving	100			
Health-related services	100	33		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	100			
Public procurement	100	100		

Portugal's eServices score 91% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 44% (EU+: 52%)

-Multi-Channel service provision: rated at 100% (EU+: 88%)

-Privacy and data protection: rated at 100% (EU+: 90%)

-Ease of use of services: rated at 83% (EU+: 80%)

The examined portals attain 90% on usability, 100% on adequateness of portal design and 96% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

Portugal's User experience scores are summarized in Figures 3a & b.

eProcurement

Although the national platform is mandatory for all the public authorities, Portuguese approach to eProcurement is not centralized. Vortal, a private service provider, implemented the national platform and provides eProcurement services on behalf the Agency. In addition, there are several private platforms for eProcurement that operate at different institutional tiers.

Portugal has a high visibility on the authorities' websites, with a score of 82%.The pre-award process indicator is at 84% of availability thanks to high scores in eNotification (83%), eSubmission (84%) and eAward (85%). The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

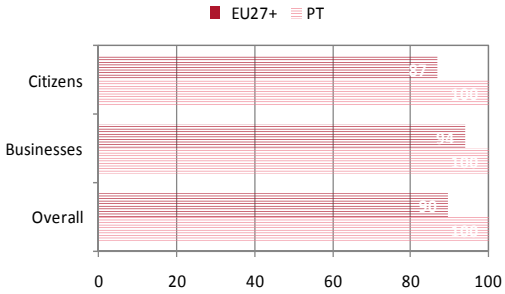


Figure 3a: User experience of services

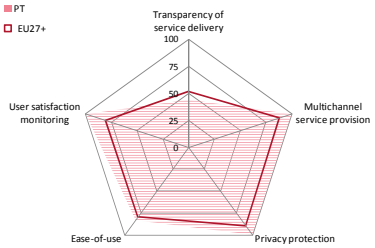
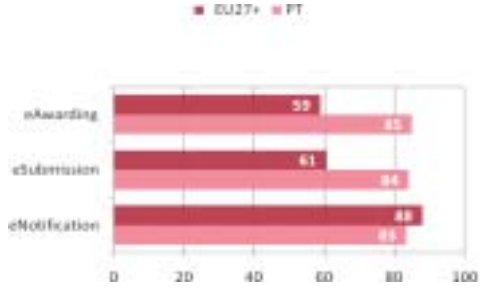


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



Portugal

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 9 steps are automated in Portugal (i.e. provided without the applicant having to request them; dark green shading) and 5 out of 9 steps are provided online through a dedicated Business registration portal (light green shading) in Portugal.

The benchmark shows that there is room for progress in 2 out of the 9 relevant services. In fact, in these 2 cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange shading).

In the life event assessment, it has been noted that the 9 relevant services for Portugal are all provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 16 out of 23 steps are provided online through a dedicated Employment portal (light green shading) in Portugal.

The benchmark shows that there is room for progress in 7 out of the 23 relevant services. In fact, 3 services are provided online but are not integrated in the Employment portal (blue shading). In 4 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 3 service) or on any other web site (dark orange; 1 service). One relevant service is still offline in Portugal. In the life event assessment, it has been noted that the 23 relevant services for Portugal are all provided by the government (marked Gov).

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 7 are available in Portugal. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), E-ID and E-Payment can be used to interact with three government levels (national, regional and local) while Single Sign-on can be used only at the national level.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Portugal, there is a legal basis for the usage of authentic sources and architecture guidelines.
- Open specifications are used at the national level only.
- The following enablers are not yet in place: E-Safe and Secure e-Delivery.

Romania

Country self-assessment

Top 5 eGov strategic priorities:

1. Setting up e-Romania including its e-Government strategic component.
2. Modernising public administration.
3. Large scale adoption of IT in relation to the business environment, citizens and public administrations.
4. Improving the competitiveness of ICT, R&D and Innovation sectors.
5. Implementing EU directives relating to public electronic services.

Success stories: The knowledge based economy project financed by the World Bank, running between 2006 and 2010, is addressed to the rural and small urban area (cities with a population less than 30,000 inhabitants), where there is no access to digital information and therefore no skill to use and exploit it. The environments in which it was invested and is still being invested is the building of skills that can compete in local development, causing changes in nature by transforming community centres in sustainable economically and socially competitive societies - culture, education, local government and the business environment.

Best practices:

Romania's National Electronic System
http://www.e-guvernare.ro/

VPO electronic payment platform
http://www.ghiseul.ro/

SEI -Romanian IT-based Educational System
http://www.portal.edu.ro/

Secure Electronic Invoicing Service
http://selis.unipi.gr/selis/main/index.html

Key organisational facts

eGov positioning and scope:

eGovernment is part of a wider ICT/Information Society strategy, and focuses mainly on back office infrastructures and services. Political responsibility lies within the Ministry of Interior and Administrative Reform (MIRA), whilst the dedicated Ministry of Communications and Information Technology (MCIT) has executive control.

Key actors and lines of reporting:

Within the MCIT the Agency for Information Society Services (ASSI) is responsible for implementing policy and operating the systems that provide eGovernment public services at national level. The MCIT Knowledge-Based Economy project management unit is in charge of Information Society policy.

Governance and development:

MIRA coordinates the 'eAdministration' across government, including regional and local authorities.

The country in figures [7]

1. Key facts	Romania	EU-27
Population (in 1000)	21.462	501.103
GDP per capita in PPS	46	100
GDP growth (% change of previous year)	-7,1	-4,2
Societal figures		
Unemployment (as % of active pop.)	7,1	9,6
Rural population (as % of total pop.)	61,7	26,3
% of labour force with tertiary education	12	22,8
% of population over the age of 65 years	14,9	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	23,9	74
Public sector deficit – balance (as % of GDP)	-8,6	-6,8

2. Information Society Indicators	Romania	EU-27
Overall ICT expenditure (as a % of GDP)	1,1	2,4
% households with broadband connection	23	61
% of enterprises with broadband	52	86
eGovernment usage by individuals (%)	8	41
eGovernment usage by enterprises (%)	50	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	47th	/184
EIU Digital Economy	47th (48th)	/70
EIU Digital Economy score	5.04 (5.07)	/10
4. EU Activity		
Participation - Pilot A	eCodex	

[7] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Romania

Results

With 60%, Romania's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Romania now ranks 29th out of the 32 measured countries.

The Online sophistication of public services reaches 73% of which sophistication for Business services stands at 89% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 63% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 5a Main cities	NUTS 5b Comuni, Municipiu,
Income taxes	80	80		
Job search services	100	100		
Social security benefits	73	73		
Unemployment benefits	50	50		
Child allowances	40	40		
Medical costs	100	100		
Student grants	100	100		
Personal documents	60	60		
Passports	80	80		
Drivers licence	40	40		
Car registration	100	100		
Application for building permission	50	0	24	30
Declaration to the police	33	33		
Public libraries	80		17	35
Birth and marriage certificates	0	0		
Enrolment in higher education	100	52		
Announcement of moving	50	50		
Health-related services	25	25		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	75	75		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	40	40		
Public procurement	100	100		

Romania's eServices score 62% on usability and 28% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 4% (EU+: 52%)
-Multi-Channel service provision: rated at 95% (EU+: 88%)
-Privacy and data protection: rated at 94% (EU+: 90%)
-Ease of use of services: rated at 28% (EU+: 80%)
The examined portals attain 60% on usability, 0% on adequateness of portal design and 8% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Romania's User experience scores are summarized in Figures 3a & b.

eProcurement

Romania has a central eProcurement platform, eLicitatie.ru that is under the responsibility of Agency for the Information Society Services. All Romanian contracting authorities must publish their notices within the framework of public procurement procedures and all companies aiming at supplying products or services to a public authority have to access to the platform. The visibility indicator is above the European average. Romania is one of the best performers for the pre-award process ranking, while eAward sub-phase has a score at 60%. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

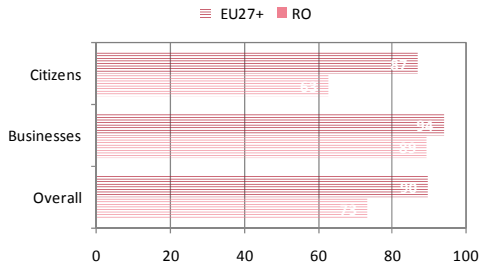


Figure 3a: User experience of services

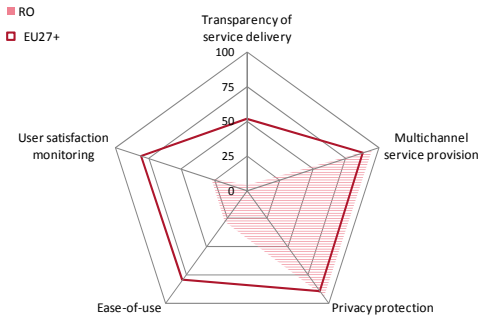


Figure 3b: User experience of portals

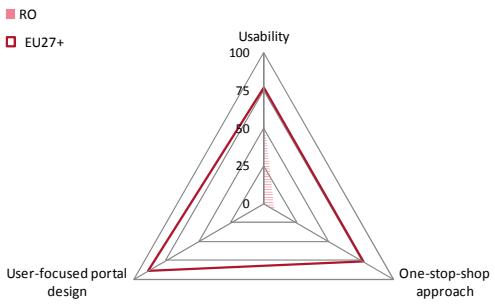
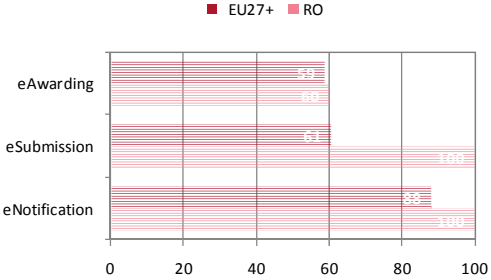


Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online.
The benchmark shows that there is room for progress in all 9 relevant services. In fact, these 9 services are not yet available online but users can find information on the dedicated Business registration portal (light orange shading).

In the life event assessment, it has been noted that the 9 relevant services for Romania are all provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 7 out of 23 steps are provided online through a dedicated Employment portal (light green shading) in Romania. The benchmark shows that there is room for progress in 16 out of the 23 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 2 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 1 service) or on any other web site (dark orange; 1 service). 13 relevant services are still offline in Romania (red shading).
In the life event assessment, it has been noted that 15 out of the 23 relevant services for Romania are provided by the government (marked Gov), 2 by the Private Sector, whilst 6 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	Gov
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov+NonGov
Obtaining information on recruitment fairs	Gov+NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	NonGov
Creating and/or posting a CV	NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 5 are available in Romania. These are: E-ID, Authentic Sources, Open Specifications, Architecture Guidelines and E-Payment.
- Monitoring of the usage of E-Payment takes place at the national level.
- The following enablers are not yet in place: Single Sign-On, E-Safe, Catalogue of Horizontal Enablers and Secure e-Delivery.

Slovenia

Country self-assessment

Top eGov strategic priorities:

1. Project "e- Social Security"
2. Project "Services Directive"
3. Horizontal measures / shared infrastructure

Success stories: One Stop Shop for companies - receiving The United Nations Public Service Award – UNPSA 2009.

Best practices:

One Stop Shop for companies (G2B):
http://evem.gov.si/evem/

e-CRP portal (G2G): http://ecrp.gov.si/

e-Democracy / IPP
http://e-uprava.gov.si/e-uprava/edemokracija.euprava

Key organisational facts

eGov positioning and scope:

eGovernment is an integral part of administrative reform, to bring services closer to citizens and businesses; under responsibility of the Slovene Ministry of Public Administration.

Key actors and lines of reporting:

The Ministry of Public Administration is responsible for the development, implementation, co-ordination of e-Government in Slovenia. In particular the Ministry's Directorate for e-Government and Administrative Processes supports the development of the e-government strategy, and prepares and monitors the implementation of the strategy and action plan. The highest decision making authority for e-Government projects is the Council for informatics in the Public Administration, composed of State-secretaries of the most relevant Ministries and other public institutions.

Governance and development:

The Government strives to enhance the involvement of its citizens and business and other stakeholders in the e-Government development with the help of new technology tools. There are different mechanisms via different channels that are providing the involvement of other layers of government and stakeholders in e-Government development (they are described in details in user-focus part). The centralized approach for is a part of the new Action plan on e-government development.

Organisational Continuity:

New strategy and action plan: In July 2009 the Slovenian Government had adopted the new Strategy for e-government development enabling the Government to deliver better services with fewer resources that can help the economic recovery.

A new Director-General for e-governmental development was appointed last year in parallel with the reorganisation of the Directorate for e-Government and Administrative Processes supports within the Ministry for Public Administration. By launching the new Action Plan the project coordination went alive under the leadership of the new director general. Based on this he is getting the role of CIO as well (still unofficial position).

The country in figures[8]

1. Key facts	Slovenia	EU-27
Population (in 1000)	2.047	501.103
GDP per capita in PPS	88 (b)	100
GDP growth (% change of previous year)	-8,1	-4,2
Societal figures		
Unemployment (as % of active pop.)	7,4	9,6
Rural population (as % of total pop.)	45,7	26,3
% of labour force with tertiary education	20,4	22,8
% of population over the age of 65 years	16,5	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	35,4	74
Public sector deficit – balance (as % of GDP)	-5,8	-6,8

2. Information Society Indicators	Slovenia	EU-27
Overall ICT expenditure (as a % of GDP)	1,6	2,4
% households with broadband connection	62	61
% of enterprises with broadband	88	86
eGovernment usage by individuals (%)	44	41
eGovernment usage by enterprises (%)	88	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	29th	/184
EIU Digital Economy	29th (29th)	/70
EIU Digital Economy score	6.81 (6.63)	/10
4. EU Activity		
Participation - Pilot A	epSOS*, STORK	

[8] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Results

With 95%, Slovenia's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Slovenia now ranks 8th out of the 32 measured countries.

The Online sophistication of public services reaches 97% of which sophistication for Business services stands at 94% (compared to the exact same average of 94% for the EU27+) and sophistication for Citizen services is at 100% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0	NUTS 5a	NUTS 5b
		National	Main cities	Občine
Income taxes	100	100		
Job search services	100	100		
Social security benefits	95	88		
Unemployment benefits	100	100		
Child allowances	100	100		
Medical costs	100	100		
Student grants	80	52		
Personal documents	100	50		
Passports	100	100		
Drivers licence	100	0		
Car registration	100	0		
Application for building permission	100	100		
Declaration to the police	100	100		
Public libraries	100	100	52	28
Birth and marriage certificates	100	100		
Enrolment in higher education	100	100		
Announcement of moving	100	100		
Health-related services	100	32		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	100	100		
Public procurement	50	50		

Slovenia's eServices score 85% on usability and 78% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 74% (EU+: 52%)

-Multi-Channel service provision: rated at 95% (EU+: 88%)

-Privacy and data protection: rated at 89% (EU+: 90%)

-Ease of use of services: rated at 89% (EU+: 80%)

The examined portals attain 70% on usability, 100% on adequateness of portal design and 78% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively). Slovenia's User experience scores are summarized in Figures 3a & b.

eProcurement

Slovenia runs a centralized eProcurement policy; national eProcurement platform (enarocanje.si) is mandatory and managed by a public company, National Gazette. Prior registration to the platform is not required for Slovenian and foreigners. Contracting authorities have to use e-signature for the tender documents and tenderers submitting an offer or bid electronically are obligated to sign it electronically.Slovenia is a top performer for the visibility indicator. The country indicator for pre-award process is low: while eNotification is 100% available, eAward and eSubmission services indicators are very low.The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

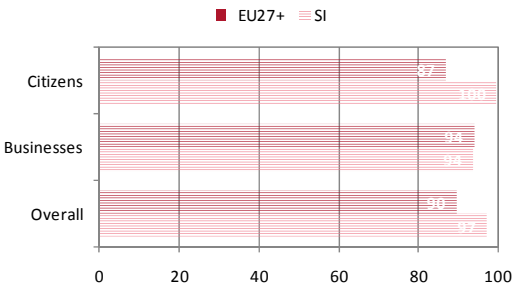


Figure 3a: User experience of services

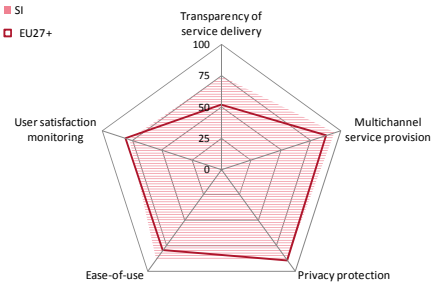
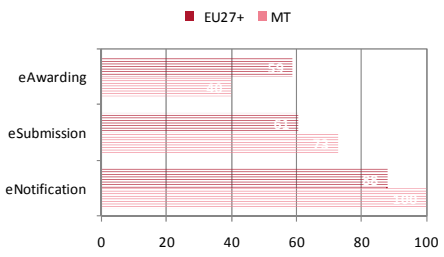


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



Slovenia

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 12 out of 18 steps are automated in Slovenia (i.e. provided without the applicant having to request them; dark green shading).
The benchmark shows that there is room for progress in 6 out of the 18 relevant services. In fact, in 6 cases the service is not yet available online but users can find information on it, either on the dedicated Business registration portal (light orange; 5 services) or on any other web site (dark orange; 1 service).
In the life event assessment, it has been noted that 3 out of the 18 relevant services for Slovenia are provided by the government (marked Gov), whilst 15 steps are provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 3 out of 26 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 9 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in Slovenia.
The benchmark shows that there is room for progress in 14 out of the 26 relevant services. In fact, 2 services are provided online but is not integrated in the Employment portal (blue shading). In 7 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 6 service) or on any other web site (dark orange; 1 service). 5 relevant services are still offline in Slovenia (red shading).
In the life event assessment, it has been noted that the 26 relevant services for Slovenia are provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	Gov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 6 are available in Slovenia. These are: E-ID, Authentic Sources, Secure eDelivery, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Slovenia, there is a legal basis for the usage of authentic sources and architecture guidelines.
- The following enablers are not yet in place: Single Sign-on, E-Safe and Open Specifications.

Slovakia

Country self-assessment

Top 5 eGov strategic priorities:

1. Realization of further feasibility studies for selected eServices, which together with The National Concept of eGovernment will create a platform for implementation of key projects of the information society.
2. Realization of projects founded by Operation Programme Information Society and also State budget.
3. Building of a Meta-information System (MetaIS) used for evidence of eServices and components of eGovernment.
4. Approval of the submitted concepts of development of information systems of public administration institutions.
5. Continue in legislative process of adoption of the act of electronic public administration and others acts necessary for implementation of eGovernment.

Success stories: Over the last two years the Slovak Republic became one of the fastest growing countries (significantly higher than average growth of eGovernment) in the European Union. This was mainly due to the pursuit of objectives defined in the strategy documents of eGovernment processes through the development and approval of the feasibility studies and also implementation processes describe the format of the declaration calls for proposals for non-repayable financial contribution, evaluation and selection of applications for non-repayable financial contribution, the process of signing contracts, the verification of the procurement and launch of projects. During this period the process of monitoring of eGov services was increased significantly.

Best practices:

General submission : www.portal.gov.sk

Cadastral services
https://www.kat: asterportal.sk/kapor/

Enrolment at the University
https://e-prihlaska.uniba.sk/ais/start.do

Search for a job
http://www.upsvar.sk/volne-pracovne-miesta.html?page_id=12925

Key organisational facts

eGov positioning and scope:

eGovernment has a strong technology and back office focus. It is a specific policy under the overall Information Society strategy and falls under the responsibility of the Ministry of Finance.

Key actors and lines of reporting:

eGovernment policymaking and responsibility lies with the Directorate of the Information Society of the Ministry of Finance. The Slovak Government Office is responsible for certain national infrastructure projects and acts as a Managing Authority for the Operational Programme Information Society. The Ministry of Finance acts as an Intermediary Body under the Managing Authority for the Operational Programme Information Society.

Governance and development:

Policy coordination and advice is bestowed on the 'Government Plenipotentiary for the Information Society'; but the Ministry of Finance is in charge of all (central) aspects of the Information Society and eGovernment. Development and implementation is largely decentralised at departmental level.

Organisational Continuity:

The main focus in the field of public administration in Slovakia is transparent and effective procurement of ICT. The aim of the year 2010 is to invest in quality services, to more effective state and public administration and also administrative burden reduction of citizen's ant businesses. In line with this vision, the Minister of Finance of the Slovak Republic presented ten principles that will make computerisation beneficial to all taxpayers and not just the privileged circle of suppliers and intermediaries.

The country in figures

1. Key facts	Slovakia	EU-27
Population (in 1000)	5.425	501.103
GDP per capita in PPS	73	100
GDP growth (% change of previous year)	-4,8	-4,2
Societal figures		
Unemployment (as % of active pop.)	14,5	9,6
Rural population (as % of total pop.)	51,8	26,3
% of labour force with tertiary education	15,4	22,8
% of population over the age of 65 years	12,3	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	35,4	74
Public sector deficit – balance (as % of GDP)	-7,9	-6,8

2. Information Society Indicators	Slovakia	EU-27
Overall ICT expenditure (as a % of GDP)	1,8	2,4
% households with broadband connection	49	61
% of enterprises with broadband	78	86
eGovernment usage by individuals (%)	50	41
eGovernment usage by enterprises (%)	88	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	43rd	/184
EIU Digital Economy	38th (36th)	/70
EIU Digital Economy score	5.78 (6.02)	/10
4. EU Activity		
Participation - Pilot A	epSOS, STORK	

Slovakia

Results

With 63%, Slovakia's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Slovakia now ranks 28th out of the 32 measured countries.

The Online sophistication of public services reaches 81% of which sophistication for Business services stands at 93% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 73% (compared to 87% for the EU27+ – see Figure 2).
The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0	NUTS 3	NUTS 5a	NUTS 5b
		National	Kraje	Main cities	Obce
Income taxes	100	100			
Job search services	100	100			
Social security benefits	74	60			
Unemployment benefits	75	75			
Child allowances	40	40			
Medical costs	100	100			
Student grants	80	25			
Personal documents	90	90			
Passports	80	80			
Drivers licence	100	100			
Car registration	50	50			
Application for building permission	50	0			
Declaration to the police	33	33			
Public libraries	100	100		18	10
Birth and marriage certificates	50	50			
Enrolment in higher education	100	58			
Announcement of moving	50				
Health-related services	75	21			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	40		40		
Public procurement	100	100			

Slovakia's eServices score 85% on usability and 90% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 0% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 38% (EU+: 80%)
The examined portals attain 90% on usability, 100% on adequateness of portal design and 92% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Slovakia's User experience scores are summarized in Figures 3a & b.

eProcurement

The national eProcurement platform, EVO, is recommended but not mandatory and it covers only the pre-award process. The national platform integrates several electronic systems dedicated to each sub-phase. Slovak visibility indicator is under the EU27+ average. The pre-award process indicator is above the EU27+ average with a complete availability of eAward services, but the eNotification score being below the EU27+ average. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

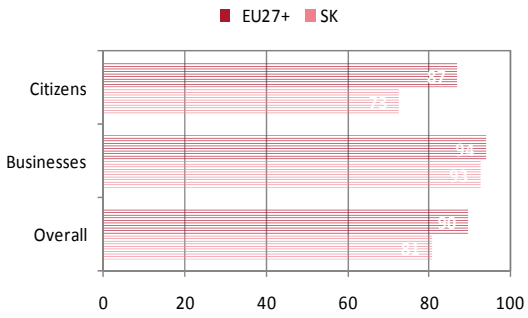


Figure 3a: User experience of services

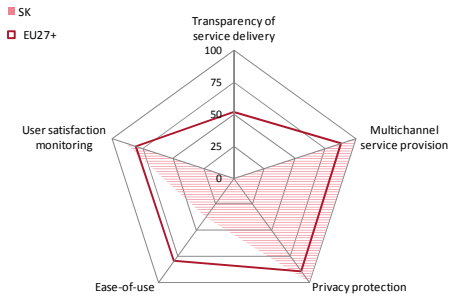
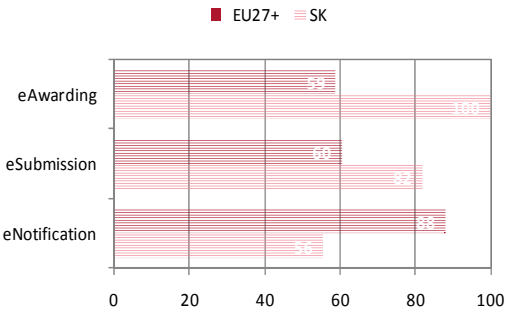


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 14 steps is automated in Slovakia (i.e. provided without the applicant having to request them; dark green shading) and 3 steps are provided online through a dedicated Employment portal (light green shading) in Slovakia.
The benchmark shows that there is room for progress in 10 out of the 14 relevant services. In fact, in 2 cases the services are provided online but not integrated in the Business registration portal (blue shading).6 services are not yet available online but users can find information on it, either on the dedicated Business registration portal (light orange; 3 services) or on any other web site (dark orange; 3 services). 2 services are still offline in Slovakia (red shading).
In the life event assessment, it has been noted that 12 out of the 14 relevant services for Slovakia are provided by the government (marked Gov), whilst 1 steps are provided by the private sector (marked NonGov) and 1 step is provided through mixed public and private provision (marked Gov+NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 6 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in Slovakia.
The benchmark shows that there is room for progress in 20 out of the 26 relevant services. In fact, 4 services are provided online but not integrated in the Employment portal (blue shading). In 14 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 5 services) or on any other web site (dark orange; 9 services). 2 relevant services are still offline in Slovakia (red shading).
In the life event assessment, it has been noted that 17 out of the 26 relevant services for Slovakia are provided by the government (marked Gov), 4 by the Private Sector (marked NonGov), whilst 5 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	Gov
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	Gov
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	NonGov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	Gov+NonGov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov+NonGov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	NonGov
Setting up a personal space	NonGov
Creating and/or posting a CV	NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	NonGov
Obtaining guidance related to housing	Gov+NonGov
Accessing Debt counselling services	Gov+NonGov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 7 are available in Slovakia. These are: Single Sign-On, Authentic Sources, E-Safe, Open Specifications, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Slovakia, there is a legal basis for architecture guidelines but none for the usage of authentic sources.
- Open specifications are used at the national level only.
- The following enablers are not yet in place: E-ID and Secure e-Delivery.

Finland

Country self-assessment

Top 5 eGov strategic priorities:

1. Development of eService clusters based on life situations (10-12 clusters) (part of the SADe programme).
2. Stronger corporate governance; from decentralized to more centralized decision making, new legislation to support this goal.
3. More co-ordination between central government and municipalities.
4. Consolidation and central purchasing of IT infrastructure and networking service for the whole state administration.
5. Stronger steering of large IT-projects.

Success stories:

The legislative progress concerning the authority to be allowed to provide supportive electronic services to the whole of the public sector. According to the new legislation the State Information Service Center has the right to provide services to the state organisations as well as to the municipalities without that joining organisations have to go through the tendering process.

Best practices:

Pre-filled tax forms for citizen, updating online: www.vero.fi

Joint business information system of the National Board of Patents and Registration and the Tax Ad-ministration: www.ytj.fi/

Customs eServices for businesses (started at 1980's): http://www.tulli.fi/en/businesses/eServices/index.jsp

The citizen services of The Social Insurance Institution of Finland: http://www.kela.fi

Key organisational facts

eGov positioning and scope:

eGovernment is an integrated part of government reform under responsibility of the Ministry of Finance (MoF). MoF works in cooperation with the Ministry of Transport and Communications, which is responsible for the Information society policy.

Key actors and lines of reporting:

The MoF's Public Management Department is responsible for IT in State agencies and co-ordination of IT in municipalities. The State IT Management Unit of the department develops and implements the government's IT strategy and is responsible for the planning and preliminary studies of centralized, shared IT services.

Governance and development:

eGovernment strategy involves a wide range of public and private stakeholders and experts. The Ministry of Finance supervises inter-ministerial and inter-agency coordinating groups on electronic services. The Advisory Committee on Information Management in Public Administration, JUHTA, promotes cooperation in information management between the State and the municipalities.

The country in figures

1. Key facts	Finland	EU-27
Population (in 1000)	5.351	501.103
GDP per capita in PPS	113	100
GDP growth (% change of previous year)	-8	-4,2
Societal figures		
Unemployment (as % of active pop.)	8,4	9,6
Rural population (as % of total pop.)	61,4	26,3
% of labour force with tertiary education	31,6	22,8
% of population over the age of 65 years	17	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	43,8	74
Public sector deficit – balance (as % of GDP)	-2,5	-6,8

2. Information Society Indicators	Finland	EU-27
Overall ICT expenditure (as a % of GDP)	3,2	2,4
% households with broadband connection	76	61
% of enterprises with broadband	96	86
eGovernment usage by individuals (%)	68	41
eGovernment usage by enterprises (%)	96	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	19th	/184
EIU Digital Economy	4th (10th)	/70
EIU Digital Economy score	8.36 (8.30)	/10

4. EU Activity	
Participation - Pilot A	epSOS*, PEPPOL, Renewing Health, STORK

Results

With 95%, Finland's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Finland now ranks 8th out of the 32 measured countries.

The Online sophistication of public services reaches 96% of which sophistication for Business services stands at 98% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 95% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0 National	NUTS 5a Main cities	NUTS 5b Kunnat / Kommuner
Income taxes	100	100		
Job search services	100	100		
Social security benefits	100	100		
Unemployment benefits	100	100		
Child allowances	100	100		
Medical costs	100	100		
Student grants	100	100		
Personal documents	90	90		
Passports	80	80		
Drivers licence	100	100		
Car registration	100	100		
Application for building permission	100	50	64	51
Declaration to the police	100	100		
Public libraries	100	100	93	66
Birth and marriage certificates	50	50		
Enrolment in higher education	100	100		
Announcement of moving	100	100		
Health-related services	100	46		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	100	100		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	80	80		
Public procurement	100	100		

Finland's eServices score 86% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 74% (EU+: 52%)

-Multi-Channel service provision: rated at 65% (EU+: 88%)

-Privacy and data protection: rated at 94% (EU+: 90%)

-Ease of use of services: rated at 72% (EU+: 80%)

The examined portals attain 80% on usability, 100% on adequateness of portal design and 92% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

Finland's User experience scores are summarized in Figures 3a & b.

eProcurement

Eprocurement is decentralised and the process subphases are not provided on a single national platform. Hansel OY, the State Central Procurement Unit, deals with aggregated procurement for the Central Government and municipalities. The notification database service is mandatory for ongoing public tenders. For the post-award phases there are specialised platforms: TILHA for eOrdering services and specialized platforms for eInvoicing, for instance Itella for the central government. Credita is a private platform for eInvoicing, offering value added services for the Hansel's notification database. The value added services include the registration of the users for the permanent follow-up of the incoming notifications and orders for tender. The visibility on the authorities' websites is well above the EU27+ average. Because of the low availability of eSubmission and eAward services, the pre-award process (48%) scores below the EU27+ average (70%) (see figure 4).

Figure 1: Full online availability

Figure 2: Online sophistication

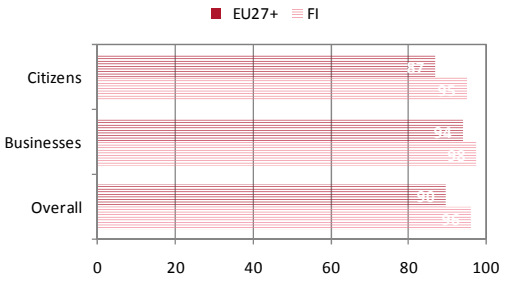


Figure 3a: User experience of services

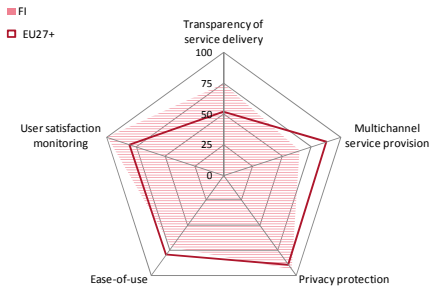


Figure 3b: User experience of portals

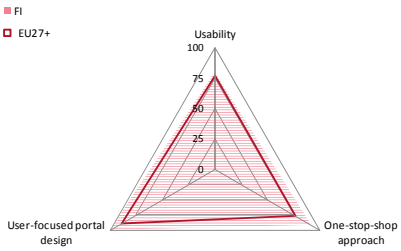
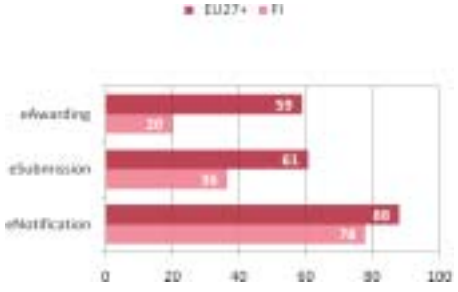


Figure 4: eProcurement pre-award process benchmark by sub phase



Finland

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 of the 9 steps is automated in Finland (i.e. provided without the applicant having to request them; dark green shading).
The benchmark shows that there is room for progress in 8 out of the 9 relevant services. In fact, in these 8 cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange shading).
In the life event assessment, it has been noted that all 9 relevant services for Finland are provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 26 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 23 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in Finland.
The benchmark shows that there is room for progress in 1 step of this life event. In fact, this 1 service is not yet available online but users can find information on it, on any other web site (dark orange shading).
In the life event assessment, it has been noted that 4 out of the 26 relevant services for Finland are provided by the government (marked Gov), whilst 22 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	Gov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov+NonGov
Registering for unemployment benefits	Gov+NonGov
Accessing personalized information	Gov+NonGov
Obtaining labor market information	Gov+NonGov
Obtaining information on recruitment fairs	Gov+NonGov
Being assisted by a public officer	Gov+NonGov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov+NonGov
Benefits: Understanding what documents are required	Gov+NonGov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov+NonGov
Obtaining financial aid for starting up as a self-employed	Gov+NonGov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov+NonGov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov+NonGov
Accessing Debt counselling services	Gov+NonGov
Accessing health promotion programs	Gov+NonGov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov+NonGov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 6 are available in Finland. These are: E-ID, Single Sign-On, Authentic Sources, , Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), E-ID and E-Payment can be used to interact with all three government levels (national, regional and local) while Single Sign-On can be used at National level only.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Finland, there is no legal basis for the usage of authentic sources or architecture guidelines.
- The following enablers are not yet in place: E-Safe, Secure e-Delivery and Open Specifications.

Sweden

Country self-assessment

Top 5 eGov strategic priorities:

1. Getting more and better integrated e-services in place.
2. Implementing an updated system for e-ID
3. Financing of inter-agency projects.
4. Continued service orientation of public agencies and organizations.
5. Putting a new governance structure for eGovernment in place.

Success stories: The continuous growth of e-services.

Best practices:

Business services: http://www.verksamt.se

Tax services online: http://www.skatteverket.se

Map-based search of archaeological remains in Sweden http://www.fmis.raa.se/cocoon/fornsok/search.html

E-services for Stockholm citizens: http://www.stockholm.se/

Key organisational facts

eGov positioning and scope:

eGovernment is seen as an important tool for improving government efficiency and effectiveness. From 2011, the Ministry of Enterprise, Energy and Communications will be responsible for the coordination of issues concerning eGovernment.

Key actors and lines of reporting:

Operational responsibility for eGovernment lies with the newly appointed Minister for Information Technology and Regional Affairs, Anna-Karin Hatt, residing in theMinistry of Enterprise, Energy and Communications. The central policy making authority is the eGovernment Delegation, chaired by the former Director General of the Swedish Tax Agency.

Governance and development:

The eGovernment Delegation develops, streamlines, and coordinates eGovernment policy across government. It consists of the directors of the major public agencies involved with IT deployment. Municipal governments act independently from central government but play an important role as participants in the eGovernment Delegation.

Organisational Continuity:

In 2010, focus has been on implementing the eGovernment Strategy (SOU 2009: 86) which was decided in 2009. During the year the eGovernment delegation published two reports, SOU 2010:20 and SOU 2010:62 (http://en.edelegationen.se/reports). The overarching aims of the Swedish eGovernment programme are to:

- make it as simple as possible for as many people as possible to exercise their rights, fulfil their obligations and access public administration services;
- strengthen the overall development capacity and innovative power of society; and
- achieve flexible eGovernment that is based on users' needs.

The country in figures[9]

1. Key facts	Sweden	EU-27
Population (in 1000)	9.341	501.103
GDP per capita in PPS	118	100
GDP growth (% change of previous year)	-5,3	-4,2
Societal figures		
Unemployment (as % of active pop.)	8,1	9,6
Rural population (as % of total pop.)	61,4	26,3
% of labour force with tertiary education	28	22,8
% of population over the age of 65 years	18,1	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	41,9	74
Public sector deficit – balance (as % of GDP)	-0,9	-6,8

2. Information Society Indicators	Sweden	EU-27
Overall ICT expenditure (as a % of GDP)	3,2	2,4
% households with broadband connection	83	61
% of enterprises with broadband	91	86
eGovernment usage by individuals (%)	68	41
eGovernment usage by enterprises (%)	90	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	12th	/184
EIU Digital Economy	1st (2nd)	/70
EIU Digital Economy score	8.49 (8.67)	/10
4. EU Activity		
Participation - Pilot A	epSOS, PEPPOL, Renewing Health, STORK	

[9] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Sweden

Results

With 100%, Sweden's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Sweden now ranks 1st out of the 32 measured countries.

The Online sophistication of public services reaches 99% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is also at 98% (compared to 87% for the EU27+ – see Figure 2).
The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0	NUTS 3	NUTS 5a	NUTS 5b
		National	Län	Main cities	Kommuner
Income taxes	100	100			
Job search services	100	100			
Social security benefits	87	87			
Unemployment benefits	100	100			
Child allowances	80	80			
Student grants	80	80			
Personal documents	90	90			
Passports	80	80			
Drivers licence	100	100			
Car registration	100	100			
Application for building permission	100	100			
Declaration to the police	100	100			
Public libraries	100	80		95	100
Birth and marriage certificates	100	75			
Enrolment in higher education	100	100			
Announcement of moving	100	100			
Health-related services	100	100	100		
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	100	100			
Public procurement	100	100			

Sweden's eServices score 99% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 100% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 100% (EU+: 80%)
The examined portals attain 60% on usability, 100% on adequateness of portal design and 53% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Sweden's User experience scores are summarized in Figures 3a & b.

eProcurement

Sweden set an eProcurement virtual system with a non mandatory platform where eProcurement services are provided by sub-contractors, specialised in the different steps of the electronic procurement process. Central eProcurement authorities' role consists on monitoring the supplied services and compliance with standards. Sweden is among the top 10 countries for the visibility ranking. The pre-award indicator is among the highest in EU27+, all sub-phases being available at more than 90%. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

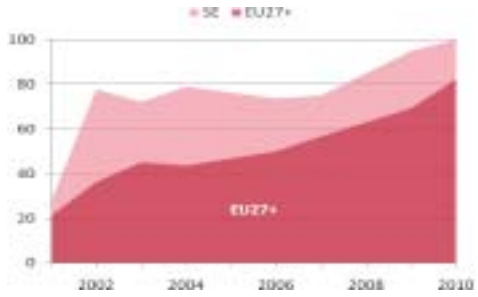


Figure 2: Online sophistication

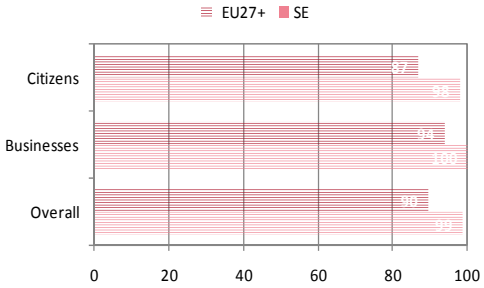


Figure 3a: User experience of services

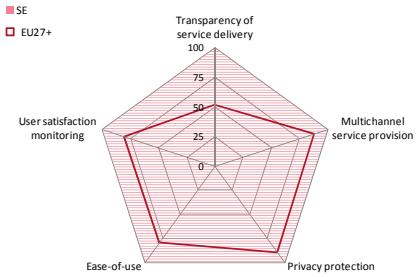


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 4 relevant steps are automated in Sweden (i.e. provided without the applicant having to request them; dark green shading) and the other 2 steps are provided online through a dedicated Business registration portal (light green shading) in Sweden.

In the life event assessment, it has been noted that these 4 relevant services for Sweden are all provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 12 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in Sweden.
The benchmark shows that there is room for progress in 14 out of the 26 relevant services. In fact, 3 services are provided online but is not integrated in the Employment portal (blue shading). In 10 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 7 service) or on any other web site (dark orange; 3 services). One relevant service is still offline in Sweden (red shading).
In the life event assessment, it has been noted that the 26 relevant services for Sweden are all provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	
Register company name	
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 7 are available in Sweden. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, E-Safe, Secure e-Delivery and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On and E-Payment), E-ID and E-Payment can be used to interact with three government levels (national, regional and local).
- In Sweden, there is a legal basis for the usage of authentic sources but none for architecture guidelines.
- Open specifications are used at the national level only.
- The following enablers are not yet in place: Architecture Guidelines and a Catalogue of Horizontal Enablers

United Kingdom

Country self-assessment

Top eGov strategic priorities:

Outlined in the Cabinet Office's Structural Reform Plan, the priorities for Government ICT were set:

- Increase powers of CIO to drive the integration and improve value for money of ICT infrastructure
- Conduct negotiations with suppliers to reduce annual ICT spend immediately
- Create new procurement process with Treasury
- Identify ICT projects/programmes to terminate and organise/assure decommissioning
- Create new processes for commissioning and running IT projects and services
- Devise a government-wide strategy on digital engagement and enablement

The Government is committed to publishing a Government ICT Strategy which will outline the objectives for the public sector in the next five years.

Key organisational facts

eGov positioning and scope:

ICT is a key factor in driving efficiency and effectiveness in government. This is one of the UK Cabinet Office's Structural Reform Priorities to make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary 'quangos' and reforming the Civil Service. Another Priority is to Increase Transparency in the Public Sector – to publish information that will give taxpayers the ability to hold public servants to account and enable users of public services to choose between providers.

Key actors and lines of reporting:

eGovernment resides in the Cabinet Office under the political responsibility of the Minister for The Cabinet Office. Her Majesty's Government CIO (Office of the Government CIO), reporting to the Efficiency and Reform Group's Chief Operating Officer is operationally responsible for and leads the delivery of a number of actions under the Cabinet Office's Structural Reform Plan.

The Efficiency and Reform Group brings into one place the expertise and capabilities from across Government to tackle two key priorities:
1. Making Government more efficient: reducing operational overheads to give taxpayers better value and allow resources to be focused on key priorities; and
2. Radically reforming the way public services are provided to ensure they meet rising public expectations: using transparency to improve accountability; shifting power to people and creating the Big Society.

Governance and development:

Governance is centralized and controlled by the Cabinet Office. It is supported by a CIO Council (chaired by the Government CIO) of 30 CIOs from all levels of government.. More technical aspects are dealt with by the Chief Technology Officer (CTO) Council and the newly formed CTO Delivery Group. Central government departments and agencies are in charge of eGovernment deployment and Government ICT is a devolved issue. The CIO is responsible for development of the Government ICT strategy and oversees the implementation.

The country in figures [10]

1. Key facts	UK	EU-27
Population (in 1000)	62,008 (p)	501.103
GDP per capita in PPS	112	100
GDP growth (% change of previous year)	-4,9	-4,2
Societal figures		
Unemployment (as % of active pop.)	7,8	9,6
Rural population (as % of total pop.)	15,5	26,3
% of labour force with tertiary education	31	22,8
% of population over the age of 65 years	16.3 (2009)	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	68,2	74
Public sector deficit – balance (as % of GDP)	-11,4	-6,8

2. Information Society Indicators	UK	EU-27
Overall ICT expenditure (as a % of GDP)	3,7	2,4
% households with broadband connection	69 (2009)	61
% of enterprises with broadband	88	86
eGovernment usage by individuals (%)	48	41
eGovernment usage by enterprises (%)	67	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	4th	/184
EIU Digital Economy	14th (13rd)	/70
EIU Digital Economy score	7.89 (8.14)	/10
4. EU Activity		
Participation - Pilot A	epSOS, PEPPOL, SPOCS, STORK	

[10] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Results

With 98%, The UK's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, The UK now ranks 7th out of the 32 measured countries.

The Online sophistication of public services reaches 97% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is at 95% (compared to 87% for the EU27+ – see Figure 2).
The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0	NUTS 3	NUTS 4	NUTS 5a
		National	*	**	Main cities
Income taxes	80	80			
Job search services	100	100			
Social security benefits	80	80			
Unemployment benefits	100	100			
Child allowances	60	60			
Student grants	80	80			
Personal documents	90	90			
Passports	80	80			
Drivers licence	100	100			
Car registration	100	0			
Application for building permission	100	100		100	99
Declaration to the police	100	100	63		
Public libraries	100	60		87	81
Birth and marriage certificates	100	100			
Enrolment in higher education	100	100			
Health-related services	100	44			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	50			
Submission of data to statistical offices	100	0			
Customs declarations	100	100			
Environment-related permits	100	100			
Public procurement	100	100			

* Upper tier authorities or groups of lower tier authorities (unitary authorities or districts);
** Lower tier authorities (districts) or individual unitary authorities; Individual unitary authorities or LECs (or p

The UK's eServices score 99% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 96% (EU+: 52%)
-Multi-Channel service provision: rated at 98% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 100% (EU+: 80%)
The examined portals attain 90% on usability, 50% on adequateness of portal design and 100% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
The UK's User experience scores are summarized in Figures 3a & b.

eProcurement

UK runs a decentralised eProcurement policy. Contracting authorities are free to decide upon their own procurement strategies. A large number of private or public platforms achieve some or all the eProcurement subphases. A non mandatory national portal, 'Buying solutions', is the only one permitted to procure on behalf of all UK contracting authorities: it offers access to several service providers and hosts a hub of eservices (marketplace, aggregate eAuction calendar, point of access to eSourcing framework). The UK' visibility indicator is one of the highest in EU27+. For the pre-award process benchmark UK is a top performer.
The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

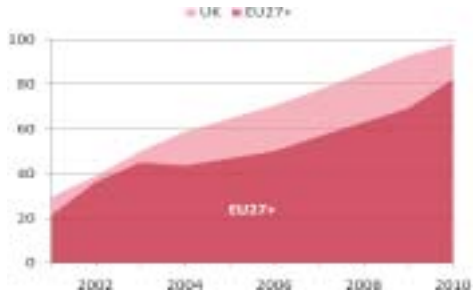


Figure 2: Online sophistication

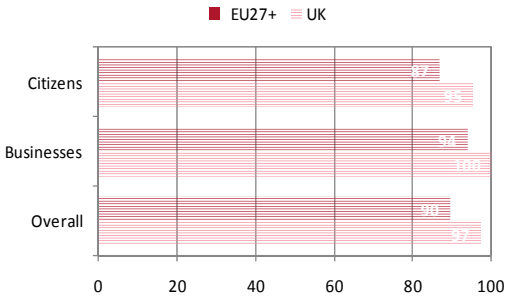


Figure 3a: User experience of services

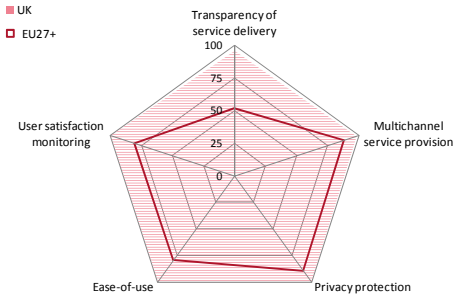
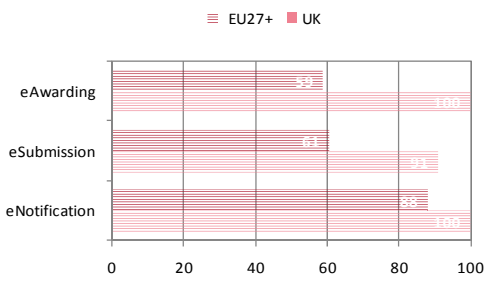


Figure 3b: User experience of portals

Figure 4: eProcurement pre-award process benchmark by sub phase



United Kingdom

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 4 services are provided online through a dedicated Business registration portal (light green shading) in the UK. In the life event assessment, it has been noted that these services are all (4) provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 15 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in the UK.
The benchmark shows that there is room for progress in 11 out of the 26 relevant services. In fact, 2 services are provided online but are not integrated in the Employment portal (blue shading). In 4 cases the service is not yet available online but users can find information on it on the dedicated Employment portal (light orange shading). 5 relevant services are still offline in the UK (red shading).
In the life event assessment, it has been noted that 23 out of the 26 relevant services for The UK are provided by the government (marked Gov), 1 service by the Private Sector solely, whilst 2 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov+NonGov
Obtaining information on recruitment fairs	NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 4 are available in the UK. These are: Single Sign-On, Authentic Sources, Open Specifications and E-Payment.
- In the UK, there is no monitoring yet of these enablers.
- The following enablers are not yet in place: E-ID, E-Safe, Architecture Guidelines, Catalogue of Horizontal Enablers and Secure e-Delivery.

Iceland

Country self-assessment

Top 5 eGov strategic priorities:

1. Self-services online
2. eID's
3. My pages at Island.is, the national portal
4. Free and open source software
5. eProcurement

Success stories: The eGovernment toolbox which includes a central authentication, electronic document delivery and a service layer. The case was submitted to the eAwards 2009 and promoted by epractice.eu in 2009. Further description can be found at http://www.ut.is/verkfaerakistan (in Icelandic).

Best practices:

"Your pages" for Tax declaration: http://www.skattur.is

"Your pages" for the Social Insurance Administration: http://www.tryggur.is

"Your pages" for Unemployment benefits: http://www.vinnumalastofnun.is

eServices for the Housing Financing Fund: http://www.ils.is

Key organisational facts

eGov positioning and scope:

eGovernment is part of a wider Information Society policy which has a strong focus on government reform and simplification. The Prime Minister's Office is responsible for the policy making process and for coordination and implementation of the policy.

Key actors and lines of reporting:

The Department of Administrative and Social Development at the Prime Minister's Office is responsible for eGovernment and Information Society policies. The department is also responsible for monitoring and following up on the policy. A steering group called the "Information Society Taskforce" coordinates and supervises the policy under the auspices of the Prime Minister's Office. The Cabinet has decided to establish a Central agency with a key role in eGovernment and move the operation of central IT-projects from the ministries to this agency.

Governance and development:

Policy and strategy are developed centrally at the Prime Minister's Office, but implemented in a decentralized manner.

The country in figures

1. Key facts	Iceland	EU-27
Population (in 1000)	318	501.103
GDP per capita in PPS	118	100
GDP growth (% change of previous year)	-6,8	-4,2
Societal figures		
Unemployment (as % of active pop.)	No data	9,6
Rural population (as % of total pop.)	39.4 (2002)	26,3
% of labour force with tertiary education	26,5	22,8
% of population over the age of 65 years	12	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	57.4 (2008)	74
Public sector deficit – balance (as % of GDP)	-9,1	-6,8

2. Information Society Indicators	Iceland	EU-27
Overall ICT expenditure (as a % of GDP)	No data	2,4
% households with broadband connection	87 (2009)	61
% of enterprises with broadband	95	86
eGovernment usage by individuals (%)	80 (2009)	41
eGovernment usage by enterprises (%)	90	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	22nd	/184
EIU Digital Economy	Not listed	/70
EIU Digital Economy score	Not listed	/10
4. EU Activity		
Participation - Pilot A	STORK	

Iceland

Results

With 58%, Iceland's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Iceland now ranks 30th out of the 32 measured countries.
The Online sophistication of public services reaches 79% of which sophistication for Business services stands at 80% (compared to 94% for the EU27+) and sophistication for Citizen services is at 78% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level		
		NUTS 0	NUTS 4	NUTS 5a
		National	Landsvædi	Main cities
Income taxes	100	100		
Job search services	100	100		
Social security benefits	95	95		
Unemployment benefits	100	100		
Child allowances	100	100		
Medical costs	100	100		
Student grants	80	80		
Personal documents	50	50		
Passports	80	80		
Drivers licence	20	20		
Car registration	100	100		
Application for building permission	75		52	50
Declaration to the police	33	33		
Public libraries	80	80		
Birth and marriage certificates	50	50		
Enrolment in higher education	100	69		
Announcement of moving	75	75		
Health-related services	75	43		
Social contribution for employees	100	100		
Corporate tax	100	100		
VAT	100	100		
Registration of a new company	50	50		
Submission of data to statistical offices	100	100		
Customs declarations	100	100		
Environment-related permits	40	40		
Public procurement	50	50		

Iceland's eServices score 72% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 59% (EU+: 52%)
-Multi-Channel service provision: rated at 85% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 67% (EU+: 80%)
The examined portals attain 60% on usability, 100% on adequateness of portal design and 88% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Iceland's User experience scores are summarized in Figures 3a & b.

eProcurement

Iceland's eProcurement platform is not available yet. Iceland's Government planned to have only one platform, Rikiskaup, the State Trading Centre. Rikiskaup already provides eNotification services and it supports futher development of eProcurement. Buyers can send e-mail to suppliers within the same contract group through Rikiskaup. some institutions have procurement systems where they can order online from eCatalogues.
The visibility indicator (37%) is far below the EU27+ average as well as the pre-award indicator (44%), because of a low level of services' availability .
The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

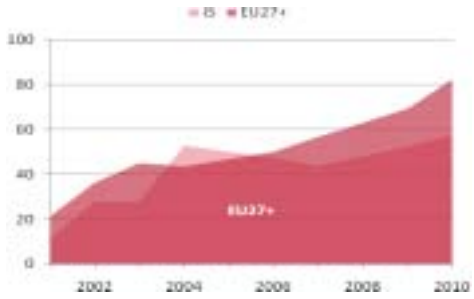


Figure 2: Online sophistication

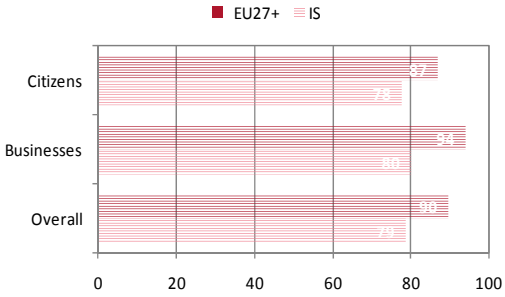


Figure 3a: User experience of services

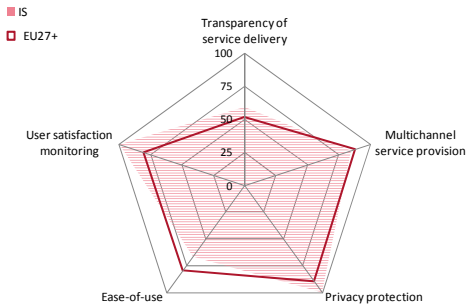


Figure 3b: User experience of portals

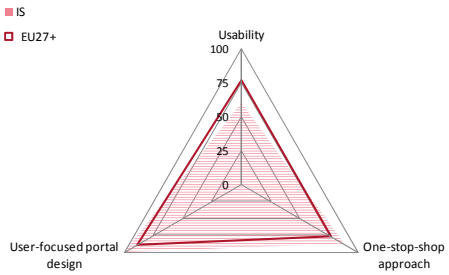
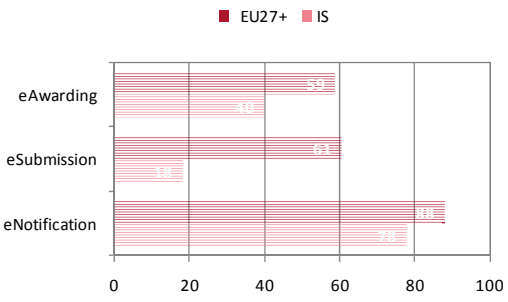


Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 5 steps is automated in Iceland (i.e. provided without the applicant having to request them; dark green shading).

The benchmark shows that there is room for progress in 4 out of the 5 relevant services. In fact, in 4 cases the service is not yet available online but users can find information on it, either on the dedicated Business registration portal (light orange; 1 service) or on any other web site (dark orange; 3 services).

In the life event assessment, it has been noted that 4 of the relevant services for Iceland are provided by the government (marked Gov), whilst 1 step is provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 9 out of 24 steps are provided online through a dedicated Employment portal (light green shading) in Iceland.

The benchmark shows that there is room for progress in 15 out of the 24 relevant services. In fact, 3 services are provided online but are not integrated in the Employment portal (blue shading). In 3 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 1 service) or on any other web site (dark orange; 2 services). 9 relevant services are still offline in Iceland (red shading).

In the life event assessment, it has been noted that 22 out of the 24 relevant services for Iceland are provided by the government (marked Gov), whilst the other 2 relevant steps are provided by the private sector (marked NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	
Register company name	
Register domicile of business	
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	NonGov
Publish registration in Official Journal or equivalent	

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	NonGov
Setting up a personal space	Gov
Creating and/or posting a CV	NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 6 are available in Iceland. These are: E-ID, Single Sign-On, Authentic Sources, E-Safe, Open Specifications, and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), E-ID and Single Sign-on can be used to interact with at least two government levels (national and local) in Iceland.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Iceland, there is no legal basis for the usage of authentic sources and architecture guidelines.
- The following enablers are not yet in place: Secure e-Delivery, Architecture Guidelines and a Catalogue of Horizontal Enablers.

Norway

Country self-assessment

Top 5 eGov strategic priorities:

1. Digital service provision as the first choice.
2. Common governmental infrastructure components.
3. eID.
4. Establishing a legal and organisational framework for coordination between national and regional level on ICT.
5. Common metadata register.

Success stories:

- Establishing a national infrastructure for eID.
- The widespread use of eID to the Norwegian citizens.
- Implementation of a common public IT-architecture
- Implementation of secondary laws on the use of open ICT standards in public sector.

Best practices:

Fully electronic provided income tax proposal and possibility to deliver income tax electronically for citizens, and to receive the settlement via the banking system: www.skatteetaten.no

MyID - a mid-level security electronic ID for the public sector: minid.difi.no

Application and enrolment system for upper and higher education: www.samordnaopptak.no

Platform for delivering government services electronically: www.altinn.no

Key organisational facts

eGov positioning and scope:

eGovernment is part of a wider ICT/Information Society policy, under overall political responsibility of the Ministry of Government Administration and Reform (FAD).

Key actors and lines of reporting:

The Department of ICT and Renewal of the FAD is operationally responsible for Information Society policy. The Agency for Public Management and eGovernment (DIFI) is a government agency under FAD responsible for coordination, and implementation of the policies and central infrastructure. Other key actors include the Brønnøysund Register Centre, which is responsible for the Altinn - the national portal for public reporting and several national registers, and the Tax Authorities.

Governance and development:

The Ministry is supported by a coordination group with the heads of the seven most influential agencies in the eGovernment area. The group is managed by DIFI. Development and deployment of eGovernment is decentralised, but the last few years have showed a strong tendency towards more coordination and common solutions across central government.

The country in figures

[11]

1. Key facts	Norway	EU-27
Population (in 1000)	4.858	501.103
GDP per capita in PPS	178	100
GDP growth (% change of previous year)	-1,4	-4,2
Societal figures		
Unemployment (as % of active pop.)	3,5	9,6
Rural population (as % of total pop.)	59.7 (2005)	26,3
% of labour force with tertiary education	30,8	22,8
% of population over the age of 65 years	14,9	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	43,7	74
Public sector deficit – balance (as % of GDP)	9,7	-6,8

2. Information Society Indicators	Norway	EU-27
Overall ICT expenditure (as a % of GDP)	1,7	2,4
% households with broadband connection	83	61
% of enterprises with broadband	87	86
eGovernment usage by individuals (%)	76	41
eGovernment usage by enterprises (%)	79	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	6th	/184
EIU Digital Economy	6th (4th)	/70
EIU Digital Economy score	8.24 (8.62)	/10

4. EU Activity	
Participation - Pilot A	epSOS*, PEPPOL, Renewing Health

[11] accession of this country to SPOCS is pending final contractual arrangements with the European Commission

Results

With 90%, Norway's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Norway now ranks 16th out of the 32 measured countries.

The Online sophistication of public services reaches 92% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is at 86% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0 National	NUTS 3 Fylker	NUTS 5a Main cities	NUTS 5b Kommuner
Income taxes	100	100			
Job search services	100	100			
Social security benefits	100	100			
Unemployment benefits	100	100			
Child allowances	100	100			
Medical costs	100	100			
Student grants	100	100			
Personal documents	60	60			
Passports	60	60			
Drivers licence	60	60			
Car registration	100	100			
Application for building permission	100	100		100	73
Declaration to the police	100	100			
Public libraries	100	80	51	100	56
Birth and marriage certificates	50	50			
Enrolment in higher education	100	100			
Announcement of moving	100	100			
Health-related services	25	25			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	100	100			
Public procurement	100	100			

Norway's eServices score 67% on usability and 19% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:

-Transparency of service delivery: rated at 78% (EU+: 52%)

-Multi-Channel service provision: rated at 100% (EU+: 88%)

-Privacy and data protection: rated at 61% (EU+: 90%)

-Ease of use of services: rated at 100% (EU+: 80%)

The examined portals attain 90% on usability, 100% on adequateness of portal design and 63% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).

Norway's User experience scores are summarized in Figures 3a & b.

eProcurement

eProcurement is managed by the Agency for Public Management and eGovernment (DIFI), funded by the Ministry of Government Administration and Reform (FAD). A national portal (www.ehandel.no) provides information and access to several services managed by private operators. Tender publication is mandatory (on Doffin platform), while eprocurement services are not. It is planned that eInvocing will be mandatory for central government entities and hospitals by July 2011.

The visibility indicator is at 84% and the indicator for the pre-award process is at 92% of availability, with notification and submission being fully available. The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

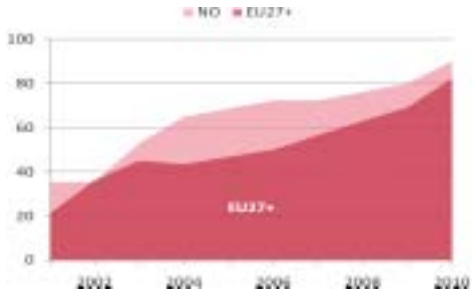


Figure 2: Online sophistication

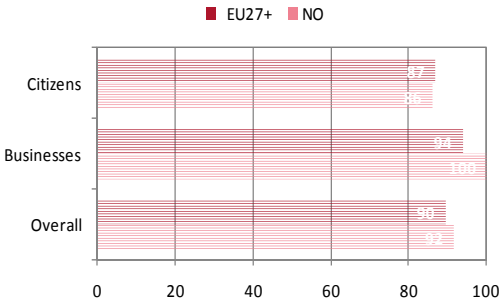


Figure 3a: User experience of services

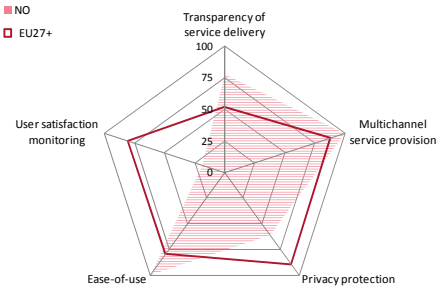


Figure 3b: User experience of portals

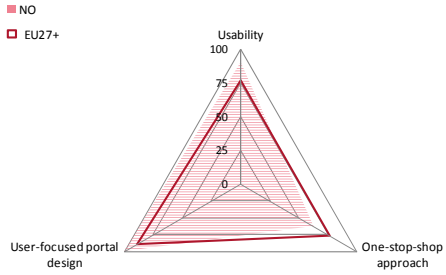
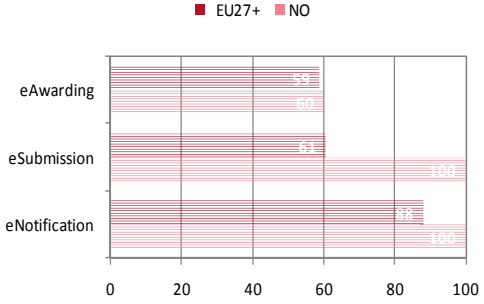


Figure 4: eProcurement pre-award process benchmark by sub phase



Norway

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. All 6 relevant steps for this life event in Norway are provided online through a dedicated Business registration portal (light green shading).
In the life event assessment, it has been noted that these 6 relevant services for Norway are all provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 5 out of 25 steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 8 out of 25 steps are provided online through a dedicated Employment portal (light green shading) in Norway.
The benchmark shows that there is room for progress in 12 out of the 25 relevant services. In fact, 1 service is provided online but is not integrated in the Employment portal (blue shading). In 11 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 10 services) or on any other web site (dark orange; 1 service).
In the life event assessment, it has been noted that 15 out of the 25 relevant services for Norway are provided by the government (marked Gov), whilst 10 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	
Register with compulsory healthcare	
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov+NonGov
Being assisted by a public officer	Gov+NonGov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov+NonGov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov+NonGov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 6 are available in Norway. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Architecture Guidelines and E-Payment.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), E-ID and Single Sign-on can be used to interact with at least two government levels (national, regional and local).
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Norway, there is a legal basis for both the usage of authentic sources and architecture guidelines.
- Open specifications are used at the national, regional and local level.

  The following enablers are not yet in place: E-Safe, Secure e-Delivery and a Catalogue of Horizontal Ena

Switzerland

Country self-assessment

Top 5 eGov strategic priorities:

1. The implementation and Roll out of the SuisseID.
2. Supporting Municipalities in Developing their E-Government Services.
3. Advancing all priority projects of the strategy up to at least the end of the concept phase.
4. Reinforcing collaboration between private and public sector in eGovernment projects.
5. Constitution of an official eGovernment forum of the Cantons.

Success stories: The establishment of a working national governance organization for eGovernment, under the leadership of a steering committee comprising representatives of the highest political levels from the three federal levels.

Best practices:

Digital Identity SuisseID

Online starting a business

Online Voting for Swiss living in foreign Countries

Online Tax Declaration e.g. in the Canton of Berne www.taxme.ch

Key organisational facts

eGov positioning and scope:

eGovernment is positioned as a policy for administrative reform and is part of the Federal Council's Strategy for an Information Society in Switzerland. A Steering Committee of three of the highest-ranking representatives from each of the executive levels of the Confederation, the cantons, and the communes (municipalities) is responsible for the coordinated implementation of the national eGovernment Strategy and for strategic decisions. It is chaired by the Head of the Federal Department of Finance.

Key actors and lines of reporting:

The strategy comprises a catalogue of prioritised projects, each of which is implemented nationwide under the supervision of a project leader organisation. Overall coordination, and reporting towards the Steering Committee, is carried out by a Programme Office (www.egovernment.ch) under the responsibility of the Federal Strategy Unit for IT (www.isb.admin.ch). An advisory board of experts advises the programme office and the steering committee.

Governance and development:

The "Framework Agreement on eGovernment Cooperation in Switzerland", signed by the Confederation and the cantons, defines the formal organisation for the coordinated implementation of the national strategy. Furthermore, various other institutions actively support the national eGovernment Strategy, including the Conference of Government Chancellors, the organisation eCH (which decides on eGovernment standards for Switzerland) and the Swiss IT Conference.

The country in figures

1. Key facts	Switzerland	EU-27
Population (in 1000)	7.786	501.103
GDP per capita in PPS	144 (p)	100
GDP growth (% change of previous year)	-1,9	-4,2
Societal figures		
Unemployment (as % of active pop.)	4.2 (2009)	9,6
Rural population (as % of total pop.)	No data	26,3
% of labour force with tertiary education	29.6	22,8
% of population over the age of 65 years	16,8	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	No data	74
Public sector deficit – balance (as % of GDP)		-6,8

2. Information Society Indicators	Switzerland	EU-27
Overall ICT expenditure (as a % of GDP)	2,9	2,4
% households with broadband connection	77 (2008)	61
% of enterprises with broadband	No data	86
eGovernment usage by individuals (%)	No data	41
eGovernment usage by enterprises (%)	No data	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	18th	/184
EIU Digital Economy	19th (12th)	/70
EIU Digital Economy score	7.72 (8.15)	/10
4. EU Activity		
Participation - Pilot A	epSOS*	

Switzerland

Results

With 70%, Switzerlands' full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Switzerland now ranks 24th out of the 32 measured countries.
The Online sophistication of public services reaches 85% of which sophistication for Business services stands at 88% (compared to 94% for the EU27+) and sophistication for Citizen services is at 83% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0 National	NUTS 3 Kantone / Cantons /	NUTS 5a Main cities	NUTS 5b Gemeinden /
Income taxes	100	40	67		
Job search services	100	75	33		
Social security benefits	75	33	40		
Unemployment benefits	50	50			
Student grants	100	16	40		
Personal documents	70	40	53		
Passports	100	60	68		
Drivers licence	40	20	38		
Car registration	75		47		
Application for building permission	75		47	38	42
Declaration to the police	100	0		26	8
Public libraries	80	80	54	43	24
Birth and marriage certificates	100	50	58		
Enrolment in higher education	100	35			
Announcement of moving	100	25		73	49
Health-related services	25	0			
Social contribution for employees	100	75	52		
Corporate tax	100	50	63		
VAT	50	50			
Registration of a new company	100	100	55		
Submission of data to statistical offices	100	100			
Customs declarations	75	75			
Environment-related permits	80	60	28	9	
Public procurement	100	100			

Switzerlands' eServices score 68% on usability and 90% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 30% (EU+: 52%)
-Multi-Channel service provision: rated at 63% (EU+: 88%)
-Privacy and data protection: rated at 100% (EU+: 90%)
-Ease of use of services: rated at 50% (EU+: 80%)
The examined portals attain 80% on usability, 100% on adequateness of portal design and 91% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Switzerlands' User experience scores are summarized in Figures 3a & b.

eProcurement

Both federal and local contracting authorities have to use the national platform, simap.ch, that provides the entire process from the tender notices to the announcement of contract awards. There are also privately owned platforms specialised in eProcurement services.
Switzerland's visibility indicator is below the EU27+ average. The pre-award indicator is one of the lowest, due to the insufficient availability of eSubmission and eAward services. Besides, eNotification sub-phase has a score above the EU27+ average.

Figure 1: Full online availability

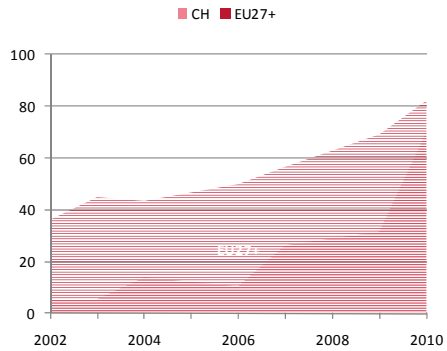


Figure 2: Online sophistication

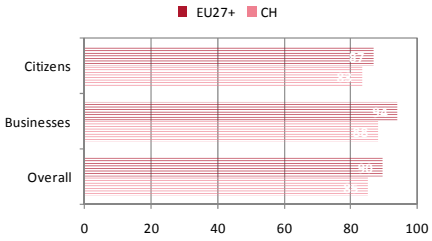


Figure 3a: User experience of services

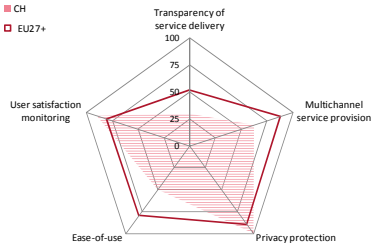


Figure 3b: User experience of portals

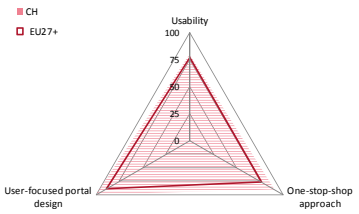
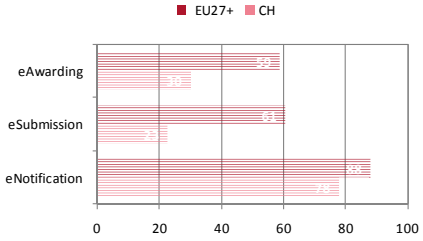


Figure 4: eProcurement pre-award process



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 11 relevant steps are automated in Switzerland (i.e. provided without the applicant having to request them; dark green shading). 5 services are enabled, but through a dedicated portal (light green).

The benchmark shows that there is room for progress in 5 out of the 11 relevant services. In fact, in 2 cases the service is provided online but not through a dedicated portal (blue shading). 3 services are not yet available online but users can find information on it on the dedicated Business registration portal (light orange; 3 services).

In the life event assessment, it has been noted that 10 out of the 11 relevant services for Switzerland are provided by the government (marked Gov), whilst 1 step of the service is provided by the private sector (marked NonGov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 7 out of 24 steps are provided online through a dedicated Employment portal (light green shading) in Switzerland.

The benchmark shows that there is room for progress in 17out of the 24 relevant services. In fact, in 9 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 8 services) or on any other web site (dark orange; 1 services). 8 relevant services are still offline in Switzerland (red shading).

In the life event assessment, it has been noted that all 24 relevant services for Switzerland are provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	Gov
Obtain character reference	Gov
Obtain certificate of no outstanding social security charges	Gov
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	NonGov
Fill in standard form for registration deed	
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	
Register with Trade Register/ Craft Register	
Register with Trade Association/Chamber of Commerce	
Obtain tax identification card/number	Gov
Obtain VAT collector number	Gov
Register with Social Security Office	Gov
Register with mandatory pension insurance	
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov+NonGov
Subscribing to vocational/careers advice	Gov+NonGov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 8 are available in Switzerland. These are: E-ID, Single Sign-On, Authentic Sources, Open Specifications, Secure e-Delivery, Architecture Guidelines, Catalogue of Horizontal Enablers and E-Payment. The only enabler not yet in place is E-Safe.
- Out of those enablers that are typically made available to end users (E-ID, Single Sign-On, E-Payment), only E-ID can be used to interact with at least two government levels (national, regional and local).
- In Switzerland, there is a legal basis for the usage of authentic sources but none for architecture guidelines.

Croatia

Country self-assessment

Top 5 eGov strategic priorities:

1. Implementation of the Croatian Government interoperability framework.
2. Further development of State administration computer network.
3. Project of electronic office.
4. Development of the system for authorization and authentication in eGovernment.
5. Introduction of OIB – permanent identification mark for every Croatian citizen and legal entity registered in the Republic of Croatia.

Success stories:

- Establishment of central government portal "Mojauprava"
- Development of electronic service for company registration in 24 hours
- Adoption of the first Croatian comprehensive e-government strategy for the period 2009-2012.

Best practices:

HITRO.HR – Company Registration
http://www.hitro.hr/

National Information System to Sign in for Higher Education
http://www.postani-student.hr

IMIS (Integrated Maritime Information System)
http://ecrew.pomorstvo.hr/

NCTS Implementation - Upgrade of the National Transit Application
http://www.carina.hr/engindex.htm

Key organisational facts

eGov positioning and scope:

eGovernment has been part of the government's ICT policy eCroatia, and has recently been identified with the eGovernment Strategy 2009-2012 as a specific policy area under responsibility of the Prime Minister.

Key actors and lines of reporting:

Croatia has a dedicated CIO function in the State Secretary in charge of the 'Central Administrative Office for eCroatia' (CAOeC) who reports to the Prime Minister. This Office is responsible for the eCroatia programme, rationalization of the ICT investments and international cooperation.

Governance and development:

Governance is decentralized with some involvement of non-governmental actors through the mixed National Council for the Information Society, which advises the government on issues relating to the development of the Information society as a whole. CAOeC has a supporting role.

Organisational Continuity:

On the proposal of the CAOeC Government of the Republic of Croatia, the Decree on the implementation of Croatian interoperability framework was accepted in June 2010. Within this Decree, the Government of the RoC established the State Administration ICT Council and State Administration ICT Coordination to achieve an interoperability of state ICT systems.

The country in figures

1. Key facts	Croatia	EU-27
Population (in 1000)	4.426	501.103
GDP per capita in PPS	64 (2008)	100
GDP growth (% change of previous year)	-5,8	-4,2
Societal figures		
Unemployment (as % of active pop.)	No data	9,6
Rural population (as % of total pop.)	0,1	26,3
% of labour force with tertiary education	16.3 (2010)	22,8
% of population over the age of 65 years	17,2	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	35,3	74
Public sector deficit – balance (as % of GDP)	-4,1	-6,8

2. Information Society Indicators	Croatia	EU-27
Overall ICT expenditure (as a % of GDP)	No data	2,4
% households with broadband connection	49	61
% of enterprises with broadband	78	86
eGovernment usage by individuals (%)	19	41
eGovernment usage by enterprises (%)	63	75
3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	35th	/184
EIU Digital Economy	Not listed	/70
EIU Digital Economy score	Not listed	/10
4. EU Activity		
Participation - Pilot A	No participation	

Results

With 65%, Croatia's full online availability is below the EU average of 82% (Figure 1). In the full online availability ranking, Croatia now ranks 27th out of the 32 measured countries.

The Online sophistication of public services reaches 78% of which sophistication for Business services stands at 93% (compared to 94% for the EU27+) and sophistication for Citizen services is at 68% (compared to 87% for the EU27+ – see Figure 2).

The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0 National	NUTS 3 Županija	NUTS 5a Main cities	NUTS 5b Gradovi, Općine
Income taxes	80	80			
Job search services	100	100			
Social security benefits	63	63			
Unemployment benefits	50	50			
Child allowances	80	80			
Medical costs	80	80			
Student grants	40	40			
Personal documents	60	60			
Passports	80	80			
Drivers licence	40	40			
Car registration	25	25			
Application for building permission	100	50	36		
Declaration to the police	33	33			
Public libraries	80	60	20	20	8
Birth and marriage certificates	50	25	11		
Enrolment in higher education	75	63			
Announcement of moving	50	50			
Health-related services	100	50			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	40	40	4		
Public procurement	100	100			

Croatia's eServices score 90% on usability and 95% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 41% (EU+: 52%)
-Multi-Channel service provision: rated at 100% (EU+: 88%)
-Privacy and data protection: rated at 94% (EU+: 90%)
-Ease of use of services: rated at 72% (EU+: 80%)
The examined portals attain 50% on usability, 100% on adequateness of portal design and 92% on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Croatia's User experience scores are summarized in Figures 3a & b.

eProcurement

Electronic Public Procurement Classifieds – EPPC - is the national platform and it is managed by Narodne Novine (the Official Gazette); publication of tenders above the threshold of ~10,000€ is mandatory on this platform.The visibility benchmark is 40%, lower than EU27+ average, mainly because of the low visibility for local authorities. Although eNotification is available at 100%, the pre-award process benchmark is far below the EU27+ average and scores 36% because eSubmission and eAward services are unavailable.
The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

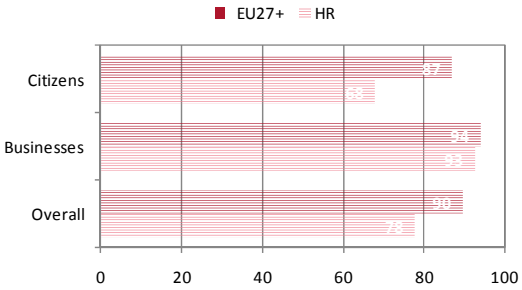


Figure 3a: User experience of services

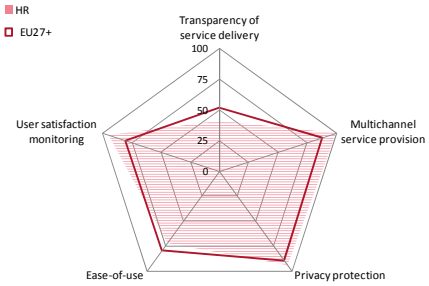


Figure 3b: User experience of portals

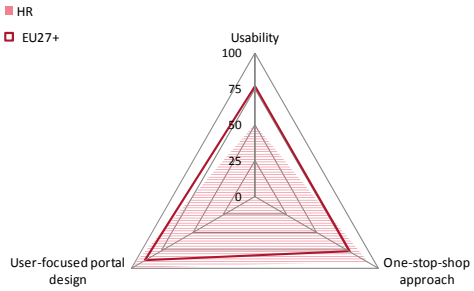
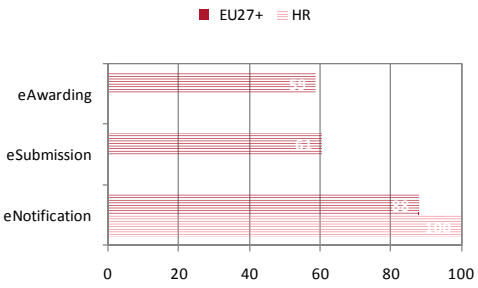


Figure 4: eProcurement pre-award process benchmark by sub phase



Croatia

User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 3 out of 11 steps are automated in Croatia (i.e. provided without the applicant having to request them; dark green shading) and 4 out of 11 steps are provided online through a dedicated Business registration portal (light green shading) in Croatia.

The benchmark shows that there is room for progress in 4 out of the 11 relevant services. In fact, in these 4 cases the service is not yet available online but users can find information on it on the dedicated Business registration portal (light orange shading).

In the life event assessment, it has been noted that the 11 relevant services for Croatia are all provided by the government (marked Gov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	Gov
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	Gov
Register with central/regional/local government	
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	
Publish registration in Official Journal or equivalent	Gov

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 6 out of 26 steps are provided online through a dedicated Employment portal (light green shading) in Croatia.

The benchmark shows that there is room for progress in 20 out of the 26 relevant services. In fact in 16 cases the service is not yet available online but users can find information on it, either on the dedicated Employment portal (light orange; 15 services) or on any other web site (dark orange; 1 service). 4 relevant services are still offline in Croatia (red shading).

In the life event assessment, it has been noted that the 26 relevant services for losing and finding a job in Croatia are provided by the government (marked Gov).

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov
Obtaining information on recruitment fairs	Gov
Being assisted by a public officer	Gov
Doing a job search	Gov
Receiving 'job alerts'	Gov
Setting up a personal space	Gov
Creating and/or posting a CV	Gov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	Gov
Obtaining financial aid for starting up as a self-employed	Gov
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 4 are available in Croatia. These are: E-ID, Authentic Sources, Open Specifications and Architecture Guidelines.
- Monitoring of the usage of these enablers in essence takes place at the national level.
- In Croatia, there is a legal basis for the usage of authentic sources and architecture guidelines.
- Open specifications are used at the national level only.
- The following enablers are not yet in place: E-Safe, Secure e-Delivery, Single Sign-On, Catalogue of Horizontal Enablers and E-Payment

Turkey

Country self-assessment

Top 5 eGov strategic priorities:

1. Coordination of e-government projects in an integrated manner with prioritising information sharing between public agencies.
2. Prioritising common databases, infrastructure and services.
3. Integrated and multi channel public service provision.
4. Reengineering business processes as to ensure reducing administrative and financial burdens, eliminate duplication in investments and ensure interoperability.
5. Highlight the user orientation, user satisfaction, data privacy and protection, participation and transparency.

Success stories: Electronic provision of most of citizen and business services defined in Information Society Strategy of Turkey (2006-2010) has been started.

Moreover, It may be argued that public agencies' perception on e-government has turned from meeting just agency needs to whole of public understanding which pave the way for information sharing and interoperability between public agencies.

Best practices:

Tax services: www.gib.gov.tr

Social Security Premiums: www.sgk.gov.tr

Judiciary SMS Information Services (UYAP)
www.uyap.gov.tr

Prime Ministry Communication Center (BİMER):
http://www.basbakanlik.gov.tr/Forms/Bimer/pBimerMain.aspx

Key organisational facts

eGov positioning and scope:

Responsibility for policy formulation and coordination of implementation regarding transformation of Turkey into information society were delegated to the State Planning Organization (SPO). The SPO established the Information Society Department in February 2003 solely for coordination of the e-Transformation Turkey Project.

Key actors and lines of reporting:

The e-Transformation Turkey Executive Committee that was established by a Prime Ministry Circular in December 2003 and reformed in 2007. This Committee is headed by the Minister of State (the e-Minister) whom SPO is affiliated with and consists of a number of ministers and high level bureaucrats and the Chief Advisor to the Prime Minister. The SPO is in charge of providing secretarial support to the Committee.

Governance and development:

The overall coordination of eGovernment implementation is carried out by the SPO. Besides, to enhance the collaboration and cooperation between public agencies, the Council of Transformation Leaders was established in April 2007. The Council includes a group of selected "e-transformation leaders (the heads of the strategic planning departments of the public agencies)", assigned to direct e-transformation efforts at the policy level in each public agency.
On the other hand, TURKSAT Inc., a publicly owned international satellite and cable operator which is managed under private law, has the duty of establishment and operation of the e-Government Gateway that requires coordination at technical level to be able to integrate services.

The country in figures

1. Key facts	Turkey	EU-27
Population (in 1000)	72.561	501.103
GDP per capita in PPS	47 (2008)	100
GDP growth (% change of previous year)	-4,5	-4,2
Societal figures		
Unemployment (as % of active pop.)	10,5	9,6
Rural population (as % of total pop.)	No data	26,3
% of labour force with tertiary education	10,7	22,8
% of population over the age of 65 years	7	17.2 (2009)
Government financial figures		
General governm. gross debt (as % of GDP)	45,4	74
Public sector deficit – balance (as % of GDP)	-6,7	-6,8

2. Information Society Indicators	Turkey	EU-27
Overall ICT expenditure (as a % of GDP)	0,9	2,4
% households with broadband connection	34	61
% of enterprises with broadband	89	86
eGovernment usage by individuals (%)	11	41
eGovernment usage by enterprises (%)	66	75

3. Positioning International Benchmarks	2010 (2009)	out of
UN e-Government Development Index	69th	/184
EIU Digital Economy	43rd (43rd)	/70
EIU Digital Economy score	5.24 (5.34)	/10

4. EU Activity	
Participation - Pilot A	epSOS*

Turkey

Results

With 89%, Turkey's full online availability is above the EU average of 82% (Figure 1). In the full online availability ranking, Turkey now ranks 17th out of the 32 measured countries.

The Online sophistication of public services reaches 91% of which sophistication for Business services stands at 100% (compared to 94% for the EU27+) and sophistication for Citizen services is at 85% (compared to 87% for the EU27+ – see Figure 2).
The table below contains the online sophistication scores which have been obtained for eServices at the different NUTS Levels.

Services	Country score	Administrative level			
		NUTS 0	NUTS 3	NUTS 4	NUTS 5a
		National	Iller	Ilceler	Main cities
Income taxes	100	100			
Job search services	100	100			
Social security benefits	90	100			
Unemployment benefits	100	100			
Child allowances	60				
Medical costs	100				
Student grants	100	100			
Personal documents	80	100	25		
Passports	100	100			
Drivers licence	60		25		
Car registration	100	100	26		
Application for building permission	25		1	4	7
Declaration to the police	100	100	100		
Public libraries	80	80	4	0	0
Birth and marriage certificates	50	50		9	0
Enrolment in higher education	100	40			
Announcement of moving	100	100			
Health-related services	100	33			
Social contribution for employees	100	100			
Corporate tax	100	100			
VAT	100	100			
Registration of a new company	100	100			
Submission of data to statistical offices	100	100			
Customs declarations	100	100			
Environment-related permits	100	100			
Public procurement	100	100			

Turkey's eServices score 80% on usability and 100% on user satisfaction monitoring (as compared to the EU averages of 79% and 80% respectively). For eServices, usability refers to:
-Transparency of service delivery: rated at 89% (EU+: 52%)
-Multi-Channel service provision: rated at 90% (EU+: 88%)
-Privacy and data protection: rated at 78% (EU+: 90%)
-Ease of use of services: rated at 94% (EU+: 80%)
The examined portals attain 80% on usability, 100% on adequateness of portal design and 100 % on service bundling (as compared to the EU averages of 77%, 89% and 77% respectively).
Turkey's User experience scores are summarized in Figures 3a & b.

eProcurement

Turkey is a new entry of the 2010 eProcurement benchmarking. Turkey runs a centralised policy. An Electronic Public Procurement Platform, Elektronik Kamu Alımları Platformu (EKAP), is available since the end of 2010 and its usage is mandatory for all public authorities. At this time, the platform is still under development and some phases of the eProcurement process will only be available in the upcoming years.For the moment, Turkey is at the bottom of eProcurement benchmark for the surveyed indicators, the visibility one and the pre-award process one.
The sub categories composing this score are shown in Figure 4.

Figure 1: Full online availability

Figure 2: Online sophistication

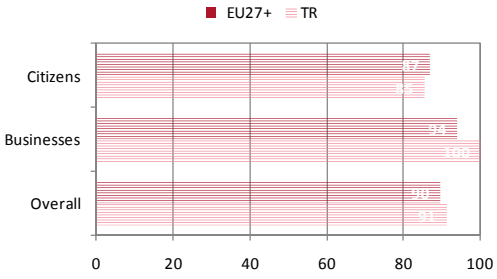


Figure 3a: User experience of services

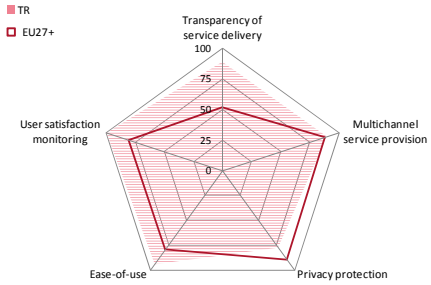


Figure 3b: User experience of portals

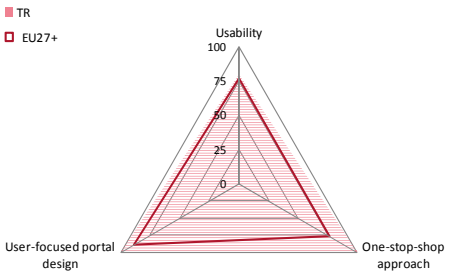
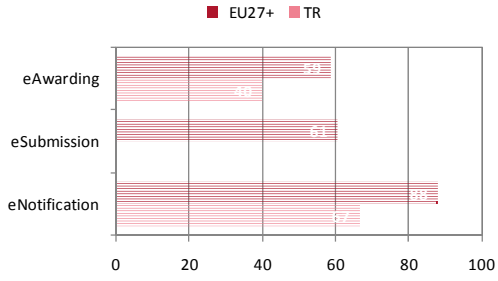


Figure 4: eProcurement pre-award process benchmark by sub phase



User empowerment

The table below illustrates to what extent the Life Event 'Starting Up a Company' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 1 out of 13 relevant steps is automated in Turkey (i.e. provided without the applicant having to request them; dark green shading) and 5 steps are provided online through a dedicated Business registration portal (light green shading) in Turkey.
The benchmark shows that there is room for progress in 7 out of the 13 relevant services. In fact, in 6 cases the service is not yet available online but users can find information on it, either on the dedicated Business registration portal (light orange; 1 service) or on any other web site (dark orange; 5 services). One relevant service is still offline in Turkey (red shading).
In the life event assessment, it has been noted that all13 relevant services for Turkey are provided by the government (marked Gov).

The table below illustrates to what extent the Life Event 'Losing and Finding a Job' has been moved online. The green shadings indicate those elementary services which are fully e-enabled. 2 out of 25 relevant steps are automated (i.e. provided without the applicant having to request them; dark green shading) and 11 steps are provided online through a dedicated Employment portal (light green shading) in Turkey.
The benchmark shows that there is room for progress in 12 out of the 25 relevant services. In fact, 4 services are not yet available online but users can find information on it, on the dedicated Employment portal (light orange shading). 8 relevant services are still offline in Turkey (red shading).
In the life event assessment, it has been noted that 18 out of the 25 relevant services for Turkey are provided by the government (marked Gov), whilst 7 steps are provided through mixed public and private provision (marked Gov+NonGov).

Key services for a Business Start Up Process	
Confirm general management qualifications with	
Confirm activity-specific qualifications with authorities	Gov
Obtain certificate of no outstanding taxes	
Obtain character reference	
Obtain certificate of no outstanding social security charges	
Obtain certificate of no outstanding compulsory	
Obtain certificate from bank of capital deposited	
Fill in standard form for registration deed	Gov
Register company name	Gov
Register domicile of business	Gov
Register with Commercial Court/Court of First Instance or	
Register with central/regional/local government	Gov
Register with Trade Register/ Craft Register	Gov
Register with Trade Association/Chamber of Commerce	Gov
Obtain tax identification card/number	Gov
Obtain VAT collector number	
Register with Social Security Office	Gov
Register with mandatory pension insurance	Gov
Register with compulsory healthcare	Gov
Register with mandatory civil insurance	Gov
Publish registration in Official Journal or equivalent	Gov

Key services for a Citizen Life event: 'loosing and finding a job'	
Registering as unemployed	Gov+NonGov
Registering for unemployment benefits	Gov
Accessing personalized information	Gov
Obtaining labor market information	Gov+NonGov
Obtaining information on recruitment fairs	Gov+NonGov
Being assisted by a public officer	Gov
Doing a job search	Gov+NonGov
Receiving 'job alerts'	Gov+NonGov
Setting up a personal space	Gov+NonGov
Creating and/or posting a CV	Gov+NonGov
Eligibility of the benefits	Gov
Benefits: Understanding what documents are required	Gov
Ensuring continuity of medical insurance	Gov
Ensuring continuity of pension payments	
Obtaining financial aid for starting up as a self-employed	
Obtaining financial aid for receiving contributions to	Gov
Accessing social welfare appeals	Gov
Obtaining a tax refund orany other tax-related benefits	Gov
Subscribing to training and education programmes	Gov
Subscribing to vocational/careers advice	Gov
Obtaining guidance related to housing	Gov
Accessing Debt counselling services	Gov
Accessing health promotion programs	Gov
Obtaining guidance: invalidity, sickness, employm. injuries	Gov
Obtaining a new or renewing a passport	Gov
Applying for a job abroad	Gov
Obtaining the contact details of embassies	Gov

Key enablers

- Out of the 9 measured horizontal enablers, 6 are available in Turkey. These are: Single Sign-On, Authentic Sources, Open Specifications, E-Safe, Secure e-Delivery.and E-Payment.
- In Turkey, there is a legal basis for the usage of authentic sources but none for architecture guidelines.
- The following enablers are not yet in place: E-ID, Architecture Guidelines and a Catalogue of Horizontal enablers.

Annex B Overview sophistication per service

	1 Income taxes		2 Job search services		3 Social security benefits		3.1 Unemployment benefits		3.2 Child allowances		3.3 Medical costs		3.4 Student grants		4 Personal documents		4.1 Passports		4.2 Drivers licence	
AT	100	1	100	1	100	1	100	1	100	1	100	1	100	1	100	1	100	1	100	1
BE	100	1	100	1	94	14	75	21	100	1	100	1	100	1	90	8	80	11	100	1
BG	100	1	100	1	90	16	100	1	80	17	100	1	80	17	20	32	20	32	20	31
CH	100	1	100	1	75	24	50	26	NR	NR	NR	NR	100	1	70	21	100	1	40	26
CY	100	1	100	1	43	31	50	26	40	26	NR	NR	40	29	40	30	40	29	40	26
CZ	80	27	100	1	85	20	100	1	80	17	100	1	60	28	40	30	40	29	40	26
DE	100	1	100	1	100	1	100	1	100	1	NR	NR	100	1	100	1	100	1	100	1
DK	100	1	100	1	100	1	100	1	100	1	100	1	100	1	60	24	60	27	60	19
EE	100	1	100	1	89	18	75	21	100	1	100	1	80	17	100	1	100	1	100	1
EL	100	1	100	1	43	32	50	26	40	26	40	18	40	29	50	28	40	29	60	19
ES	100	1	100	1	93	15	100	1	100	1	NR	NR	80	17	90	8	80	11	100	1
FI	100	1	100	1	100	1	100	1	100	1	100	1	100	1	90	8	80	11	100	1
FR	100	1	100	1	95	11	100	1	100	1	100	1	80	17	90	8	80	11	100	1
HR	80	27	100	1	63	30	50	26	80	17	80	16	40	29	60	24	80	11	40	26
HU	60	32	100	1	70	29	100	1	40	26	40	18	100	1	80	19	100	1	60	19
IE	100	1	100	1	100	1	100	1	100	1	NR	NR	100	1	100	1	100	1	100	1
IS	100	1	100	1	95	11	100	1	100	1	100	1	80	17	50	28	80	11	20	31
IT	100	1	100	1	100	1	100	1	100	1	NR	NR	100	1	90	8	80	11	100	1
LT	100	1	100	1	72	28	75	21	40	26	NR	NR	100	1	70	21	80	11	60	19
LU	100	1	75	32	78	23	50	26	80	17	100	1	80	17	90	8	80	11	100	1
LV	80	27	100	1	78	22	75	21	80	17	NR	NR	80	17	90	8	80	11	100	1
MT	100	1	100	1	100	1	NR	NR	100	1	NR	NR	100	1	100	1	100	1	100	1
NL	100	1	100	1	100	1	100	1	100	1	NR	NR	100	1	90	8	80	11	100	1
NO	100	1	100	1	100	1	100	1	100	1	100	1	100	1	60	24	60	27	60	19
PL	100	1	100	1	75	24	100	1	80	17	80	16	40	29	70	21	80	11	60	19
PT	100	1	100	1	100	1	100	1	100	1	NR	NR	100	1	100	1	100	1	100	1
RO	80	27	100	1	73	27	50	26	40	26	100	1	100	1	60	24	80	11	40	26
SE	100	1	100	1	87	19	100	1	80	17	NR	NR	80	17	90	8	80	11	100	1
SI	100	1	100	1	95	11	100	1	100	1	100	1	80	17	100	1	100	1	100	1
SK	100	1	100	1	74	26	75	21	40	26	100	1	80	17	90	8	80	11	100	1
TR	100	1	100	1	90	16	100	1	60	24	100	1	100	1	80	19	100	1	60	19
UK	80	27	100	1	80	21	100	1	60	24	NR	NR	80	17	90	8	80	11	100	1
Av.	96		99		85		-		-		-		-		78		-		-	

	5 Car registration		6 Application for building permission		7 Declaration to the police		8 Public libraries		9 Birth and marriage certificates		10 Enrolment in higher education		11 Announcement of moving	12 Health-related services		13 Social contribution for employees		14 Corporate tax	
AT	NR	*NR*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	NR	*NR*	100	*1*	100	*1*
BE	100	*1*	50	*24*	100	*1*	100	*1*	100	*1*	75	*29*	100	75	*16*	100	*1*	100	*1*
BG	25	*30*	100	*1*	33	*25*	80	*23*	100	*1*	100	*1*	100	25	*23*	100	*1*	100	*1*
CH	75	*24*	75	*19*	100	*1*	80	*23*	100	*1*	100	*1*	100	25	*23*	100	*1*	100	*1*
CY	100	*1*	50	*24*	33	*25*	80	*23*	50	*23*	100	*1*	25	0	*27*	100	*1*	100	*1*
CZ	75	*24*	100	*1*	100	*1*	100	*1*	50	*23*	100	*1*	25	75	*16*	100	*1*	100	*1*
DE	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	75	NR	*NR*	100	*1*	100	*1*
DK	50	*27*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	NR	*NR*	100	*1*
EE	100	*1*	75	*19*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
EL	100	*1*	50	*24*	33	*25*	60	*32*	100	*1*	50	*32*	50	50	*21*	100	*1*	100	*1*
ES	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	75	*29*	100	100	*1*	100	*1*	100	*1*
FI	100	*1*	100	*1*	100	*1*	100	*1*	50	*23*	100	*1*	100	100	*1*	100	*1*	100	*1*
FR	100	*1*	75	*19*	100	*1*	100	*1*	100	*1*	100	*1*	100	50	*21*	100	*1*	100	*1*
HR	25	*30*	100	*1*	33	*25*	80	*23*	50	*23*	75	*29*	50	100	*1*	100	*1*	100	*1*
HU	100	*1*	0	*32*	NR	*NR*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	75	*31*
IE	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	NR	NR	*NR*	100	*1*	100	*1*
IS	100	*1*	75	*19*	33	*25*	80	*23*	50	*23*	100	*1*	75	75	*16*	100	*1*	100	*1*
IT	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
LT	50	*27*	100	*1*	100	*1*	100	*1*	50	*23*	100	*1*	100	75	*16*	100	*1*	100	*1*
LU	100	*1*	75	*19*	100	*1*	100	*1*	100	*1*	100	*1*	25	NR	*NR*	100	*1*	75	*31*
LV	100	*1*	50	*24*	100	*1*	80	*23*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
MT	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
NL	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	NR	*NR*	100	*1*	100	*1*
NO	100	*1*	100	*1*	100	*1*	100	*1*	50	*23*	100	*1*	100	25	*23*	100	*1*	100	*1*
PL	75	*24*	50	*24*	100	*1*	80	*23*	75	*22*	100	*1*	100	100	*1*	100	*1*	100	*1*
PT	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
RO	100	*1*	50	*24*	33	*25*	80	*23*	0	*32*	100	*1*	50	25	*23*	100	*1*	100	*1*
SE	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
SI	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
SK	50	*27*	50	*24*	33	*25*	100	*1*	50	*23*	100	*1*	50	75	*16*	100	*1*	100	*1*
TR	100	*1*	25	*31*	100	*1*	80	*23*	50	*23*	100	*1*	100	100	*1*	100	*1*	100	*1*
UK	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	NR	100	*1*	100	*1*	100	*1*
Av.	88		80		85		93		82		96		84	77		100		98	

	15		16		17		18		19		20	Res.					
	VAT		Registration of a new company		Submission of data to statistical offices		Customs declarations		Environment-related permits		Public procurement	Av. Citizens		Av. Businesses		Av. TOTAL	
AT	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
BE	100	*1*	100	*1*	100	*1*	100	*1*	60	*21*	100	90	*16*	95	*16*	92	*17*
BG	100	*1*	50	*27*	80	*26*	100	*1*	40	*24*	100	73	*27*	84	*28*	77	*29*
CH	50	*31*	100	*1*	100	*1*	75	*32*	80	*17*	100	83	*23*	88	*25*	85	*22*
CY	100	*1*	50	*27*	100	*1*	100	*1*	40	*24*	100	60	*32*	86	*27*	71	*31*
CZ	100	*1*	100	*1*	80	*26*	100	*1*	80	*17*	100	78	*26*	95	*16*	85	*23*
DE	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	98	*9*	100	*1*	99	*6*
DK	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	93	*14*	100	*1*	95	*14*
EE	100	*1*	100	*1*	80	*26*	100	*1*	100	*1*	100	97	*10*	98	*13*	97	*11*
EL	100	*1*	50	*27*	80	*26*	100	*1*	40	*24*	50	65	*30*	78	*31*	70	*32*
ES	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	97	*11*	100	*1*	98	*8*
FI	100	*1*	100	*1*	100	*1*	100	*1*	80	*17*	100	95	*13*	98	*13*	96	*13*
FR	100	*1*	100	*1*	100	*1*	100	*1*	60	*21*	100	93	*14*	95	*16*	94	*16*
HR	100	*1*	100	*1*	100	*1*	100	*1*	40	*24*	100	68	*29*	93	*21*	78	*28*
HU	50	*31*	100	*1*	100	*1*	100	*1*	60	*21*	25	83	*24*	76	*32*	80	*26*
IE	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
IS	100	*1*	50	*27*	100	*1*	100	*1*	40	*24*	50	78	*25*	80	*30*	79	*27*
IT	100	*1*	100	*1*	80	*26*	100	*1*	100	*1*	100	99	*6*	98	*13*	99	*7*
LT	100	*1*	50	*27*	80	*26*	100	*1*	40	*24*	100	85	*22*	84	*28*	84	*24*
LU	100	*1*	100	*1*	100	*1*	100	*1*	80	*17*	50	86	*19*	88	*25*	87	*21*
LV	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	90	*17*	100	*1*	94	*15*
MT	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
NL	100	*1*	50	*27*	100	*1*	100	*1*	100	*1*	100	99	*7*	94	*19*	97	*12*
NO	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	86	*18*	100	*1*	92	*18*
PL	100	*1*	100	*1*	80	*26*	100	*1*	40	*24*	100	85	*20*	90	*23*	87	*20*
PT	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	100	*1*	100	*1*	100	*1*
RO	100	*1*	75	*26*	100	*1*	100	*1*	40	*24*	100	63	*31*	89	*24*	73	*30*
SE	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	98	*8*	100	*1*	99	*5*
SI	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	50	100	*5*	94	*19*	97	*10*
SK	100	*1*	100	*1*	100	*1*	100	*1*	40	*24*	100	73	*28*	93	*21*	81	*25*
TR	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	85	*20*	100	*1*	91	*19*
UK	100	*1*	100	*1*	100	*1*	100	*1*	100	*1*	100	95	*12*	100	*1*	97	*9*
Av.	97		90		96		99		77		91	**87**		**94**		**90**	

Annex C The Benchmark Methodology

This section provides an overview of the methods used for benchmarking in this report. 20 indicators were used to benchmark the progress of the 32 countries on e-government. A distinction is made between Core and Proof-of-Concept Indicators.

In this annex, each indicator is covered in terms of:

- The methodological framework underlying the indicator
- The unit of analysis
- The measurement sample
- Scoring rules for building the indicator
- The research approach (i.e. data sources and data collection)
- A brief overview explaining the relevance of the indicator for measuring eGovernment progress (in 2010 and beyond)

Core Indicators

Core indicators are metrics which have featured in previous editions already. Their measurement framework is mature and backed by sound experience at the EU level and in Memberstates. The following indicators are considered as 'Core':

***Online sophistication of the 20 basic services**:* The extent to which government services allow for interaction and/or transaction between the administration and citizens or businesses. This measure covers 20 basic public services such as online tax filing, obtaining permits, enrolling in schools and many others.

***Full online* availability of the 20 basic services**: The extent to which there is fully automated and proactive delivery of the 20 key public services. A comparison over time illustrates the speed and extent of convergence in performance in Europe.

User experience: The extent to which the 20 basic eGovernment services are easy to use. This covers aspects of usability, transparency, privacy and multi- channel policy as well as the possibility for users to give feedback on the quality of services to administrations. This assessment was complemented with a qualitative Memberstate survey on related themes: User needs and requirements; User satisfaction.

***Portal sophistication**:* The User experience and portal assessments were complemented with a qualitative Memberstate survey on other User focus-related themes: User needs and requirements; User satisfaction.

***eProcurement visibility**:* showing to what extent potential suppliers can find information and links to eProcurement on contracting authorities' websites

eProcurement availability for the *pre-award phase*: Measuring to what extent the procurement process is e-enabled throughout its pre-award phases from its notification, through requests for proposals to awarding contracts.

Proof-of-concept indicators

Proof-of-Concept indicators are experimental and have been introduced for the first time this year. Measurement is therefore less mature, whereby countries may have experience with the indicator. This year's Proof-of-concept indicators are:

eProcurement availability for the post-award phase: an analysis of eOrdering, eInvoicing and ePayment services provided by eProcurement platforms in the public sector.

The maturity of "life events": customer journeys and related services are benchmarked for:
1. "***Starting up a business***" and
2. "***Losing and finding a job***".

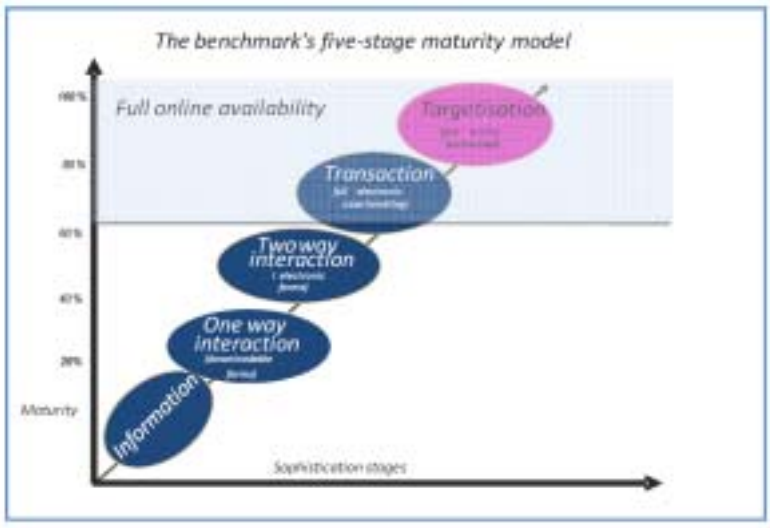
The availability and use of key enablers*:* Assessing what organizational and technical frameworks govern the implementation of back-office building blocks such as eID, authentic sources, interoperability guidelines, the adoption of open standards and Single-Sign-On.
More detailed information on the methods used for benchmarking can be found in the actual Method Paper on which the study is based, see:
http://ec.europa.eu/information_society/eeurope/i2010/docs/benchmarking/eGovernment_Benchmarking_Method_paper_2010.pdf

A. The benchmark's core indicators

1. Online sophistication and Full online availability of the 20 basic services

1.1 The methodological framework underlying the indicator

The five stage maturity model
The indicators 'online sophistication' and 'full online availability' are maintained from previous measurements and once more assessed against the five-stage maturity model in place since 2001. This model reflects how businesses and citizens can interact with public authorities. Governments' service delivery processes are described according to the following stages: (i) information, (ii) one-way interaction, (iii) two-way interaction, (iv) transaction, and finally (v) targetisation. The fourth and fifth stages can be referred to as 'full online availability'. The model is shown in the figure below.



The five-stage maturity model is used to calculate the following indicators:
1. Online sophistication of the 20 basic public services
2. Full online availability of the 20 basic public services

For the first time in the benchmark's history, these indicators are calculated at sub-national NUTS (Nomenclature of Territorial Units for Statistics) levels in addition to the aggregate country level.

1.2 The unit of analysis

The unit of analysis for the Online Sophistication and Full Online Availability indicators are the websites of eGovernment service providers in the 32 benchmarked countries whereby services can be provided by multi-service (e.g. portal) or by specialised provider websites. These websites are assessed against the five-stage maturity model shown above, i.e. examining whether the sites are informational, allow for one or two-way interaction, are transactional or proactively provide certain services.
The survey covers the provision of 12 Citizen and 8 Business Services[88]. These are depicted in the tables below.

Citizen Services
Income taxes
Job search services
Social security benefits • Unemployment benefits • Child allowances • Medical costs • Student grants
Personal documents • Passports • Driver's licence
Car registration
Application for a building permission
Declaration to the police
Public libraries (catalogues, search tools)
(Birth and marriage) Certificates
Enrolment in higher education
Announcement of moving
Health-related services

Business Services
Social contribution for employees
Corporate tax
VAT
Registration of a new company
Submission of data to statistical offices
Customs declaration
Environment-related permits
Public procurement

1.3 Sampling frame

1.3.1 Hypothesis

For the first time, the 20 service metrics have been applied at NUTS (Nomenclature of Territorial Units for Statistics) levels, providing a much more granular picture of eGovernment performance across regional and local administrations in Europe than the previous aggregation of results to the country level and the basic distinction made so far between national, regional and local levels of governments. The correspondence between 'old' government levels used in previous measurements and the NUTS levels newly applied this year is depicted below. For detailed information on the definitions of NUTS Levels as well as, for example, the names of administrative entities in individual countries, please see the dedicated webpages on the Eurostat website: http://epp.eurostat.ec.europa.eu/portal/page/portal/nuts_nomenclature/introduction.

[88] The services Social security benefits and Personal documents cover a set of sub-services as shown in the table.

Governance level used in previous benchmark editions	became	'New' NUTS level (2010 edition)
'Old' national level	**became**	NUTS Level 0 (National level).
'Old' regional level	**became**	NUTS Level 1 (3 to 7 million inhabitants), NUTS Level 2 (800.000 to 3 million inhabitants) and/or NUTS Level 3 (15.000 to 800.000 inhabitants).
'Old' local level	**became**	NUTS Level 3, NUTS Level 4 and/or NUTS Level 5a (capital city and most populated cities together accounting for at least 20% of the country's population) and/or NUTS level 5b (remaining administrative units with a population of above 1000 inhabitants).

In a given country, most of the 20 services are usually supplied by national level (NUTS Level 0) websites made available by ministries or various other specialised public or private institutions. However, a service can also be predominantly supplied at a more local level. Within the framework design of the benchmark, scores at different administrative levels are essentially expected to be independent. The statistical model does however `reward´ connectivity by smaller, peripheral administrative entities to higher-level, usually more competent central entities, a website being positively evaluated for clearly leading to a more competent service provider, usually at a more central level.

It is important to state that whereas the 20 services introduced above may theoretically but not necessarily be provided at any of the administrative levels defined, health (hospital) and education (university) services are assumed to be provided at national level (NUTS Level 0) only. This is due to the fact that individual citizens throughout a country can be supplied by any of these institutions.

1.3.2 Full versus systematic samples

In a given country, the provision of individual services is assessed at distinct administrative levels. The sampling frame for a given NUTS Level consists of all the administrative entities that together make up that level. The elements of this population differ in size, due to their different citizen populations. This factor must be taken into account in the estimation of scores.

Full or otherwise systematic samples are taken from those NUTS-Level populations of websites that are considered to be relevant to research. Sample selection is made proportional to administration size in terms of the population of persons potentially administered, the number of citizens (auxiliary variable). The population statistics used may result from censi performed at different points in time.

In each country, at NUTS Levels 0, all known relevant entities are surveyed. Depending on the structural organisation of the country's administration, data are also collected at subsidiary NUTS Levels. In the special cases of medical and educational services, an exhaustive list of entities is compiled, deemed to be representative of service provision in the country.

Where NUTS Levels 1 or 2 are relevant, all elements of the population are surveyed ('full sample').
Given naturally larger populations of administrative entities at NUTS Levels 3, 4 and 5b, smaller yet representative samples are taken. Here too, populations of administrative entities are heterogeneous, which makes the probability of selection for the sample unequal. In the case of NUTS Level 5a, populations of administrative entities are usually small and all elements are surveyed.

In order to focus closely on eGovernment service provision in large urban areas, a sub-stratum is defined as Level 5a. This consists of the country's largest cities together accounting for at least 20 % of its total citizen population. Defining this sub-stratum enables comparisons between more- and less urban areas.

Depending on which of NUTS Levels 4 and 5 are used as a source of information on largest cities, the entities that have been included in Level 5a are excluded from the sampling population of the source NUTS Level category[89].
Administrative entities with a population of less than 1 000 inhabitants have been excluded from the sampling population at NUTS Level 5b.

1.3.3 Sample size

Administrative units are ordered from large to small in terms of their citizen populations. From a random starting element in the effective sample plan (the corresponding population of inhabitants), a sample of administrative entities of size n is selected at regular intervals.

n (sample size) is given by:

$$n = \frac{NS^2}{N(\sigma)^2 + S^2}$$

$$\left(= \frac{N}{(N-1)\left(\frac{\sigma}{p}\right)^2 + 1} \right)$$

where:

N: population size*
S: sampling variance
σ: standard error (here: 10 %)
p: true population proportion

and:

$$S^2 = \frac{N}{N-1} p(1-p) \quad ,$$

$$\sigma^2 = \frac{1}{n}\left(1 - \frac{n}{N}\right) S^2 \quad .$$

Finite population correction is applied throughout.

[89] In the case of LT and UK, the entities making up Level 5a have been excluded from both Levels 4 and 5. This may imply a slight downward bias in scores yet better comparability if measurements are made at both levels concerned

1.4 Scoring rules

1.4.1 Scoring rules: online sophistication

A specific sophistication model is defined for each of the 20 services (see Method Paper for details).
A sophistication score is calculated for each URL (independently of the related NUTS level).
The exact questionnaire per service, with a description of questions Q1 to Q7, can be found in the Method Paper.

	Stage 1 (20%)	Stage 2 (40%)	Stage 3 (60%)	Stage 4 (80%)	Stage 5 (100%)
Income taxes	Q2 = 1	Q2 = 1 and Q3 = 1	Q2 = 1 and Q4 = 1	Q2 = 1 and Q5 = 1	Q2=1 and Q7=1
Child allowances					
Medical costs					
Student grants					
Submission of data to statistical offices					
Passports					
Environment-related permits					Q2=1 and Q5=1 and Q7=1
Public libraries					
Drivers licence				N/A	Q2=1 and Q7=1

	Stage 1 (25%)	Stage 2 (50%)	Stage 3 (75%)	Stage 4 (100%)
Car registration	Q2=1	Q2=1 and Q3=1	Q2=1 and Q4=1	Q2=1 and Q6=1
Health-related services				
Job search services				Q2=1 and Q5=1
Unemployment benefits				
Application for building permission				
Birth and marriage certificates				
Enrolment in higher education				
Announcement of moving				
Social contribution for employees				
Corporate tax				
VAT				
Registration of a new company				
Customs declarations				
Public procurement				

	Stage 1 (33%)	Stage 2 (67%)	Stage 3 (100%)
Declaration to the police	Q2=1	Q2=1 and Q3=1	Q2=1 and Q4=1

As an example the stages for the services Income Taxes, Public Libraries and Car Registration are shown in the table below, together with related questions in the web survey.

Sophistication Model Income Taxes	
Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Q1	Are Both a description of the organization and contact information (eg. E-mail, physical address or telephone number) available on the website?
Stage 1	The information necessary to declare income taxes of an employee is available on a publicly accessible website managed by the service provider.
Q2	Is information available about the procedures, rules or necessary steps that a citizen needs to take in order to declare labour income tax?
Stage 2	The service provider offers the possibility to obtain the paper form to declare income taxes of an employee in a non electronic way.
Q3	Is at least one downloadable or printable official form available on the website to start the procedure to declare labour income tax?
Stage 3	The service provider offers the possibility of an electronic intake with an official electronic form to declare income taxes of an employee.
Q4	Is at least one official electronic form available on the website to electronically start the procedure to declare labour income tax?
Stage 4	The service provider offers the possibility to completely treat the declaration of income taxes of an employee via the website. No other formal procedure is necessary for the applicant via “paperwork”.
Q5	Does the website offer full electronic case handling of the procedure to declare labour income tax (incl. decision

	notification, delivery and/or payment)?
Stage 5	The income tax declaration is automatically delivered or is pre-filled with all relevant data that, in conformance with data protection regulations, the agency providing the service already knows about the employee.
Q7	Is the service/are allowances automatically granted or pre-filled with relevant data, without the user having to make a formal request?

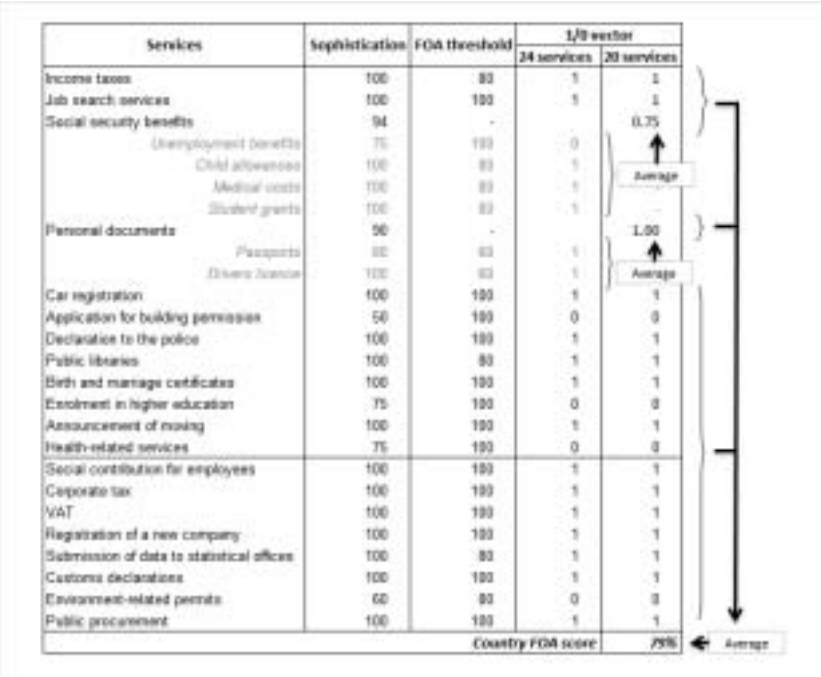
Sophistication Model Public Libraries	
Stage 0	The service provider or the administrative responsible level does not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Q1	Are both a description of the organization and contact information (eg. E-mail, physical address or telephone number) available on the website?
Stage 1	The information necessary to start the procedure to consult the catalogues of a public library to obtain a specific information carrier is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Q2	Is information available about the procedures, rules or necessary steps that a citizen needs to take in order to obtain a specific information carrier (eg book, CD)?
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to consult the catalogues of a public library to obtain a specific title in a non electronic way.
Q3	Is at least one downloadable or printable official form available on the website to obtain a specific information carrier (eg. book, CD)?
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to search for a specific information carrier (book, CD…).
Q4	Is at least one official electronic form available on the website to obtain a specific information carrier (eg. book, CD)?
Stage 4	The service provider offers the possibility to search for a specific title (book, CD…) and to make an electronic reservation or to obtain an electronic copy.
Q5	Does the website offer full electronic case handling of the delivery of a specific information carrier (also by post)?
Stage 5	The service provider offers the possibility to warn the customer of new arrivals of specific information carriers.
Q7	Does the service provider offer the possibility to warn the customer of new arrivals of specific information carriers? This needs to be a push service, providing information which is adapted to the customer's profile.

Sophistication Model Car Registration	
Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Q1	Are both a description of the organization and contact information (eg. E-mail, physical address or telephone number) available on the website?
Stage 1	The information necessary to register a new, used or imported car is available on a publicly accessible website managed by the service provider.
Q2	Is information available about the procedures, rules or necessary steps that a citizen or business needs to take in order to register a new, used or imported car?
Stage 2	The service provider offers the possibility to obtain the paper form to register a new, used or imported car in a non electronic way.
Q3	Is at least one downloadable or printable official form available on the website to register a new, used or imported car?
Stage 3	The service provider offers the possibility of an electronic intake with an official electronic form to register a new, used or imported car.
Q4	Is at least one official electronic form available on the website to electronically start the procedure to register a new, used or imported car?
Stage 4a	The service provider offers the possibility to completely treat the registration of new, used or imported cars via the website. Case handling, decision and delivery of a standard procedure to register a new, used or imported car can completely be treated via the web. No other formal procedure is necessary for the applicant via "paperwork".
Q5	Does the website offer full electronic case handling of the procedure to register a new, used, or imported car (incl. decision notification, delivery and/or payment)?
Stage 4b	Registration of a new, used or imported car is possible through a one-stop "shop", possibly an intermediary, such as for instance an insurance broker, a website, a car dealer, …
Q6	Does an electronic intermediary system exist whereby the citizen does not interact directly with the government but where the intermediary has his/her own dedicated e-channel to register a new, used or imported car?

1.4.2 Scoring rules: Full online availability

A further indicator, Full online availability, is derived from the preceding section, which evaluates the quality of eGovernment service provision in a country, across the representative basket of 20 services. A set of thresholds (see below) was defined to evaluate the full online availability of services at country level.

Citizen	Income taxes	80
	Job search services	100
	Social security benefits	-
	Unemployment benefits	100
	Child allowances	80
	Medical costs	80
	Student grants	80
	Personal documents	-
	Passports	60
	Drivers licence	60
	Car registration	100
	Application for building permission	100
	Declaration to the police	100
	Public libraries	80
	Birth and marriage certificates	100
	Enrolment in higher education	100
	Announcement of moving	100
	Health-related services	100
Business	Social contribution for employees	100
	Corporate tax	100
	VAT	100
	Registration of a new company	100
	Submission of data to statistical offices	80
	Customs declarations	100
	Environment-related permits	80
	Public procurement	100



Services	Sophistication	FOA threshold	1/0 vector	
			24 services	20 services
Income taxes	100	80	1	1
Job search services	100	100	1	1
Social security benefits	94	-		0.75
Unemployment benefits	75	100	0	
Child allowances	100	80	1	
Medical costs	100	80	1	
Student grants	100	80	1	
Personal documents	50	-		1.00
Passports	80	60	1	
Drivers licence	100	60	1	
Car registration	100	100	1	1
Application for building permission	50	100	0	0
Declaration to the police	100	100	1	1
Public libraries	100	80	1	1
Birth and marriage certificates	100	100	1	1
Enrolment in higher education	75	100	0	0
Announcement of moving	100	100	1	1
Health-related services	75	100	0	0
Social contribution for employees	100	100	1	1
Corporate tax	100	100	1	1
VAT	100	100	1	1
Registration of a new company	100	100	1	1
Submission of data to statistical offices	100	80	1	1
Customs declarations	100	100	1	1
Environment-related permits	60	80	0	0
Public procurement	100	100	1	1
		Country FOA score		75%

The scoring sophistication computed per service and individual NUTS level (see section above-left) are compared to these predefined thresholds. In case a service score is above or equal to the related threshold, a Full online availability score of '1' is attributed to the service. In case a score is lower than this threshold, a score of '0' is obtained. The average of these 1/0 vector provides the country's Full Online Availability score (above-right for a computed example).

1.4.3 Scoring at NUTS Levels

Scores at individual NUTS level are calculated in four main ways depending especially on the NUTS Level concerned. These four computation methods are summarized in the following table.

Administrative Level	Main Calculation Method	Explanation
Country Score	$S = \max_i(S_i)$	Maximum score obtained among all i URLs (all Levels, and independently of NUTS Level; method as in past years)
National Portal		
NUTS Level 0	$S = f\left(\max_j(Q_j)\right)$	Score calculated (for that level, on all URLs concerned) using the best reply to individual questions
NUTS Level 1		
NUTS Level 2 (and 5a)	$S = \sum_i^n w_i S_i$	Average of URL scores weighted by the populations they represent
NUTS Level 3		
NUTS Level 4	$S = \frac{1}{n}\sum_i^n S_i$	Unweighted average calculated on self-weighting sample of URL scores of size **n**
NUTS Level 5b		

As an exception, the scores for the services 'Student grants', 'Enrolment in higher education' and 'Health-related services' are calculated using the fourth method (un-weighted average).

1.5 Research approach (data sources and data collection)

The measurement involves assessing more than 10,000 websites at national, regional and local levels across the 32 participating European countries. The measurement is executed by a multi-lingual team of external, independent researchers. The selection of websites is based on input provided by countries and/or based on random samples in the case of higher NUTS levels. The results are validated by each country. The results are categorized by customer type, service cluster and the like to enable further analysis and presentation of results.

1.6 Relevance of the indicator

Over the past ten years, the benchmark has contributed to gaining an in-depth understanding as well as rich experience in benchmarking the availability of eGovernment services, making the benchmark become a reference measure for eGovernment supply in Europe. Many countries have already reached the maximum levels of sophistication for the 20 services measured, illustrating that Europe has largely succeeded in putting basic public services online. Other countries still have room for growth and can use the benchmark to continue prioritizing their key services and close the gap.

In brief, the Online Sophistication and Full Online Availability benchmarks:

- Allow for statistically robust comparison over time, since 2001.
- Illustrate progress towards full online availability of eGovernment service delivery and convergence in performance. Room for improvement remains for certain countries and services.
- Continue forming the benchmark's 'core pillar' though the metric's importance is fading out gradually.

2. eProcurement visibility

2.1 The methodological framework underlying the indicator

In 2010 the eProcurement Visibility Benchmark has been implemented as follows:

- The indicator calculation method and data collection approach remain unchanged
- Starting from the sample used in 2009, in the initial landscaping phase, the Memberstates were asked to approve or, where necessary, to integrate the Authorities sample
- The institutional framework for eProcurement was also verified in the landscaping phase, starting from the profiles compiled in the 2009 report. Memberstate representatives were asked to provide feedback and to validate the mapping of mandatory and non mandatory platforms presented in the 2009 report.

The analysts visited the official websites of the contracting authorities sample to check the availability of items summarized in the table below.

Item	Description
Publication of general information on public procurement	General information about the public procurement made available on the contracting authority websites
Publication of notices to official electronic notice boards	Availability of an official electronic notice board on the Authority websites where the procurement notices are made publicly available, or link to a website publishing contract notices
Availability of eProcurement services	Availability of a link to a web page providing eProcurement services, that is interactive services part of the eProcurement process. The web page may be part of the Contracting Authority website or external (eProcurement specialized service provider or platform).

2.2 The unit of analysis

The unit of analysis are the web sites of Contracting Authorities.

2.3 Sampling frame

The Contracting Authorities sample consisted of a comparable sample (and fair partition) of Central websites URLs and Federal/ Regional/ Local Authorities websites URLs for each of the 32 examined countries.

The representativeness of the sample was based on the following criteria:

a. Institutional representativeness: the sample includes a selection of authorities from the following levels of government:

i. National (representatives of ministries or national agencies)

ii. Regional or Federal states

iii. Local (city governments, head of provinces or regions)

b. Size: for each level of government, the procurement authorities should be the largest ones (in terms of employees for ministries, or in terms of population of the geographic areas that they govern), in descending order.

c. The proportion of national, regional/state and local procurement authorities in the sample list was validated in the landscape phase by the Memberstate representatives, and is related to the balance of procurement flows.

In 2010, 791 websites were examined, divided in 367 Central websites and 424 Federal/ Regional/ Local Authorities websites. The total number of procurement authorities to be indicated for each country was 50 or 30 or 20 or 10, depending on the population size.

2.4 Scoring rules

The Memberstates were asked to validate the scores assigned to the 3 questions of the eProcurement visibility indicator as indicated in the following table. The majority of Memberstates approved the score distribution, so that the 2009 and 2010 indicators are comparable. The contracting authority website score is calculated on a scale from 0 up to 100, depending on the answers to the following questions.

	Question	Score
1.1	**Does this website contain information about public procurement?**	Yes = 10, No = 0
1.2	**Does this website publish procurement notices (call for tenders, contract notices, licences) or provide a link to a website publishing procurement notices?**	Yes = 20, No = 0
1.3	**Does this authority provide eprocurement services (excluding the publication of procurement notices indicated in question 2)? (either directly, or through a link)**	Yes = 70; No = 0, if the country does not have a mandatory national platform No = 40, If the country has a mandatory national platform

The Country score has been calculated as the average of the authorities' scores. The EU score is calculated as the average of the Countries' scores.

- Ranking Indicator 0-100% by country
- Ranking Indicator 0-100% by country, split by government tier (national authorities vs federal/regional/ local)
- Mapping of eProcurement institutional arrangements, as inputs to the country reports

2.5 Research approach (data sources and data collection)

The assessment was done through external web research.

2.6 Relevance of the indicator

The eProcurement visibility indicator

- Provides the only comparable information about the level of visibility and availability of eProcurement in Europe, from a contracting authorities perspective.
- Allows for follow up on the Manchester target: 100% of procurement available online until 2010.

3. eProcurement Process availability (pre-award)

3.1 The methodological framework underlying the indicator

The pre- award sub-phases considered in the methodological framework for the eProcurement Process availability (pre-award) indicator are presented in the table below.

Macro-phase	Sub-phase	Definition
1. Pre-Award	1.1 eNotification	Electronic publishing of the public calls for tender, contract notices, contract award notices and other relevant documents of public procurement
	1.2 eTendering	Preparation and submission of electronic tenders and/or organization and implementation of electronic markets
	1.3 eAwarding	Electronic evaluation and awarding of the contract, including framework contracts and eAuctions

The next table illustrates which research questions correspond to the above phases and sub-phases.

eNotification		
1.1	**Does your organization publish procurement notices?**	Publication on the platform of procurement notices of any kind (contract notices, contract award notices, prior notices, and others)
1.2	**Can suppliers identify their areas of interest?**	The potential suppliers can select and mark on the platform website their areas of interest
1.3	**Can suppliers register online?**	Possibility for the suppliers to register themselves online to the website
1.4	**Can supplier register to receive email alterts?**	Possibilty for the suppliers to receive email alerts about forthcoming calls and notices of their interests
1.5	**Can suppliers access and download procurement documents 24/7 without need of human intermediation?**	Availability of procurement documents with automatic 24/7 access (no need of human intermediation)
eSubmission		
1.6	**Can the supplier compile forms describing its profile and interests?**	Availability of automated description forms allowing the supplier to profile itself and its competences, areas of interest, main characteristics.
1.7	**Can suppliers submit bids/tenders electronically in a secure way?**	Possibility to submit tenders electronically in a secure way, authenticated and protected through e-signature or other appropriate technical solutions. i.e. tender is prepared on suppliers site and uploaded to the platform site, or prepared on the platform site.
1.8	**Can suppliers revise and update their bids/tenders before the official deadline?**	Possibility for the tenderer to recall, revise and update his submission before the official deadline
	Can suppliers provide certificates and attestations online?	Availability of systems permitting certificates etc to be provided via electronic means (eg Virtual Company Dossier)
1.9	**Are tenders stored in a secure and protected way?**	Protection of the e-tenders until the opening date, in a secure and protected way
1.10	**Are there remote communication channels enabling Q&A sessions with the bidders (e.g. eMail, chat. Audio, videoconferencing)**	Availability of online communication channels (email, chat, audio/ videoconferencing) to carry out Q&A sessions between the eProcurement operator and the bidders. The service should allow structured and secured interactions respecting the rules of the public procurement process (e.g. insuring that all potential bidders participate in equal terms)
	Are there online assistance and user help services?	Existence of specific user help services, finalized to the assistance of the supplier for the preparation of the online tender (not the generic website navigation user help tools).
eAwarding		

1.11	**Is information about awarded contracts published online?**	The website publishes the contracts awarded and their winner.
1.12	**Are there procedures for the automatic and secure opening of tenders?**	Automatic and secure procedures allowing opening of the bids documents in a pre-defined order respecting the rules of public procurement (for example, administrative and identification documentation first to check eligibility before examination of the technical proposal)
1.13	**Are there procedures for the automated evaluation of bids?**	Availability of automated evaluation processes of bids allowing the production of ranking and short-lists of potential winners, based on objective (quantitative) parameters.
1.14	**Does your organization provide eAuctions services, enabling competition on price between potential suppliers?**	Availability of tools to carry out real-time price competitions

3.2 The unit of analysis

The unit of analysis are dedicated eProcurement platforms identified by the contractor and/or in collaboration with Member State representatives and in-country eProcurement web managers.

3.3 Sampling frame

Member states received from the contractor a pre-compiled form which they were asked to validate and (if necessary) update the sample of eProcurement Platforms developed in 2009. They were also asked to provide the contact details of the platform managers. Actually, in almost all the platforms, the contact details were provided by the contractor.

The 2010 sample finally included:

- the national eProcurement platform
- the main federal/ regional/ local platforms

The starting point was the sample of eProcurement platforms developed with the 2009 survey. In 2009 vertical platforms (healthcare and social services especially) emerging from the survey were excluded, because it had been decided to focus only on Government authorities. In 2010, additional platforms were not excluded in order to extend the coverage of the assessment.

3.4 Scoring rules

The indicator design in large remained the same as in 2009, a 0 to 100% indicator based on the availability of elementary services.

- Platform indicator: for each platform, the pre-award indicator was calculated at the sub-phase level and as the average of the sub-phases. The score of each sub-phase was weighted, based on the number of elementary services included and their level of priority (with services of priority 1 weighting more). The weighting of the sub-phases is indicated below.

- Country pre-award Indicator: the country indicator was calculated as the average of the Platforms pre-award indicators.
- EU level pre-award indicator. The indicator is the average of the country indicators.

Based on the Member State and DG Markt observations, we introduced a classification of elementary services. The services with level of priority 1 (indispensable for a basic functionality of the process) receive a double score compared to the services with level of priority 2 (providing additional personalization and sophistication). In this way the basic availability of services is privileged but platforms providing a more

advanced service receive a higher score. The below table presents the elementary services by priority and the relative score for each service.

Sub-phase	N. of elementary services (of which priority 1)	Sub-phase weight
eNotification	5(4)	36%
eSubmission	7(3)	44%
eAwarding	4 (1)	20%
Total		100%

The above leads to an output of:

- Ranking Indicator 0-100% by country
- Ranking Indicator 0-100% by sub-phase (eNotification, eTendering, eAwarding)

3.5 Research approach (data sources and data collection)

The data for the whole process were collected through a questionnaire survey addressed to the eProcurement platform managers (instead of collecting data via a web survey). 67 valid interviews were collected. For the sake of quality control, the contractor carried out checks of a random subsample of 12 questionnaires (20% of the sample) asking the webmanagers to send screenshots confirming their positive answers of available services.

- The questionnaire is a closed questionnaire based on binary questions (availability yes or no), which was sent to the platform managers. The questionnaire was in English with an introduction explaining the goals of the survey. The Memberstates' representatives had full visibility and control of the web-masters survey-process and had the opportunity to see the results of the process. The contractor had the responsibility to solicit answers from the webmanagers and to make sure that the answers represent the country context. There was no fixed minimum number of eProcurement Platforms in the country sample: the sample may include only 1 or 2 platforms, depending on the country. The contractor had to complete the webmanagers' contact details for the sample, since Memberstates' representatives did not have all of them available.

- Five Memberstates managed the webmanagers' survey directly: in this case, the questionnaire was sent to the Memberstates representative; the Memberstates representative sent the questionnaire to a sample of platforms in his/her country and then he/she sent it back duly compiled to the contractor. These countries were: Denmark, Spain, Ireland, Italy and Portugal. The contractor verified these surveys through the quality check on a questionnaire from each of these countries.

The questionnaire for the webmanagers included three sections:
1) Organisation profile: this section asked information about contact details followed by information on the mission and organization of the platform
2) Pre-award process: this section was based on closed questions about the availability (yes-no) of elementary services constituting the process. The main pre-award phases and sub-phases remain the same as in 2009, but the questions about the elementary services were revised on the basis of last year's experience, also with the input of DG Markt suggestions.
3) Post-award process: the questionnaire included a number of questions on the post-award process. Since the post-award process is the object of the proof-of-concept indicator, it will be explained in the next paragraph.

3.6 Relevance of the indicator

The eProcurement process (pre-award) indicator:

- Assesses the main eProcurement pre-award Process elementary services by sub-phase.
- Measures the level of availability of the main sub-phases of the eProcurement process and was measured for the first time in 2009. The eProcurement process is sub-divided into two main phases:
  - pre-award (before the award of the contract, subdivided into 3 sub-phases) and
  - post-award (after the award of the contract, subdivided into 3 sub-phases).

4. User focus (combining user needs, experience and satisfaction)

4.1 The methodological framework underlying the indicator

The theme User focus comprises a set of assessments to capture the user-centricity and usability of eGovernment services in Europe. These are:

1. User experience of 20 services websites- indicator: a web survey assessment against 5 key criteria of service providers and subsequent normalisation and weighting of results. The output is a ranking indicator by country rating the User experience of 20 services websites.

2. Portal sophistication- indicator: a websurvey assessment of 3 key criteria of portal providers and subsequent normalisation and weighting of results. The output is a ranking indicator by country, rating the User experience of main portals.

3. Complementary qualitative assessment: country survey on related themes: a) User needs and requirements; b) User satisfaction.

4.1.1 User experience of 20 services websites

This indicator assesses the usability of 20 services websites as well as the extent to which they allow for monitoring user satisfaction. The indicator has two sub-dimensions, Usability and User Satisfaction Monitoring.

(i) Usability of 20 services websites

The umbrella term 'Usability' covers aspects of Transparency, Multi-Channel service delivery, Privacy and Data Protection, and Ease of use of the service. The actual research questions used to assess these aspects are shown in the table below. Not all research questions apply to all services of the 20 services basket (see column 'Services considered' in the table).

Theme		Web survey question	Services considered
Transparency (front-office)	**Q8**	During the course of the service, is progress tracked? (yes/no binary scoring)	Income tax Building permission Enrolment in higher education Announcement of moving Social contributions Corporate tax VAT Customs registration Environment-related permits
	Q9	During the course of the service, can you save work done as a draft (i.e. could you return to your draft work tomorrow)? (yes/no binary scoring)	
	Q10	Does the site communicate expectations on how long the entire process is estimated to take? (yes/no binary scoring)	
Multi-Channel service delivery	**Q11**	Are there alternative delivery channels mentioned on the website (in support of the service)? E.g. call centre, email …Excluded are classic paper-based channels. (yes/no binary scoring)	All services
Privacy & Data protection	**Q12**	Is there a privacy statement on the website? (yes/no binary scoring)	All services
Ease of use of the service			
Support & Help	**Q13**	Is there a Frequently-Asked-Question (FAQ) section? (yes/no binary scoring)	Income tax Building permission Enrolment in higher education Announcement of moving Social contributions Corporate tax VAT Customs registration Environment-related permits
	Q14 & Q15	b) Is a demo (any type: click-through demo, online video, downloadable manual explaining the steps the user has to take,…) of the service available? (yes/no binary scoring) (OR) c) Is there a live support functionality 'click to chat' available on the website? (yes/no binary scoring) *The web survey is conducted using all of the above questions (for information purposes). In the scoring, the second and third question are merged as OR options.*	
Attaching documents (no scoring, qualitative assessment only)	**Q16**	Is it necessary to attach documents to the application/request?	Income tax Building permission Enrolment in higher education Announcement of moving Social contributions Corporate tax VAT Customs registration Environment-related permits
	Q17	Is it possible, if appropriate, to attach documents on the site?	
	Q18	Is it explained where required documents can be obtained from?	
	Q19	Does the site summarize documents to upload?	
	Q20	Are already uploaded documents visible/listed to the user?	

(ii) User Satisfaction Monitoring

The question on User Satisfaction Monitoring is displayed in the table below.

Theme		Web survey question	
User Satisfaction Surveys	**Q21**	Are user feedback mechanisms in place (e.g. web-based user satisfaction survey, complaints/ideas box, not 'contact details' only)?	All services

4.1.2 Portal sophistication

This indicator is meant to identify the most mature, user-centric and personalized portals that provide direct access to a wide range of eGovernment services. The indicator is composed of the following sub-indicators/measurement dimensions: the availability of the 20 services through the portal (i.e. the extent of

service-bundling), User-focused portal design and Usability. The actual web survey questions are shown in the table below.

(i) One stop shop approach - Availability of 20 online services through main portals

	Theme	Web survey question
1.6	**Availability of 20 services**	Deducted from generic questionnaire. In the list of URLs, the national/regional/business/citizen/other portals will be added.

(ii) User focused portal design

Based on Memberstate comments, no more distinction will be made between segmenting according to themes and target groups.

	Theme	Web survey question
1.7	**By theme**	Two questions merged into: a) Does the portal show a list of themes or 'life events' on the front page (e.g. mothering, building a house)? Or: b) Does the portal show a list of target groups (e.g. parents, job seekers, enterprises)? (yes/no binary scoring)

(iii) Usability of portals

	Theme	Web survey question
1.8	**Service catalogue**	Is a catalogue of available services provided on the portal, indicating the list of eGovernmental services available to businesses and/or citizens? (yes/no binary scoring)
1.9	**Multilingual interface**	Cascade question: a) Is the portal available in multiple languages? (yes/no binary scoring) b) Is the portal available in all official languages of the country? (yes/no binary scoring) c) Is the portal available in languages other than the official languages of the country? (no scoring; Web researchers were requested to qualitatively comment on the extent to which translations are available).
1.10	**Mailing lists/RSS feeds**	Can users subscribe to a mailing list or an RSS feed? (yes/no binary scoring)
1.11	**Personalization/ Mypage functionality**	Is there a personalized/reserved space on the site for which a user can register? (yes/no binary scoring)
1.12	**User search**	a) Is there a possibility to search the site (basic search engine)? (yes/no binary scoring) b) Are advanced search options available? (yes/no binary scoring)

4.1.3 Qualitative assessment: user needs and requirements and user satisfaction

For the themes 'user needs and requirements' and 'user satisfaction', participating countries were requested to provide relevant documentation. The outcome of this information collection has served the purpose of developing an insight part of the report. Findings are presented in clusters and mappings.

The term 'user needs and requirements' refers to involving users in the design and development of eGovernment service offerings before they are made available and/or amended. This means looking at:

- What methods are being used for needs identification: What process and criteria are used to identify and address user needs? How often is this done, is it regularly planned or event-driven? And what extent of population is covered (users – non users / engaged – unengaged, proportion and representativeness)? Who generally carries out the analyses (external providers, public officers,..)?

- What criteria and processes are used to identify and segment users? E.g.
  - By government tier?
  - By geographical area?
  - By government department?
  - Asking the users themselves? ('bottom up' through users providing or volunteering input)
  - By demographics (age, profession, educational level, gender)?

- Coordination and consolidation: Are user analyses and methods coordinated across government (both horizontally and vertically)? To what extent is this achieved (none – coordinated – harmonised)? Are user needs and insights consolidated across government (both horizontally and vertically)?

- Feedback into policy cycle: How regularly are data reported on? Since when have they been tracked? Who are they reported to? How are results being fed back into the policy process?

'User satisfaction monitoring' looks at how users can give feedback on services after usage. This means evaluating the following topics:

- Why do countries measure eGovernment satisfaction: to support agenda setting and obtain focus, to prepare and select implementation options, to evaluate progress, to justify investments,…?

- What methods are being used for monitoring user satisfaction:
  - online (Pop-up surveys, Impact Measurements from Portal & Websites, Online Feedback Forms)
  - offline (eGovernment visitor evaluation, Phone Surveys/Interviews, Household/Business Surveys, Focus Groups, Ethnographic Work, Usability Testing)
  - Third Party & Non-governmental Monitoring (Research Reports and Surveys)

- What indicators of user satisfaction are countries measuring: time saved, ease of use, error tolerance, likeliness to return to online channel, …?

- Do countries have specific websites where business and/or citizens can offer suggestions and/or complaints about public services?

- Feedback into policy cycle: How regularly are the indicators reported on? Since when have they been tracked? Who are they reported to? How are results being fed back into the policy process?

4.2 The unit of analysis

For the ranking indicators 'User experience of 20 services websites' and 'Portal sophistication', the unit of analysis are the 20 services websites and major eGovernment portals of the 32 benchmarked countries.

4.3 Sampling frame

The sample for the User experience indicator of the 20 services websites covers 30% of all URLs used in the Online Sophistication and Full Online Availability assessments. As regards the 20 services' user experience assessment, all websites at 'national' level have been taken. Websites at other NUTS levels have been random-sampled applying the same statistical approach as the one used for the 20 services sampling.
The assessment of the national portal(s) considers up to five portals (provided by the Memberstates).

4.4 Scoring rules

4.4.1 User experience of 20 services websites

For each URL (independently of the related NUTS level), six indicators have been calculated for this User experience indicator: five sub-indicators (transparency, multi-channel, privacy and data protection, ease of use, user satisfaction) and the composite indicator 'user experience'. The scoring rules applied are displayed below.

	Sub-indicators					User experience
	S1. Transparency	S2. Multi - Channel	S3. Privacy & Data protection	S4. Ease of use of the service	S5. User Satisfaction	
Income taxes	(Q8 + Q9 + Q10)/3	Q11	Q12	MAX[(Q13+Q14)/2; (Q13+Q15)/2]	Q21	[(S1+S2+S3+S4)/4]*0.8+S5*0.2
Application for building permission						
Enrolment in higher education						
Announcement of moving						
Social contribution for employees						
Corporate tax						
VAT						
Customs declarations						
Environment-related permits						
Job search services	N/A			N/A		[(S2+S3)/2]*0.8+S5*0.2
Unemployment benefits						
Child allowances						
Medical costs						
Student grants						
Passports						
Drivers licence						
Car registration						
Declaration to the police						
Public libraries						
Birth and marriage certificates						
Health-related services						
Registration of a new company						
Submission of data to statistical offices						
Public procurement						

4.4.2 Portal sophistication

For each portal sophistication score three indicators have been calculated: One-stop-shop Approach, User-focused portal design and usability. The portal sophistication scoring is calculated on a scale from 0 up to 100. The scoring rules applied are displayed below.

		Value	Range
One-Stop-Shop Approach	Total number of National services	x1	[1;24]
	Number of Services available on National Portals	x2	[0;24] with x2<=x1
	SCORE1	100*(x1/x2)	[0;100]
User-focused portal design	Does the portal show a list of themes or 'life events' on the front page (e.g. mothering, building a house)?	x1	{No=0;Yes=1}
	Does the portal show a list of target groups (e.g. parents, job seekers, enterprises)?	x2	{No=0;Yes=1}
	SCORE2	100*Max(x1;x2)	{0;100}
Usability	Is a catalogue of available services provided on the portal, indicating the list of eGovernmental services available to businesses and/or citizens?	x1	{No=0;Yes=1}
	Is the portal available in multiple languages? (yes/no binary scoring)	x2	{No=0;Yes=1}
	Is the portal available in all official languages of the country? (yes/no binary scoring)	x3	{No=0;Yes=1}
	Can users subscribe to a mailing list or an RSS feed? (yes/no binary scoring)	x4	{No=0;Yes=1}
	Is there a personalized/reserved space on the site for which a user can register? (yes/no)	x5	{No=0;Yes=1}
	Is there a possibility to search the site (basic search engine)? (yes/no binary scoring)	x6	{No=0;Yes=1}
	Are advanced search options available? (yes/no binary scoring)	x7	{No=0;Yes=1}
	SCORE3	(100*(x1+x4+x5)+50*(x2+x3+x6+x7))/5	[0;100]
Portal composite	SCORE	0.25*(SCORE1+SCORE2)+0.5*SCORE3	[0;100]

4.5 Research approach (data sources and data collection)

Data has been gathered through an external web survey carried out by independent web researchers.

4.6 Relevance of the indicator

The User focus assessment benchmarks core-features which contribute to the usability and user -friendliness of eGovernment and identifies good practices in terms of user centric, user driven eGovernment.
Schematically speaking, the examined themes describe how governments take into consideration users at different points in the policy cycle: user needs and requirements guide the design and development phases of eGovernment, user experience describes fulfillment during usage whilst satisfaction is typically assessed as an ex post phenomenon.

B. The benchmark's proof-of-concept indicators

1. eProcurement Process availability (post-award)

1.1 The methodological framework underlying the indicator

This indicator was calculated as a Proof of Concept Indicator in order to check the suitability of the measurement approach, gather information about the regulatory context and institutional arrangements of the post-award process by the Member States, and prepare the ground for next year measurement, taking into account the heterogeneity of Member States situations. This indicator is presented only at the EU27+ aggregate level because of its still experimental nature.

The indicator does not measure the availability of the post-award macro-phase but it does measure the availability of the post-award macro-phase provided by the Procurement platforms. There are three post-award subphases:

Macro-phase	Sub-phase	Definition
2. Post-Award	2.1 eOrdering	Electronic submission of orders managed by the eProcurement Platform and integrated with the eProcurement process
	2.2 eInvoicing	Electronic issue and validation of invoices managed by the eProcurement Platform and integrated within the eProcurement process
	2.3 ePayment	Electronic payment and validation managed by the eProcurement Platform and integrated within the eProcurement process

The next table illustrates which research questions correspond to the above phases and sub-phases.

eOrdering		
1.1	**Can buyers order online from eCatalogues?**	Possibility to order online from eCatalogues managed by the eProcurement platform and structured according to the type of procurement, the product/services prices, characteristics, and delivery modes.
1.2	**Can buyers order online?**	Availability of online ordering processes managed through the eProcurement platform, enabling a complete transaction between buyer and supplier
1.3	**Is there an Electronic Market for the interaction of buyers and sellers?**	Availability of an electronic market hosted by the eprocurement platform, for the online interaction between buyers and suppliers (and/or of a Dynamic Purchasing System)
eInvoicing		
1.4	**Does your organization provide e.-invoicing services on behalf of the buyers?**	Availability of einvoicing services managed by the eProcurement platform, as a facilitator, on behalf of the supplier towards the contracting authority. This excludes the simple delivery of invoices by email, without any integration with accounting and invoicing systems.
1.5	**Does your organization provide services of validation of e-invoices on behalf of the buyers?**	Availability of secure processes managed by the eProcurement Platform for the respect of legal requirements of authenticity, integrity of content, non-repudiation and storage of einvoices

ePayment		
1.6	**Does your organization provide e-payment services on behalf of the buyer?**	Availability of online payment services, managed by the eProcurement Platform on behalf of the Contracting Authority and integrated with the eProcurement process
1.7	**Does your organization provide ePayment validation and security services on behalf of the buyers?**	Availability of secure processes managed by the eProcurement Platform insuring the respect of requirements of authenticity of origin, integrity of content, non-repudiation and storage of epayments

1.2 The unit of analysis

The unit of analysis are dedicated eProcurement platforms identified by the contractor and/or in collaboration with Member State representatives and in-country eProcurement web managers.

1.3 Sampling frame

The starting point was the sample of eProcurement platforms developed with the 2009 survey, since we proposed to measure the post-award macro-phase that is managed by an eProcurement platform and therefore integrated with the pre-award macro-phase. The same sample developed for the pre-award phase was used. eProcurement platforms specialised in specific subphases were considered as special cases and they were included into the sample in the case where they integrate their activities with another platform focusing on another specific subphase.

1.4 Scoring rules

1.4.1 Indicator calculation

- Calculation of platform indicator: for each platform, the post award indicator was calculated at the subphase level and as the average of the subphases. The score of each subphase was weighted, based on the number of elementary services included and their level of priority (with services of priority 1 weighting more). The weighting of the subphases is indicated below.

- Calculation of Country post-award Indicator: the country indicator was calculated as the average of the Platforms post-award indicators.

- Calculation of EU level post-award indicator: the indicator is the average of the country indicators, global and by subphase. Only this last indicator is presented in the report.

1.4.2 Indicator weighting

Based on the Member State and DG Markt observations, we introduced a classification of elementary services. The services with level of priority 1 (indispensable for a basic functionality of the process) received a double score compared to the services with level of priority 2 (providing additional personalization and sophistication). In this way the basic availability of services is privileged but platforms providing a more advanced services receive a higher score. The following table presents the elementary services by priority and the relative score for each service.

SubPhase	N. of elementary services (of which priority 1)	Subphase weight
eOrdering	3(1)	33
eInvoicing	2(2)	33
ePayment	2(2)	33
Total		**100**

1.4.3 Outputs

The calculation has the following outputs:

- Indicator 0-100% of post-award subphase availability at EU27+ level
- EU-wide information gathering on post-award value chain
- Overview of eInvoicing and ePayment regulation and institutional arrangements

1.5 Research approach (data sources and data collection)

The data for the post-award process were collected through a questionnaire survey addressed to the same sample of eProcurement platform web managers used for the pre-award macrophase. The data collection and quality controls were carried out in the same way. The Questionnaire structure was similar, based on closed questions with binary answers about the availability of elementary services.

The survey as such was the same as for the pre-award indicator concerning the development and validation of the sample of eProcurement platforms. In addition the following question was asked:

- Is there a regulation in your country concerning the adoption of post-award online services such as e-ordering, einvoicing and e-payments by public contracting authorities? Can you provide a reference to this legislation and describe briefly its indications?

Unfortunately this question received only a limited number of answers providing limited evidence.

The questionnaire for the web managers is based on closed questions about the availability (yes-no) of elementary services constituting the post-award process. The main post-award phases and subphases remained the same, but the questions about the elementary services were revised on the basis of last year's experience. The post-award process sub phases (eordering, einvoicing and epayment) have been redefined. Specifically, we made clear that the scope of the measurement concerns only the elementary services enabled by the eProcurement Platforms and integrated with the eProcurement process. Therefore we are not measuring the availability of einvoicing or epayment processes by public authorities in general, since the sample includes only eProcurement platforms, not authorities.

1.6 Relevance of the indicator

This indicator:

- Gathers qualitative data on the main eProcurement post-award Process elementary services by sub-phase and Platforms offering

2. Life Event Measurement (business and citizens)

2.1 The methodological framework underlying the indicator

The Life Event assessment benchmarks two life events.

1. For Businesses: the Life Event of Starting Up a Company

2. For Citizens: the Life Event of Losing and Finding a Job

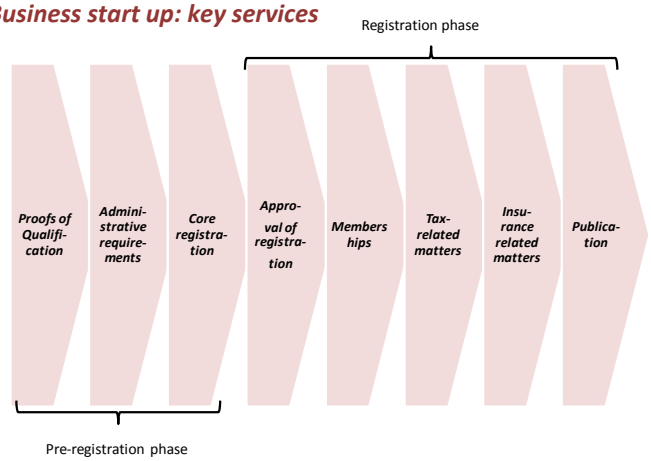
The Business Life Event has been measured in two ways:
i) Firstly, by considering 21 process steps through the journey of business start up. These relate to, and take to more detail, a number of the 20 basic services. The measurement was done over the national (or regional) Point of Single Contact (PSC) nominated website(s) and included regional and city websites. A process model was defined for this year's benchmark, summarizing the registration process in 2 phases (preregistration and registration) and 8 groups of processes.
ii) Secondly, by carrying out an independent expert evaluation as regards the user experience of the Company Start Up websites.

The Citizen Life Event has been measured by considering 27 process steps through the journey of losing and finding a job. These relate to, and take to more detail, a number of the 20 basic services. Starting point for the assessment were the websites of Public Employment Services of the 32 benchmarked countries. No expert evaluation as been carried out for this Life Event.

2.1.1 Life Event Starting Up a Company

For the life event of setting up a business, a process model was defined for this year's benchmark, summarizing the registration process in 2 phases (preregistration and registration) and 8 groups of processes. These are shown in the figure below.

Business start up: key services



The model focuses on mandatory activities (registering the business entity and obtaining sector or activity specific licenses) whilst discretionary (i.e. non-mandatory) activities a prudent entrepreneur typically undertakes, such as developing a business plan and obtaining finance, have been kept out-of-scope this year.

The process model presented on in the previous figure has been further detailed into the following elementary services:

Business Start Up Process: key services	
Pre-Registration Sub Phases	
1	**Proofs of Qualification**
1.1	**Confirm general management qualifications with authorities.** In certain European countries, but not all, it is required that entrepreneurs provide proof of more general managerial qualifications when starting up a business. This can include providing proof of general administrative and financial management and/or accounting skills.
1.2	**Confirm activity-specific qualifications with authorities.** Activity –specific skills relate to a specific profession. This service refers to proving (through a diploma for example) that the entrepreneur is capable of and trained to carry out a specific profession.
2	**Administrative requirements**
2.1	**Obtain certificate of no outstanding taxes** This service refers to obtaining a certificate which proves that the entrepreneur has paid all his taxes.
2.2	**Obtain character reference** This service refers to obtaining a certificate of good conduct, proving that the entrepreneur has not been convicted for unlawful acts.
2.3	**Obtain certificate of no outstanding social security charges** This service refers to obtaining a certificate which proves that the entrepreneur has paid all his social security charges.
2.4	**Obtain certificate of no outstanding compulsory healthcare** This service refers to obtaining a certificate which proves that the entrepreneur has paid all his compulsory healthcare charges.
2.5	**Obtain certificate from bank of capital deposited** This service refers to obtaining a certificate which proves that the entrepreneur has paid the start-up capital required to start up the company.
Registration Sub Phases	
3	**Basic registration**
3.1	**Fill in standard form for registration deed** This service refers to filing in a generic business registration form, in its broadest sense.
3.2	**Register company name** This service ensures that the entrepreneur obtains the company name he is seeking.
3.3	**Register domicile of business** This service refers to registering the company's address.
4	**Approval of registration**
4.1	**Register with Commercial Court/Court of First Instance or equivalent** This service refers to registration with courts.
4.2	**Register with central/regional/local government** This service refers to registration with government (all levels: ministries, municipal governments, etc.).
4.3	**Register with Trade Register/ Craft Register** This service refers to registration in public registers.
5	**Memberships**
5.1	**Register with Trade Association/Chamber of Commerce** This service refers to registration with chambers of trade, commerce and/or industry.
6	**Tax-related matters**

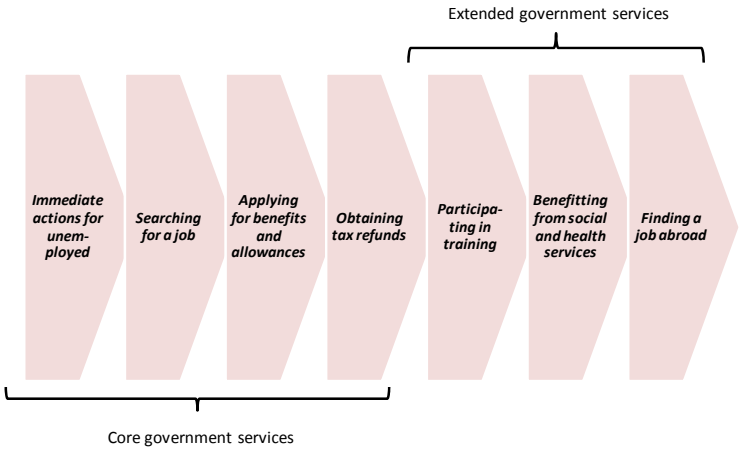
6.1	**Obtain tax identification card/number** This service refers to tax payer registration numbers.
6.2	**Obtain VAT collector number** This service refers to VAT numbers.
7	**Insurance-related matters**
7.1	**Register with Social Security Office** This service refers to registering with Social Security.
7.2	**Register with mandatory pension insurance** This service refers to signing up for mandatory pension insurance.
7.3	**Register with compulsory healthcare** This service refers to signing up for compulsory healthcare.
7.4	**Register with mandatory civil insurance** This service refers to subscribing to a mandatory civil insurance, e.g. for employers' liability.
8	**Publication**
8.1	**Publish registration in Official Journal or equivalent** This service is often automated in EU countries. It refers to publishing key information on the newly set up company in the Official Journal.

2.1.2 Life Event Losing and Finding a Job

The citizens Life event followed the same methodology as the one detailed above for the Business Life event. The 2010 benchmark included both the services government and private actors are providing to job seekers. Services offered can range from guidance to providing direct financial and job search support. The steps an individual undertakes when leaving his company (finding out whether he is entitled to severance pay, unused vacation; requesting references, sample work etc.) were excluded from the measurement.

A mapping was defined for this year's benchmark, summarizing the services commonly requested in 2 groups (core and extended government services) and 7 subgroups. These are shown in the figure below.

Loosing and finding a job: key services



The process model presented in the above figure has been further detailed into the following elementary services:

Life event 'loosing and finding a job': key services	
Core government services	
1	**Immediate actions for unemployed**
1.1	**Registering as unemployed**
1.2	**Registering for unemployment benefits**
1.3	**Accessing personalized information** I.e. consulting how much benefits the job seeker is entitled to and how long for
2	**Searching for a job**
2.1	**Obtaining labor market information** I.e. obtaining information on vacancies and/or skills needs
2.2	**Obtaining information on recruitment fairs**
2.3	**Being assisted by a public officer**
2.4	**Job search** I.e. searching vacancies data bases
2.5	**Receiving 'job alerts'** I.e. automatically receiving job offers matching the job seeker's profile
2.6	**Setting up a personal space** I.e. registering and setting up a 'myprofile'
2.7	**Creating and/or posting a CV**
3	**Applying for additional benefits and allowances**
3.1	**Understanding what benefits the job seeker is eligible for** I.e. accessing a listing of benefits that the job seeker is eligible for
3.2	**Understanding what documents are required when applying for benefits** I.e. accessing a listing of documents required to obtain the benefit**s**
3.3	**Ensuring continuity of medical insurance**
3.4	**Ensuring continuity of pension payments**
3.5	**Obtaining financial aid for starting up as a self-employed**
3.6	**Obtaining financial aid for receiving contributions to insolvency funds** (this applies to job seekers who were self-employed and whose previous business has gone bankrupt)
3.7	**Accessing social welfare appeals** I.e. taking steps in case the job seeker feels he/she has been wrongly refused a social welfare benefit
4	**Obtaining tax refunds**
4.1	**Obtaining a tax refund orany other tax-related benefits**
Extended government services	
5	**Participating in training programs**
5.1	**Subscribing to training and education programmes** This refers to specific technical skills/competencies/qualifications

5.2	**Subscribing to vocational/careers advice** This refers to soft skills/competencies such as time keeping, personal presentation, communication, CV writing, application and interview performance
6	**Benefitting from social and health services**
6.1	**Obtaining guidance related to housing** Guidance can for example cover rent supplements, applying for community housing, contact details of housing associations, legal advice,…
6.2	**Accessing Debt counselling services**
6.3	**Accessing health promotion programs** This can cover medical checks, health or fitness programs,…
6.4	**Obtaining guidance in case of invalidity, sickness, employment injuries**
7	**Finding a job abroad**
7.1	**Obtaining a new or renewing a passport**
7.2	**Applying for a job abroad**
7.3	**Obtaining the contact details of embassies**

2.2 The unit of analysis

As regards the unit of analysis for the Business Life Event, it consisted of Points-of-Single Contact (POSC) and/or Business Registration Portals for each of the 32 examined countries. The sites pre-compiled on http://ec.europa.eu/internal_market/eu-go/index_en.htm have been taken as the starting point for research and Member States were requested to validate and advise differently where needed.

As regards the unit of analysis for the Citizen Life Event, the sample has been constituted of national (and sub-national, depending on country's governance structure) websites of Public Employment Agencies and/or other portals specialized in employment. The homepages of Member States' National Public Employment services were identified through http://ec.europa.eu/social/main.jsp?catId=585&langId=en and submitted to Memberstate representatives for validation.

2.3 Sampling frame

All 32 benchmarked countries dispose of centralized platforms for the Life Events examined, with the notable exception of Germany where a random sample of five Länder has been taken.

2.4 Scoring rules

For each elementary service, it was assessed whether the service is:
• Mandatory for an entrepreneur wishing to start up an individual enterprise (this criteria only applies to the Business Life Event) or Relevant (i.e. of value-add) to job seekers (this criteria only applies to the Citizen Life Event)
• Available online at the information level: this means that information about the service is available online. Information refers to a textual description on a website. One example is a website that describes how to obtain a tax identification number or a website that describes how to register as a job seeker.
• Available online at the service level: this means that the service can be requested and is delivered online. One example is a website that allows the future entrepreneur to apply for and obtain a tax registration number online or a website that allows to actually register as a job seeker.
• Available via the portal. This means that the service is available through a dedicated Business Start Up or Employment portal.
• Automated. This means that the service is automatically delivered without the applicant having to request it. A popular example is the publication of registration in the Official Journal which is often automatically proceeded to by government, without the entrepreneur having to request it.

• Made available by the private sector (i.e. a non-governmental provider). One example is the confirmation of deposited start-up capital which is commonly issued by banks or training courses to job seekers which in some Memberstates are provided by the private sector.
For the Business Life Event, a first set of questions concerned national businesses (e.g. a Belgian entrepreneur starting up a company in Belgium). A second set of questions concerned non-national (foreign) EU businesses (e.g. a Slovene entrepreneur starting up a company in Belgium). No such distinction has been made for the Citizen Life Event.

Consequently, the process has been reported back in terms of:

1. Total number of procedural steps (marking services provided by the private sector)
2. Number and/or proportion of steps on which information is available online
3. Number and proportion of steps available online
4. Number and proportion of steps available through dedicated Life Event portals
5. Number and proportion of automated steps

Visually, colors have been attributed to highlight the extent of online provision. This is reflected in the color scheme below.

• Automated service provision
• Online service provision via a dedicated Life Event portal
• Online service provision but not via a dedicated Life Event portal
• Online provision of information via a dedicated Life Event portal
• Online provision of information but not via a dedicated Life Event portal
• Offline

2.5 Research approach (data sources and data collection)

The process measurements were done based on data collected through a questionnaire survey addressed to webmanagers of Company Registration and Public Employment Service portals (instead of collecting data via a web survey). For the business Life Event, an independent expert evaluation has been carried out to judge upon the online user experience, based on a time-boxed scenario. These findings were normalised across experts.

2.6 Relevance of the indicator

The life events approach assesses how eGovernment services are bundled. This means that a series of related services and processes are processed under one umbrella measurement framework instead of measuring single services in an isolated manner. Besides service bundling, the benchmark provides important indications on the maturity of Life Event service offerings, the involvement of the private sector in delivering Life Events and cross-border service provision and provides a selection of good practices for learning across participating countries.

3. Horizontal enablers

3.1 The methodological framework underlying the indicator

The assessment of horizontal enablers quantitatively and qualitatively maps the i) availability, ii) usage and iii) monitoring of horizontal enablers in Member States to obtain a high-level overview of the state-of-play of horizontal enablers in Europe. In addition, the assessment depicts critical success factors and barriers related to implementing enablers.

3.2 The unit of analysis

The following fundamental IT enablers have been examined this year: Electronic identification (eID), Single Sign On (SSO), Authentic Sources, Electronic Safe, Secure and Formal Delivery (eDelivery), Open Specifications, Architecture, Guidelines, Catalogues of Horizontal Enablers and Electronic Payment (ePayment). A detailed description of these enablers can be found in chapter 6 of this report.

3.3 Sampling frame

Not applicable

3.4 Scoring rules

For this benchmark, emphasis has been put on qualitative analysis and distilling learning from the data gathered. This explains why the report mainly presents relatively disaggregate survey responses and qualitative findings instead of aggregating data into more synthetic indicators and quantifying results. Where aggregates have been calculated, these come in the form of clusters, e.g.

- At the country or EU level (illustrating the most and least wide-spread enablers for example)
- Grouping the most popular critical success factors and barriers

3.5 Research approach (data sources and data collection)

Information was collected through the Member State survey i.e. a structured self-assessment survey completed by all participating countries.

3.6 Relevance of the indicator

The mid-term ambition of the back office measurement was to:

- Take stock of what kind of enablers are in place or are being implemented in Member States
- Map the availability, monitoring activity and where feasible, usage of key back-office enablers
- Explain governance, organizational, technical and policy frameworks governing horizontal enablers
- Illustrate key success factors and barriers for the usage of enablers
- Capture which of the enablers can be re-used across borders (e.g. from the EC's Large Scale Pilots like Stork/SPOCS/Peppol but also from best practices within Member States)
- Demonstrate the benefits of horizontal enablers (to governments, businesses and citizens)
- Encourage learning through document sharing and a bibliography