Vehicle Registration and The Supply of Online Public Services

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A study of the current state of the art in EReg member states

(Topic Group VI)

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EReg

ASSOCIATION OF EUROPEAN VEHICLE AND DRIVER REGISTRATION AUTHORITIES

TRANSPORT STYRELSEN

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1. Introduction

In connection with the Ereg Annual Conference 2008, it was decided to start a number of Topic Groups each with a different thematic focus and with the broad participation of members. This report presents the results from Topic Group VI – Vehicle registration procedures/vehicle registration to the Internet.

Usage of Internet and e-services can provide powerful support for both citizen and business-focused development of this activity. Apart from relieving authorities from the burden of large costs in the gathering and registering of information, the possibility to improve the quality of the register is also created. The quality of the register is a matter of accessibility to and reliability of information and its up-to-dateness.

With well-developed e-services, citizens and businesses can submit and obtain access to information easily, around the clock, and all the year round. Handling times can be shortened substantially. The reliability of information will be promoted since there won't be any intermediaries between the submission of information and the receiving register. The more operators there are that handle information, the greater the risk that it will become distorted. If the registration of information can also be submitted in dialogue with the content in the register (interactive), reliability can be further benefitted. Up-to-dateness is improved by in principle having the ability for information to be immediately updated on the register instead of e.g. being transported via paper documents in a comparatively sluggish postal delivery system.

To bring about a well-developed infrastructure of e-services is not without its problems. The costs of introducing the infrastructure are often underestimated, there are problems concerning security and identification of the one submitting information, legal systems must be adapted, or with regard to integrity issues must be further clarified. The extent of Internet penetration is also an important factor that has to be considered.

Traditional submission of information via post together with the associated data processing required costs a great deal in comparison with the submission of information via e-services. There are studies that point out that traditional submission of information costs authorities 15 times as much as submitting information via interactive e-services. The opportunities for authorities to steer the submission of information towards a more cost effective Internet approach is often limited by the requirement that the register should be accessible on equivalent terms for all members of the society. Authorities often do not have the same opportunities, like e.g. exposing banks to competition that steer the submission of information to more cost effective channels via fees/charges, since such a strategy would risk treating some groups in society unfairly. This can possibly explain why progress towards

greater usage of e-services has proceeded more sluggishly within the public sector compared with the private sector.

There were around 229 million registered private cars in EReg's membership countries in 2007[1]. During one year around 30 million new vehicles are registered and approximately just as many are deregistered. The number of changes of ownership registered amounted to around 70 million in one year. In addition there were 10's of millions of orders of documents and forms and other types of notifications or enquiries. The potential of well-developed e-services is clearly enormous.

The report is the first more ambitious attempt to give an account of the choice of online public services for the member states. The field is in a state of very rapid development and there are sound reasons for following this by repeating study in a few years. Several countries have very ambitious plans to introduce or increase the choice of online public services. The European Union has taken a number of initiatives to drive development and it carries out regular follow ups of how the work of member countries is proceeding.

Örebro 27 July 2009

Lars Carlsson
Chairman Topic Group VI

Swedish Transport Agency
The Traffic Registry

[1] EU Statistical pocketbook 2009 (ISSN 1725-1095)

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2. Objective, scope and method

The task of Topic Group VI is, according to The Format Action Plan (see Appendix), to

a) carry out a survey of national strategies/policies and ambitions related to eGovernment

b) carry out a survey of what the registration authorities have achieved in this area on the specific subject of vehicle registration

The term eGovernment is usually described in the following way[2]:

eGovernment refers to the use of internet technology as a platform for exchanging information, providing services and transacting with citizens, businesses, and other arms of government. The most important anticipated benefits of eGovernment include improved efficiency, convenience, and better accessibility of public services.

The primary delivery models of interest are Government-to-Citizen (G2C), Government-to-Business (G2B) and Government-to-Government (G2G). Within each of these interaction domains, four kinds of activities take place:

- pushing information over the Internet, e.g.: regulatory services, general holidays, public hearing schedules, issue briefs, notifications, etc.
- two-way communications between the agency and the citizen, a business, or another government agency. In this model, users can engage in dialogue with agencies and post problems, comments, or requests to the agency.
- conducting transactions, e.g.: lodging tax returns, applying for services and grants.
- governance, e.g.: online polling, voting, and campaigning.

The starting point for the Topic Group has been the certainty that a large part of the administration is still performed in a traditional way i.e. the exchange of information between citizens/businesses and the authority is done through paper documents.

To obtain an understanding of the national strategies, we have gathered information about them through the European Commission's web pages, www.eupractice.eu. Here there are current factsheets about the different member countries and their strategies related to eGovernement.

In order to gather information about what the different member states in EReg have brought about within this area, the Topic Group sent out a questionnaire via e-mail to all member states.

[2] http://en.wikipedia.org/wiki/Egovernment

The questionnaire aimed to gather information about every e-service. The questionnaire was divided into three subjects;

- *Classification of the services*: The area of vehicle registration which the service is in is indicated here. This subject division follows the same structure as that which is used in the report, The Vehicle Chain in Europe (RDW).
- *Functionality:* In this section questions are answered related to the e-service's basic functions.
- *Usage*: Questions are answered here related to the usage of e-services and to what extent they have been marketed.

The member countries were also given the opportunity to provide details about successful examples of a service or a concept within the area. The aim is to spread good examples.

The questionnaire was sent to all 25 member states within the Ereg community of which a total of 21 responded. This gave a response rate of 84 %.

The Topic Group has had a conference in Stockholm on 30-31 October 2008. In addition to this conference, information and discussion were conducted via e-mail.

3. eGovernment strategies and European ambitions

Information and Communication Technology (ICT) is becoming more and more significant in our everyday lives. The development and the spreading of the Internet have made it possible for citizens to get access to more information than ever before. Business becomes more efficient and innovative through the creative usage of ICT. Businesses and citizens interact online, buy and sell goods and services.

One consequence of this development is that citizens and businesses also demand more of public administrations. They want to have services that are designed according to their own needs which place pressure on the authorities. Increased transparency, greater efficiency and improved access are demands that authorities face. In this context, the focus will be to end up with eGovernment as a means to meet this development.

Development has also been supported by the European Commission. The Commission has designed several programmes to promote the exchange of information between different public administrations like e.g. IDA and IDABC. One other initiative is "i2010 - A European Information Society for growth and employment" which is a framework to develop the information community through usage of ICT for public services. The link to this initiative has also been taken from the ”i2010 eGovernment Action Plan” that aims to support the development towards the provision of user-orientated public services on the Internet. The plan has five prioritised areas:

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

2. *Making efficiency and effectiveness a reality*: significantly contributing to high user satisfaction, transparency and accountability, and a lighter administrative burden

3. *Implementing high-impact key services for citizens and businesses*: by 2010, 100% electronic availability of public procurement with 50% actual usage, and agreements on cooperation on further high-impact online citizen services

4. *Putting key enablers in place:* so citizens and businesses benefit from convenient, secure and interoperable authenticated public service access across Europe

5. *Strengthening participation and democratic decision-making*: employing effective tools for public debate and participation in democratic decision-making

On the commission’s website www.epracise.eu the status of member countries concerning eGovernment is updated on an ongoing basis. The website contains one section in which the respective member country may describe what strategy it has for eGovernment. A perusal of

these strategies shows what great ambitions exist among member countries. Many of the strategies take as their starting point the plans and programmes that were agreed on within the European Union. The strategies are more or less extensive and many ”buzz words” repeatedly appear in a number of documents. Examples of these are:

Privacy
Citizen centric services
Transparency
Competitive service society
Multi-channel
Proactive
Interactive
24/7 principle
Integrated eServices
Shared eServices
eInclusion
User friendly
Life event structure
One-stop principle
Competitiveness
Accessible government
Networked agencies

A strategy is a long-term comprehensive approach. In Appendix E, there is a summary of the different countries’ strategies related to eGovernment. The material has been obtained from www.ePractise.eu. What the registration authorities of the different member countries have accomplished within eGovernment has in different degrees been influenced by the content of these strategies.

4. EReg Member State Supply of Online Public Services – The examination

In this chapter the results of the questionnaire are reported. The questionnaire appears as an appendix to this report.

The chapter contains two parts. The first is a compilation in table form of the 50 e-services that the member states provide. The second contains the results from the investigation in diagram form with more or less short comments.

Services that member states provide

The table below is a compilation in country order of the 50 e-services that were reported in the questionnaire responses.

Country	Classification of the service	Description of the service from the questionnaire	Sophistication stage, 1-4
BE	Licencing Insurance Vehicle inspection	WebDIV Since November 1st, 1993, the DIV has an interactive "on-line" computer system tailor-made by the firm CSC, allowing it to issue registration documents and license plates immediately at the counters and in the branch offices, and in 48 hours by mail.	3. Transaction (full electronic case handling)
DE	Licencing	Download of forms resp. electronic forms to prepare - Vehicle registration - Changes of data concerning vehicle registration - Vehicle deregistration To complete the registration process it's necessary to go to the local registration authority.	1. One way interaction (downloadable forms)
DE	Licencing	Reservation of a certain licence number.	2. Two-way interaction (electronic forms)

		As vehicle registration in Germany is done by the Federal States (Bundesländer), the services are not (yet) provided/used all over Germany.	
EE	Licencing Tax/fee	A digital environment for the importers of brand-new vehicles is available. It enables to forward information to ARK digitally regarding pre-registration inspection, data about the vehicle and the owner of the vehicle. After our inspection and issue of the documents it is possible for the importer to receive the documents from one of the ARK bureaus. The creation of the digital environment highlights the importance of the importers in the pre-registration process, but the system is also more flexible and enables to plan one's work ahead. In the future all importers will be able to fill in data digitally in the web environment and hopefully majority of the data transmittal will be digital.	3. Transaction (full electronic case handling)
EE	Licencing Tax/fee	It is possible to apply the change of ownership of vehicles via Internet. The new owner must accept the application during 24 hours.	3. Transaction (full electronic case handling)
EE	Licencing Tax/fee	With e-services concerning vehicles there is possible to apply for issue of new license plates, issue of duplicate number plates, issue of new registration certificate.	3. Transaction (full electronic case handling)
EE	Licencing	E-services for treatment facilities of destruction of vehicles – these treatment facilities can apply for de-registration of end-of-life vehicles; there is also possible to	3. Transaction (full electronic case handling)

		suspend the registration temporarily (until 24 months)	
FI	Licencing Vehicle inspection	Exemption for vehicles. Examples: masses or dimensions over limits, end-of-series vehicles, modification to vehicles…	1. One way interaction (downloadable forms) 2. Two-way interaction (electronic forms)
FI	Tax/fee	The customer can notify a billing address for the annual Vehicle Tax via an internet form. The customer logs into the form at www.lomake.fi which holds a number of different eForms from different govermental institutions. The form can also be accessed via AKE's websites. The address information is added into the customer information manually in AKE. Used mainly by private customers.	2. Two-way interaction (electronic forms)
FI	Tax/fee	AKE's Taxation unit has different email accounts for different customer groups i.e. joint bill customers, private persons, car tax issues, ect. Addresses are visible in AKE's website, in every tax bill and brochure ect.	2. Two-way interaction (electronic forms)
FI	Licencing Insurance	The service allows private persons (registered owner or user) to notify that their vehicle is temporarily out of use. A new registration certificate is mailed to the owner of the vehicle. The notification causes the suspension of the obligation to pay the yearly vehicle tax. The notification also has an effect on the obligatory traffic insurance.	3. Transaction (full electronic case handling)
FI	Tax/fee	A customer can choose to have his/her vehicle tax bills to be sent directly to his/her internet banking account in his/her internet bank account. The bank will deliver the	3. Transaction (full electronic case handling)

		request to AKE's IT-system. The payment information of the tax bill will appear as an unpaid bill into the customers account. The customer has to validate the payment before the due date. There is a link to an image of the actual tax bill. A possible reminder will be sent by post.	
FI	Tax/fee	A customer company with adequate number of registered vehicles per year can make an agreement (in paper) with AKE, that her vehicle taxes will be billed by the month (or three or six months) through a joint bill. A joint bill will hold all the vehicle taxes for all the vehicles registered for the company for the period. Instead of getting a tax bill for every vehicle seperately, the company gets one bill per month (or three or six months). The bill will be sent solely via email. Only customers with notable number of vehicle will benefit from this service. Manly used by car dealers and car leasing companies.	2. Two-way interaction (electronic forms)
HU	Licencing	Starting procedure on Internet – Vehicle registration matters - Registration of a new vehicle - Registration of a vehicle imported from abroad (without and with the change of the owner) - Re-registration of a vehicle which was taken out of the circulation (de-registration) (without and with the change of the owner)	2. Two-way interaction (electronic forms)
HU	Licencing	Starting procedure on Internet – Vehicle registration matters	2. Two-way interaction (electronic forms)

		- Change of the owner of the vehicle - Other cases in connection with proprietary rights /property - Change of data of the owner/holder of the vehicle - Change of technical data of the vehicle	
HU	Licencing	Starting procedure on Internet – Vehicle registration matters Deregistration of a vehicle at the request of the applicant	2. Two-way interaction (electronic forms)
HU	Licencing	Starting procedure on Internet – Parking Card for disabled persons matters Application for Parking Card for disabled persons	2. Two-way interaction (electronic forms)
HU	Licencing	Starting procedure on Internet – Vehicle registration matters Other cases in connection with vehicle registration document Change and replacement of the ownership booklet	2. Two-way interaction (electronic forms)
HU	Licencing	Fixing appointment through Internet – Vehicle registration matters Deregistration of a vehicle at the request of the applicant	2. Two-way interaction (electronic forms)
IE	Tax/fee	The Motor Tax Online service at www.motortax.ie enables vehicle owners to pay motor tax over the internet. To use the service all that is needed is a credit or laser card, internet access and a unique PIN. The pin number is sent to vehicle owners with the motor tax reminder notice which they receive in the post from the Department of Transport, Driver Vehicle Computer Services Division (DVCSD). After the on-line	3. Transaction (full electronic case handling)

		transaction is completed, the new tax disc is posted by the DVCSD to the applicant To avail of the system customers are required to enter the vehicle registration number and the PIN on the web-site www.motortax.ie and as soon as this combination is confirmed, he/she is allowed access to the service. Processing of the transaction involves the customer providing application support details, duration of the disc applied for (3, 6 or 12 months) with motor tax arrears, if appropriate, and confirming name and address particulars. The system responds with details of the fee for the period selected and guides the customer through the payment process using his/her credit or Laser card. This element of the process involves an electronic interface with an e-Payments provider who validates the transaction from a financial perspective. Once the payment process has been completed, the applicant is informed that the tax disc will be sent via the post and this is posted directly from the DVCSD on the next working day following the transaction. Supporting documents are not required but applicants are requested to enter the name of the insurer, insurance policy number and date of expiry of cover. This information is retained on the system and may be checked /	

		verified and is supplied provided to the police authorities.	
IE	Licencing	The law in Ireland relating to regulating motor vehicles requires that the Dept of Transport through the aegis of the national vehicle database the National Vehicle and Driver File (NVDF) is informed when vehicles change ownership. These ownership changes are noted on the NVDF and new owners are designated as registered owners. The online change of ownership (CVO) service introduced in 2008 enables approved motor dealers notify vehicle ownership changes to the NVDF over the internet. The CVO service at www.motortrans.ie is available to motor dealers as an alternative to longstanding paper based arrangements which involved sending completed vehicle ownership documents to the Department's offices for computer processing. In addition to enabling motor dealers notify change of vehicle ownership instances the new online service also incorporates the following facilities: •A transaction tracking for motor dealers who submit electronic notices, •Authorised Treatment Facilities in notifying end-of-life vehicle (ELV) instances, •for the general motoring public where, through a link from the online motor tax website	3. Transaction (full electronic case handling)

		www.motortax.ie, they are able to obtain some non confidential information on recent transactions recorded on the NVDF – this is avoid the necessity for telephone calls to establish the status of change of ownership notices submitted. The CVO service maintains transaction integrity by complying with the Electronic Commerce legislation in relation to electronic signatures and the legal admissibility of electronic transactions which has been embodied in motor tax legislation to facilitate this service channel.	
IE	Licencing Tax/fee	Revenue On-Line Service (ROS) Full Vehicle Registration Service (see Good Practice, chapter 5)	2. Two-way interaction (electronic forms) 3. Transaction (full electronic case handling) 4. Personalisation (pro-active, automated)
IS	Licencing	Order information pamphlets.	1. One way interaction (downloadable forms)
IS	Licencing Vehicle inspection	On our webpage, it is possible to type in a vehicle registration number and the following information is given: Vehicle information number, vehicle make, the colour of the vehicle, when the vehicle was first registered and the date to which the vehicle should go to the next inspection check.	-
IS	Licencing Tax/fee Insurance	The change of ownership and co-ownership/keeper of a vehicle is available on-line.	3. Transaction (full electronic case handling)
IS	Licencing	Almost all the documents that are	1. One way interaction

		available at our office for our customers are also available on our website. This makes it easier for the customer to fill in the document and have the documents ready when brought to Umferðarstofa.	(downloadable forms)
IS	Licencing Tax/fee Insurance Vehicle inspection	We also have an extranet to which only the customs office, car dealerships, inspection offices and selected few who are importing vehicles have access to.	3. Transaction (full electronic case handling)
IS	Licencing Tax/fee Insurance	The renewal of “red” number plates. These “red” number plates are used for unregistered vehicles. These number plates are only to be used for test drives by the dealership or for vehicles that have been imported to Iceland and have to be driven to get registered/inspected.	3. Transaction (full electronic case handling)
IS	Licencing Tax/fee	Renewal of a personal licence plate. Every 8 years the owner of the personal licence plate has to renew his/her number and this procedure is now possible to do online.	3. Transaction (full electronic case handling)
LT	Licencing	Planned service. First time registration of new vehicles by authorised dealers.	2. Two-way interaction (electronic forms)
LU	Licencing	Via our Site professionals can ask for a dedicated acces allowing them to get acces month by month to the statistics of the vehicles registered in Luxembourg with details of maker and type of the vehicle.	1. One way interaction (downloadable forms)
LU	Licencing	As Luxembourg has a mixed registration number system and personalized numbers are very popular during the transfer of the number from one vehicle to	2. Two-way interaction (electronic forms)

		another by the same person a temporary registration can be allowed. This registration can be requested by professionals via a secured access and a temporary registration document (only valid on the luxemburgish territory)issued via the internet.	
LU	Licencing	Part of the offices in our registration centers only work by appointment. Although appointment for private persons are handled by phone professionals can check availability and take appointments via a Internet facility for which they get a dedicated access and they receive a reply confirming their booking .	2. Two-way interaction (electronic forms)
LU	Licencing	Download of forms from the Internet site and possibility to fill forms out (Pdf with writable spaces).	1. One way interaction (downloadable forms)
NL	Licencing Insurance	Online vehicle information. The offering of insensitive information to web-users, on the basis of their input. It concerns information from our central register. The input could be a car registration number, or an personal identification number. In the first case the info returned consists of technical info related to a specific car. In the second case the info returned is ties to the individual, and contains typically ownership info too. Since the disclosure of ownership information is privacy sensitive, we use the dutch national authentication mechanism (DigiD) to personalize the service. The service, already from day 1 on, was	2. Two-way interaction (electronic forms) 4. Personalisation (pro-active, automated)

		a remarkably populare. We get around 80 000 hits per day from this channel on our register.	
NL	Licencing Tax/fee	A vehicle holder can temporarily suspend a part of the vehicle obligations, such as insurance and holdertax. This process is called suspension ('schorsen'). Once suspended, the vehicle is not allowed to participate in traffic. At the moment, the RDW is working on an online application to facilitate this online. DigiD will be used.	2. Two-way interaction (electronic forms) 4. Personalisation (pro-active, automated)
NL	Licencing Vehicle inspection	Missing car registration document service online. If (a part of) the vehicle registration document is missing or lost, the vehicle holder can apply for a new vehicle registration document online. After payment, the registered holder of the vehicle receive the new registration document through the post.	2. Two-way interaction (electronic forms) 4. Personalisation (pro-active, automated)
NL	Licencing	With APK-webdirect the (by RDW acknowledged) companies can online sign off the general periodic technical inspection (PTI) for vehicles older than 4 years. The sign off date is recorded in the vehicle register as wells as the PTI expiry date (the so called APK-vervaldatum). This last date indicates the date before which the next PTI should be executed. Authorisation for the application is obtained by a PKI that is handed out by the RDW.	3. Transaction (full electronic case handling)
NL	Licencing Vehicle inspection	Vehicle's in stock Online. By the RDW acknowledge companies can online check the vehicles that are in stock at that moment. The	2. Two-way interaction (electronic forms) 4. Personalisation (pro-active, automated)

		companies use an application of the RDW. This application is at the moment still being developed.	
NO	Licensing Tax/fee	Autoreg is a system reserved for vehicle dealers. The functionality is first registration and re-registration of vehicles. It includes functionality for ordering of registration plates.	3. Transaction (full electronic case handling)
RO	Licencing	The Romanian portal for new vehicle registration is designed for dealers who sell new cars. The service is free of charge. The dealer needs a specific hardware and the registration authority install the software and perform on spot training. The aim is to give the possibility for the dealer to sell a new car already registered on the name of the client. The owner will pick up the car with the registration vehicle certificate and also with the plates number.	3. Transaction (full electronic case handling)
SE	Licencing	Deregistration of a vehicle	4. Personalisation (pro-active, automated)
SE	Licencing	Suspension of a vehicle	4. Personalisation (pro-active, automated)
SE	Licencing	Ordering a control sticker	4. Personalisation (pro-active, automated)
SE	Licencing	Ordering a registration document	4. Personalisation (pro-active, automated)
SE	Licencing	Put a vehicle back in traffic (out of suspension)	4. Personalisation (pro-active, automated)
SE	Licencing	Ordering a licence plate	4. Personalisation (pro-active, automated)

UK	Licencing Tax/fee	Automated First Registration and Licensing system which deals with around 90% of all first registration within the UK.	3. Transaction (full electronic case handling)

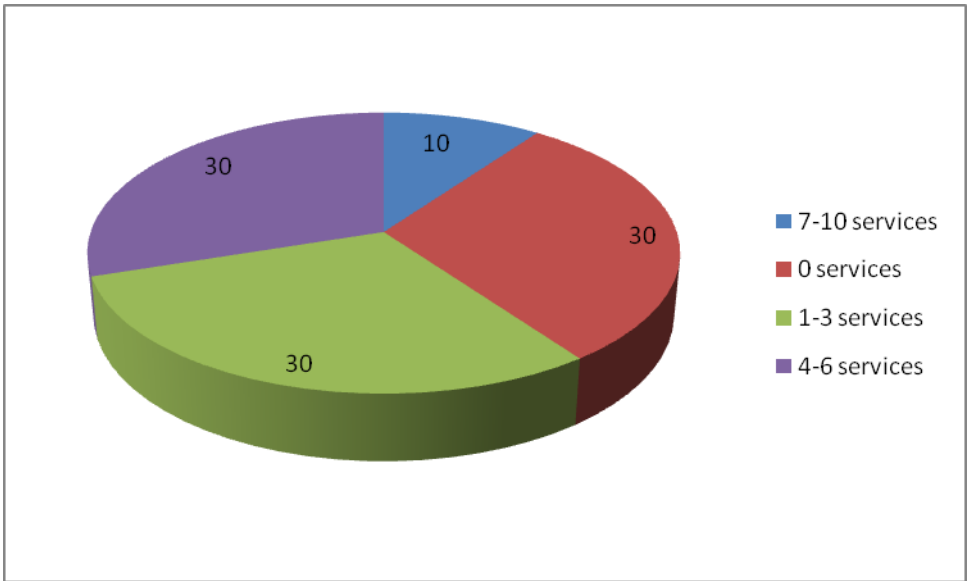
A compilation of the investigation's results in diagram form

In total, details of 50 services have been submitted that were provided via the Internet. 10% of member countries have reported a range of 7-10 services. 30% have a range of 1-3 or 4-6 services. Six countries (30%) have still not introduced self-service services on the Internet. All these have however more or less advanced plans to establish themselves on the Internet.

The report follows the questionnaire's structure and is divided into three sections. The first relates to the classification of the services, the second the functionality of the services and the last, the extent of usage.

The diagram below shows, grouped, the countries' supply of online public services.

Number of online public services, country wise (%):

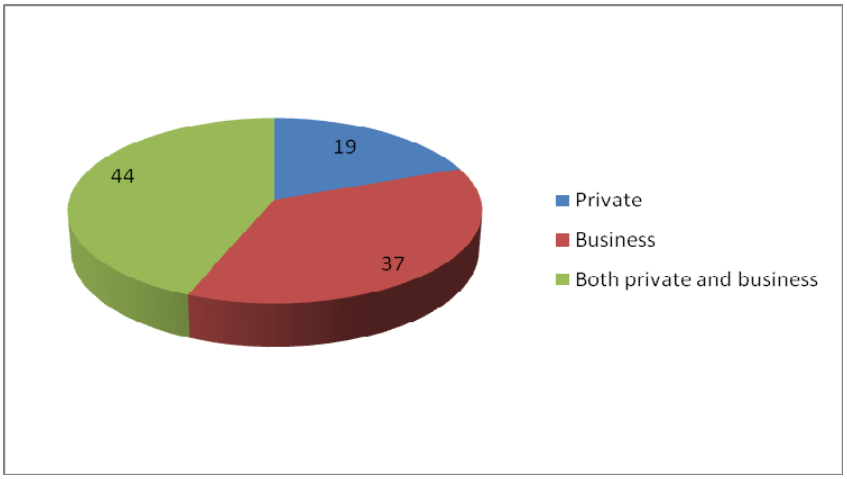


As you can see, one third has no services on the Internet at all. From the responses it is however evident that there are more or less ambitious plans being established on the net.

Classification of the 50 services

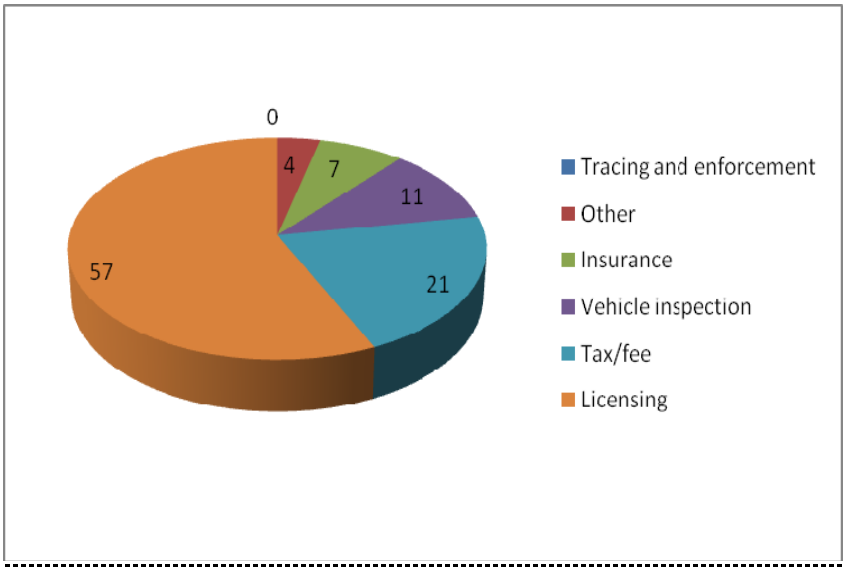
(All figures in %).

Who is the target group?



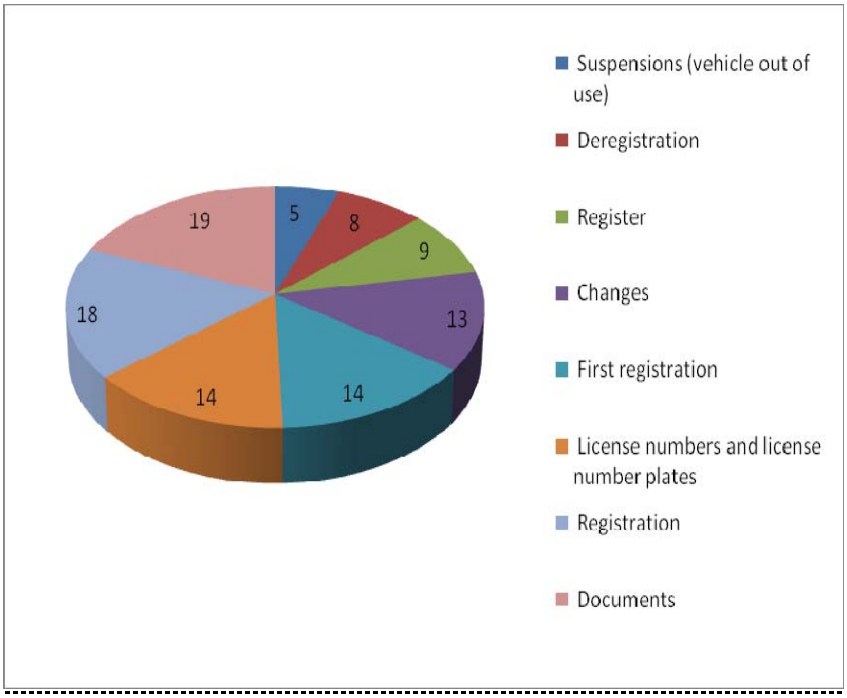
The majority of services that are solely aimed at business are services where the company acts as intermediary between the citizen and the authority. The authotity's e-services help the company to help citizens in contact with the system.

In what area?

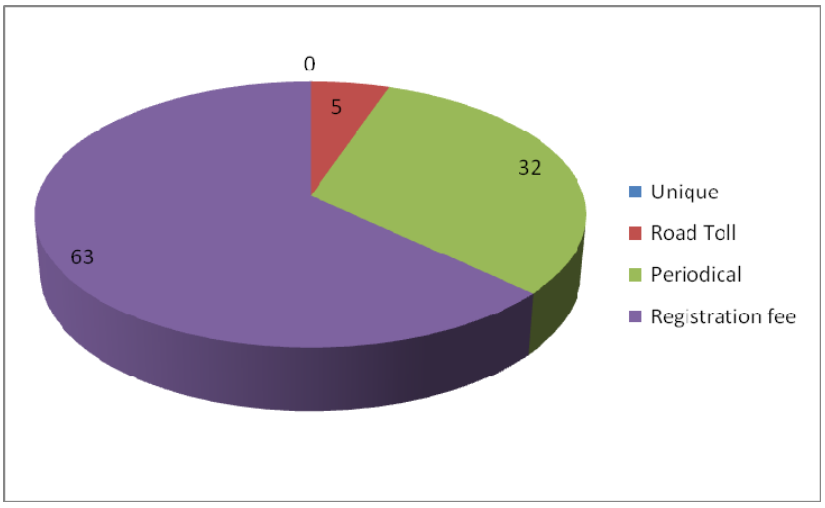


The majority of services are directed to more than one of these areas. The absolute greater part of the services is within the area of Licensing in combination with one or more other areas.

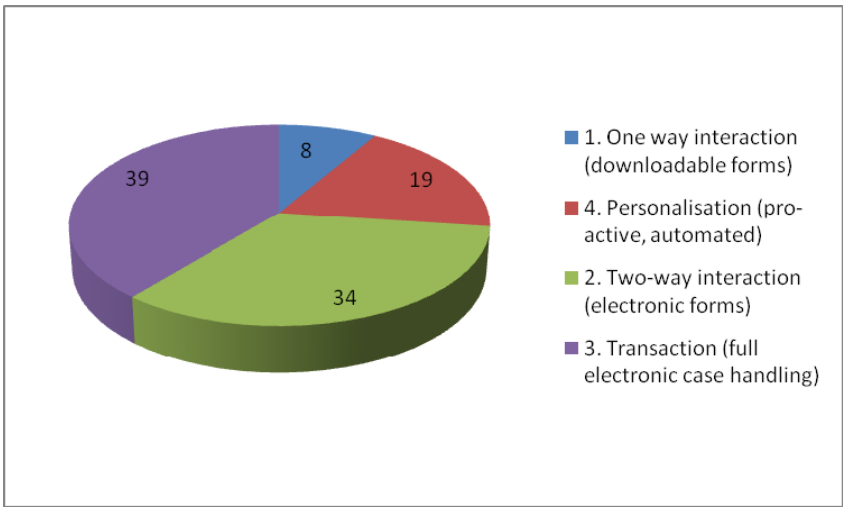
Licensing is divided as follows:



Tax/fee is divided as follows:



Sophistication stage?



One way interaction (downloadable forms)

The service offers the possibility to obtain a paperform to be used in a non electronic way.

Two-way interaction (electronic forms)

The service offers the possibility of an electronic intake with an official electronic form for registration.

Transaction (full electronic case handling)

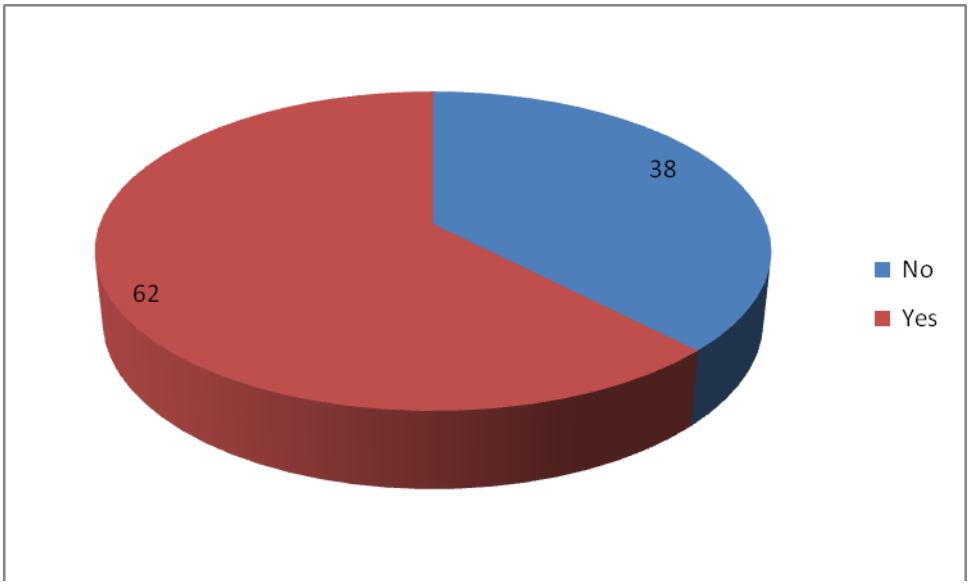
The service offers possibility to completely treat the registration via the website. Case handling decision and delivery of a standard procedure can completely be treated via the web. No other formal procedure is necessary for applicant via ”paperwork”.

Personalisation (pro-active, automated)

This level is based on new models of front and back-offices integration, the reuse of available data etc. The government proactively performs actions to enhance the service delivery quality and the user friendliness. Examples of pro-activity are: the government warns the user that action could be required, the government pre-fills data in the application forms that it already contains in governmental databases to the extent permitted by law.

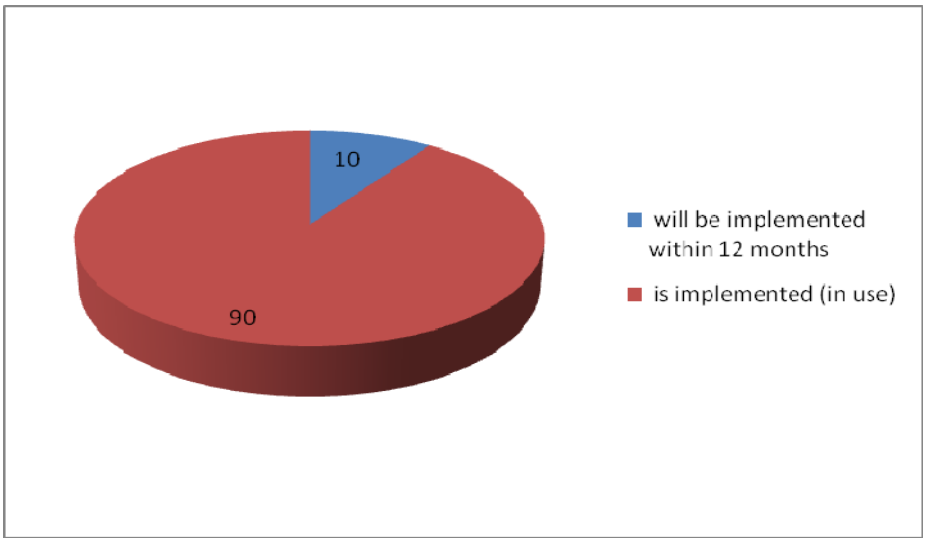
From the results, the potential to digitalise case handling seems to be great. Almost half (42%) of the 50 services have only reached Level 2 in what is described as the development step. Many have come far when it comes to providing internet services, but the development of case handling on the Internet appears to be progressing more slowly.

Is the service, in addition to your own homepage, also accessible through a national (web) portal?



The score for national portals is 62 %, indicating that European governments have invested in delivering quality national portals, as the convenient, trusted, branded route to public services.

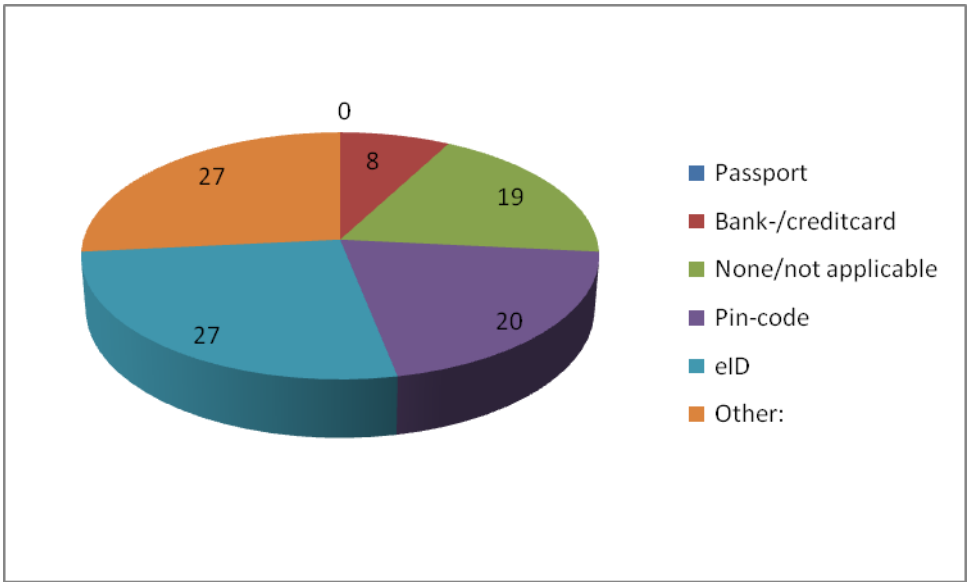
The service is implemented or will be implemented:



Functionality

(All figures in %).

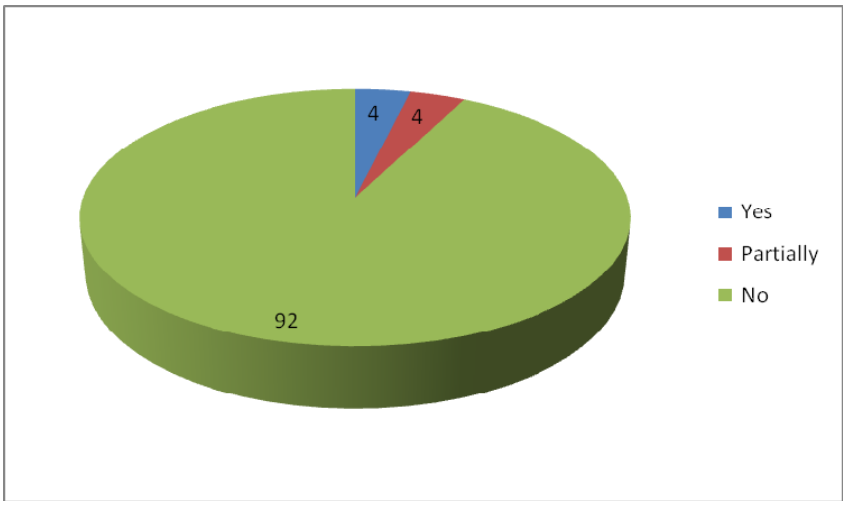
Method of identifying the user:



”Other” contains the following alternative ways to identify the user:

- Personal user code + (password in some cases) + pin code(s) provided by a bank
- A written agreement with a standard form
- User name/password
- Dutch DigiD System
- PIN with token
- IP-adress + user ID

Can users, regardless of physicals disabilities, be able to access the service i. e. is it adapted according to for example WAI (Web Accessibility Initiative)?



Compliance to international standards is poor, with only 4% of services making this visible.

The EU's member countries have agreed that public websites shall comply with the requirements of Web Content Accessibility Guidelines 2.0 which relate to accessibility and which are particularly important for people with physical disabilities. According to measurements carried out by the Commission, it has been found that member countries are still far from this target (only a small part of the public websites that were studied followed these guidelines completely). Web accessibility, particularly accessibility to the authorities' websites, is increasingly having more priority with the Internet playing an increasing significant role in our everyday lives. The Commission considers that it is now high time to put in place a more coherent, common and effective strategy for e-accessibility, in particular web accessibility, so that the information community more quickly becomes accessible for everyone.

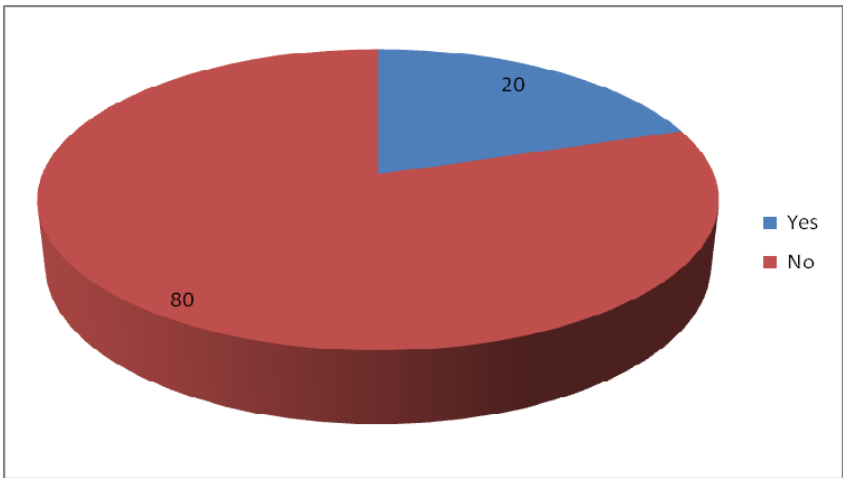
In order to expedite development when it applies to web accessibility the following measures should be taken according to the Commission:

- Member states should increase their efforts to make the websites of the public sector accessible and jointly prepare themselves to rapidly being able to adopt European standards for web accessibility.

- The Commission will follow the development and make the progress public, and can at a later stage follow this up with legislation.

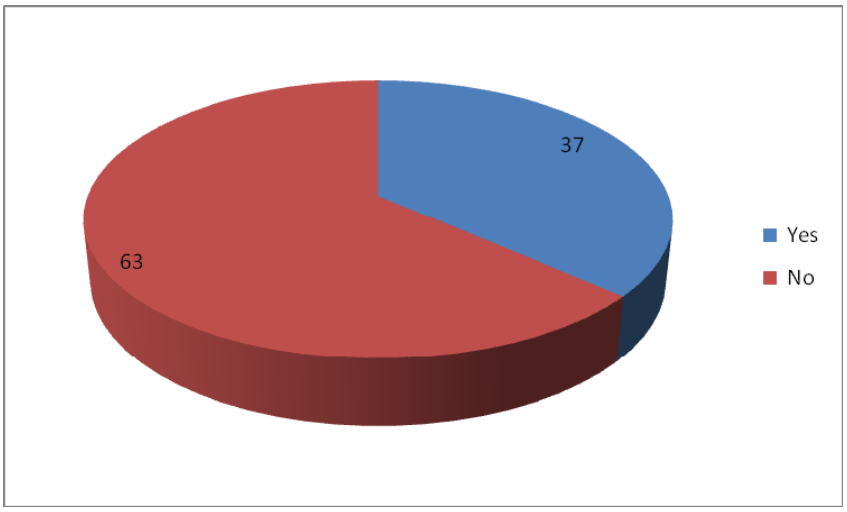
The results of our investigation confirm the picture that the Commission described. From the investigation, it is evident that a few countries (Netherlands and Sweden) planned to adapt their services in accordance with EUs guidelines for 2010. Otherwise, it can be seen that a lot remains to be done within this area.

Is the service available in more than one language?

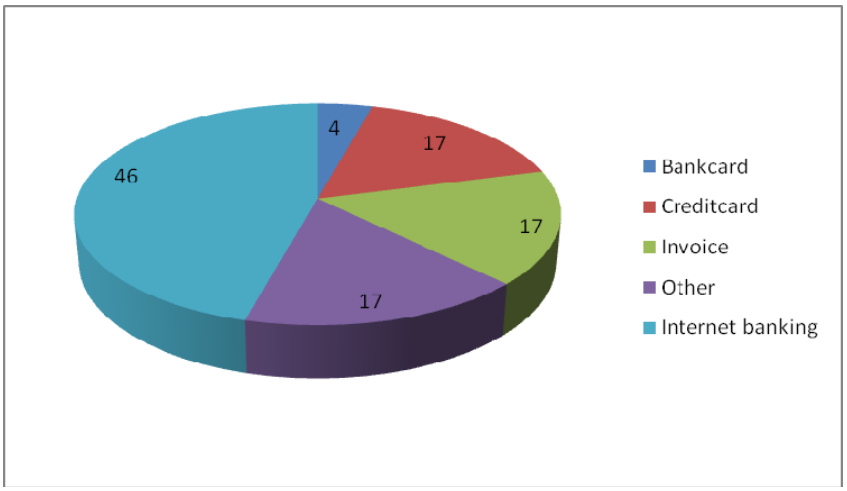


In order to make the public sectors websites accessible to everyone, consideration should be given to user groups and minority languages. 20 % of member states offer more than one language for their services.

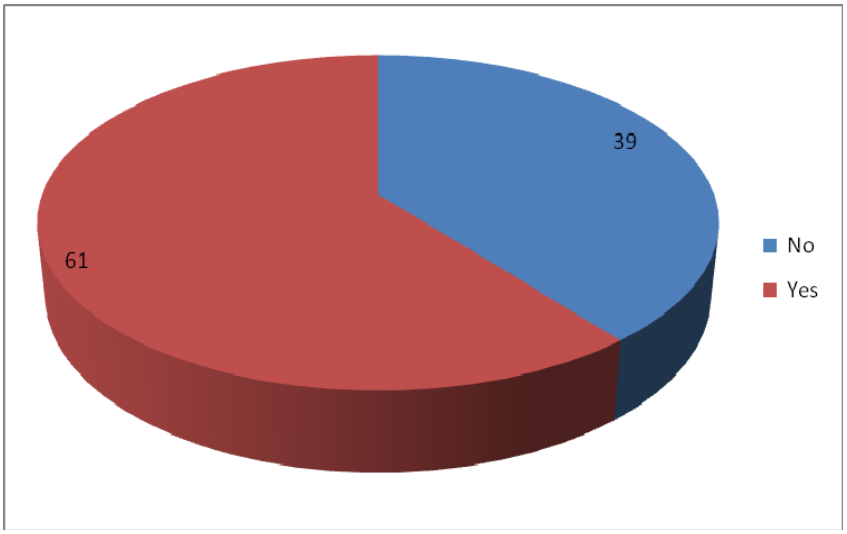
Does the service involve any payment solutions?



If yes, please indicate method of payment:



Is there an additional channel for service delivery? For example a call center, mobile devices, public kiosk, digital interactive TV etc.



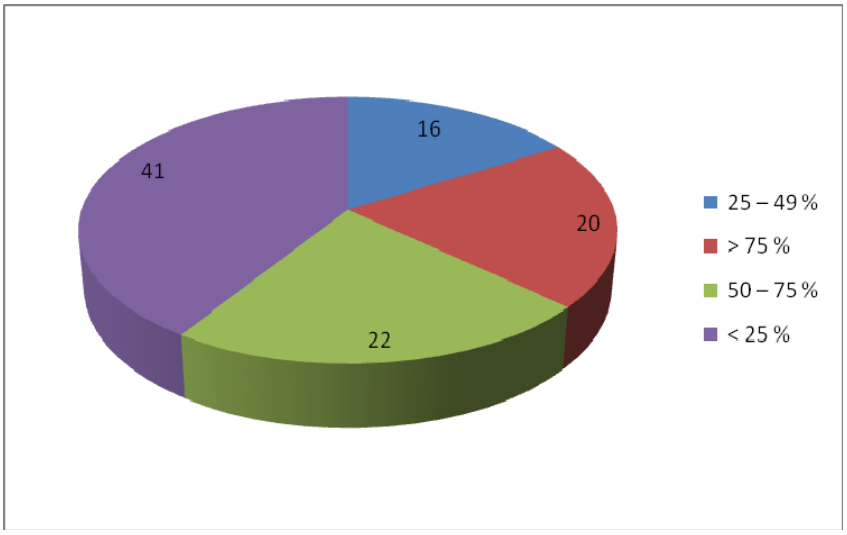
61% of the services offered alternative channels, indicating emerging multi-channel strategies.

Usage

(All figures in %).

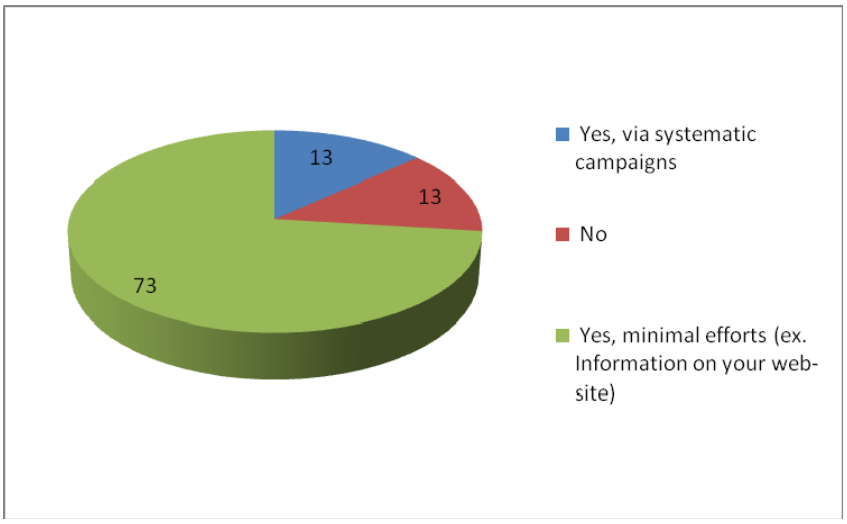
This chapter aims to show the relative usage of the services and to what extent these are marketed.

Frequency of usage (the number of transactions via the Internet in comparison to all handled cases):

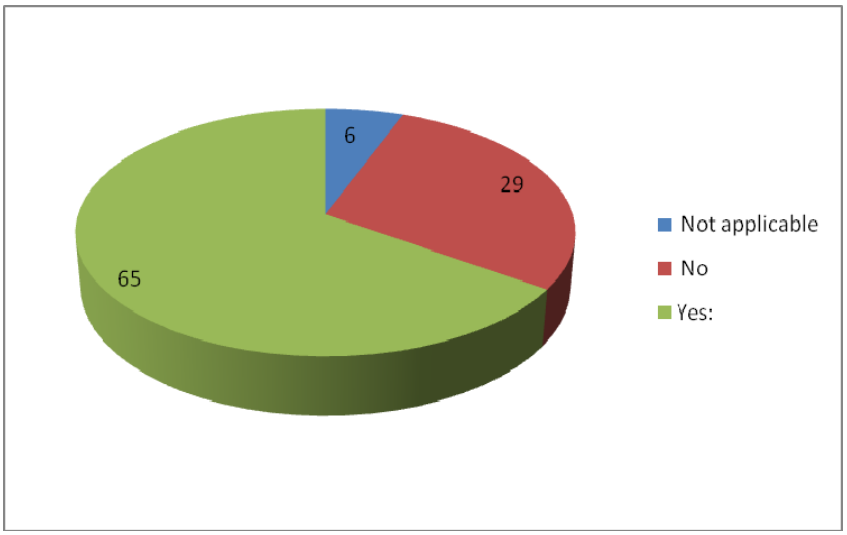


For nearly half of the services, 41 %, responded that the e-service is less than 25 % of the total volume of the services in question. The rest, as you can guess, responded with paper notifications. For a further 16 % of the services the volume of e-services lies at 25-49 % of the total volume. All in all, the impression given is that there is great development potential. Questions that can be asked are whether the user interface can be made better or whether usage can increase through improved marketing.

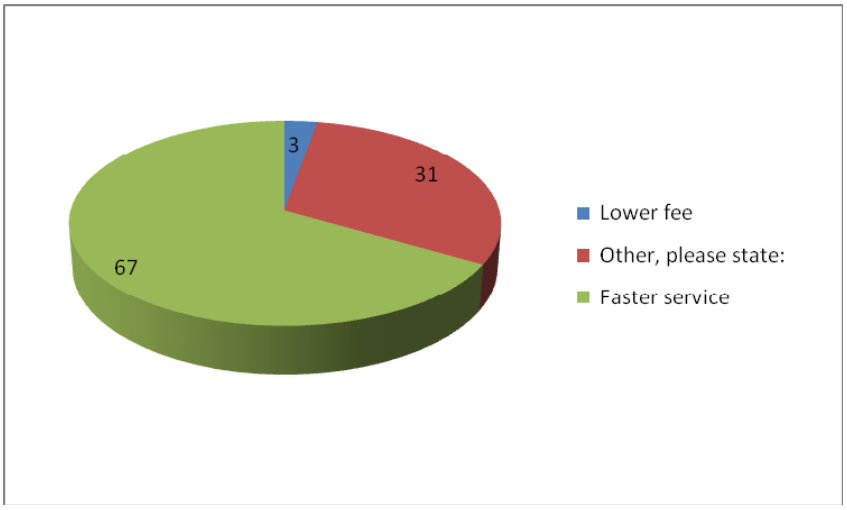
Has the service been marketed?



Have you introduced any special incentives for stimulating the use of this service?



If yes, by:



5. Good practices

Five countries have contributed with examples of “Good Practice” that can inspire and serve as a role model for other member countries. The contributions of the member countries are reported below in unedited form and in alphabetical order.

Belgium

Case description

WebDIV is an IT application developed by the Mobility and Transport Federal Public Service enabling insurance companies, agents, brokers and leasing companies to register their clients' cars online. The administration's aim is to improve the services offered to DIV (vehicle registration) clients. WebDIV is now enjoying success all over the country.

WebDIV very strongly reduced the waiting time and the movements that were necessary for the obtaining of a registration. The insurer registers henceforth himself, by internet, the vehicle of his customer. All the stages of the process of on-line registration are automatically and at once checked (controlled) and validated by the application.

The new registration certificate as well as the possible new registration plate are directly sent by the DIV and will be in the mailbox of the place of residence of the customer from the next day.

WebDIV allows registering vehicles under Belgian normal registration plate since 2003 and also allows prolonging the validity of Belgian commercial plates (trade plates "garage" and test plates) since 2008.

Main web addresses of the project

The portal for online vehicle registration: http://webdiv.mobilit.belgium.be/div/webdiv and the website of the Mobility and Transport Federal Public Service: www.mobilit.fgov.be

Background

Before the launch of WebDIV, registration applications could only be submitted to DIV by post or at the counter (a central counter in Brussels and branches in 11 locations around the country).
Applications by post offer the following disadvantages: a delay of a few days due to postal

delivery and internal processing. Moreover, postal items can get lost, thus prolonging procedures.
Applications at the counter offer the following disadvantages: the necessity to travel to an office, which could be located far away from home, only during opening hours (office hours) and often the need to wait more than one hour at the counter. Sometimes the applicant realises too late that (s)he does not have all necessary documents and needs to return later on.
Since the launch of WebDIV in 2003, the traditional registration channels have remained in use, but online registration has become more popular thanks to its numerous advantages. However, WebDIV does not offer all types of registrations. In general, vehicles, which have not been pre-registered, such as imported vehicles, cannot be registered online. Applications for uncommon number plates (e.g. diplomatic and commercial number plates) and registration of vehicles bearing such number plates require additional documents in annex (e.g. for a transfer of number plates between relatives), which need to be sent by post or handed in at the counter.

Nevertheless, the Mobility and Transport Federal Public Service is continually seeking to extend the online registration possibilities offered by WebDIV, while making sure that in doing so European regulations and guidelines are followed.

In this context, we decided to widen the possibilities of WebDIV by allowing using the application for the prolongation of commercial plates (trade plates "garage" and test plates) since 2008.

We still envisage others new treatment of registrations through the WebDIV application in the not so distant future.

At the level of the political context, several regulations are at the origin of the implementation of WebDIV for various levels:

- Mobility and transport in Belgium:

Royal Decree of 18 March 2003: "Royal Decree modifying the Royal Decree of 20 July 2001 on vehicle registration". This decree outlines the framework for vehicle registration through the electronic communication network.

- General Policy Document by the Minister for Mobility

Doc 51 2706 (2006/2007) of 31 October 2006: this document insists in chapter 4.2.6 regarding the Business Project Reengineering program, on the need for a more thorough client orientated approach, in this case through WebDIV.

- eGovernment in Belgium:

Policy document drafted by the Minister for Civil Service, Social Integration, Urban Policy

and Equal Opportunities in charge of Interculturality.
Doc 51 2706/009 of 31 October 2006: this document indicates the need to develop the electronic government as witnessed in the following excerpt:
"New technologies will play a multifunctional role when establishing the modernisation of the federal administration:
1 They are a response to the concerns for the efficacy and efficiency of administrative procedures, thanks to the automation of these procedures that is made possible by these new technologies. This dimension is essential for the improvement of the "back office", i.e. the compilation of administrative procedure containing the performance of the public services.
2 They favour transparency and permit a bigger and structured access to administrations through the introduction of "front offices" (virtual counters), i.e. web platforms for information and interaction towards citizens and enterprises."

- eGovernment in Europe:
"i2010 - A European Information Society for growth and employment" launched on 1 June 2005, especially concerning inclusion and improvement of public services and the quality of life.

Main and specific objectives

During the launch of WebDIV in 2003, the objective was to reach 50 % of the registrations in 5 years. And the objective was reached: in January, 2008, about 51 % of the registrations passed by WebDIV.

Input/resources utilized/allocated to the project

The application is managed at the technical level by an outside partner, CSC. The firm watches the maintenance of the application and supports the users of the application at the level of the necessary computing developments.

A helpdesk and a call center were created to assist the users of the application within the Direction of the Registration of the Vehicles (DIV) of SPF Mobility and Transports.

Annually, the budget assigned to WebDIV is 298.000 euro.

Implementation

The IT application is available in 2 versions: B2B or business to business and B2C or business

to consumer. In every case, the user must have signed a protocol of use of WebDIV and be a holder of an agreement from the banking, finance and insurance commission (CBFA) for the branch 10 A in motor vehicles.

The B2B version allows integrating the WebDIV application into the application of the insurer or the leasing company. This version allows getting back at once the data's necessary for the vehicle registration which were already remembered by the IT program of the insurer or the leasing company. The B2B allows sparing time by avoiding the double encoding.

The B2C version allows the user of WebDIV to connect in the web site of WebDIV and to realize the registrations of his(her) customers there. The user has to log in (only a list of addresses IP recognized may register on the site) and to complete the successive fields appearing to the screen.

In every case, the data asked by WebDIV are the data resumed on the original form of demand of registration. These data are 3 types:
- about the holder of the registration
- about the vehicle
- about the insurance company.

During the successive introduction of these data, checks are automatically uttered to proceed to their validation and pass in the following stage. At the level of the check of the data of the holder, the control is made from the data of the national register for the physical persons and at the level of the Crossroads Bank of Enterprises for moral persons at the level of the moral persons. This control is very important in particular at the level of the address of the place of residence of the holder. Indeed, the documents of registration will be only sent to the official address of the place of residence of the holder of the registration.

At the level of the control of the data of the vehicle, it is a question of making sure of the adequacy between the data of the preregistered vehicle with the data of the vehicle to be registered. The user has to introduce the vehicle identification number and receives in return technical characteristics of the vehicle (mark, model, type, kind).

Again, this control is very important because only the preregistered data allow the vehicle to be registered by internet. Furthermore, security checks are automatically made with the national and international databases of the signaled vehicles.

For each second-hand vehicle, it is also in this stage that the data communicated by the technical inspection are verified.

Finally, the data of the insurance company which covers the vehicle in civil liability are also checked.

A connection is established here with the insurance company which is mentioned by the user, this stage will be crossed as soon as the company will have sent back an IT signal confirming that it covers the vehicle in civil liability. This confirmation (or this refusal) is immediate.

As soon as all the stages are completed, the user confirms the data of the registration and this one is then recorded and validated by the DIV.

The user receives on his screen a message of confirmation of the success of the registration which mentions a unique number of transaction as well as a possible new number of registration plate (what allows the customer to go in a store to ask for the replication of its new plate to affix it in front of its vehicle).

At the same moment, at the level of the central office of the DIV in Brussels, the order of printing the registration certificate is given as well as its stake under fold with the possible new assigned registration plate.

From the next day, the holder of the registration receives his new registration certificate and his possible new registration plate in his mailbox.

Although being a tremendous technological innovation to the advantage of the customers of the DIV and the administration it-self, WebDIV would not have been able to know its current success without communication to its potential users and final customers.

From its development, insurance companies were consulted and one of her, Ethias, even participated in the first phases of tests.

Insurance brokers' federations were associated also closely with the project to convince them of the win-win brought by WebDIV. Indeed, WebDIV is a supplementary asset of the broker in front of his(her) customer in term of service.

Two directly partner computing platforms of the DIV propose WebDIV to the brokers and the insurance agents, it is about the platform Impact Multimedia and of Portima. Regularly, the DIV collaborates with brokers' federations to realize satisfaction survey's relative to WebDIV beside their members.

On the other hand, targeted actions of marketing, in partnership with the 2 computing platforms allowed increasing the number of brokers and user agents of WebDIV.

These actions are completed by poster campaigns in the DIV counters and in the stations of technical inspection, as well as by media campaigns, in particular on Web sites specialized in the field of the insurances and the cars (new and second-hand).

Innovation
Thanks to the pre-registration of vehicles (both new and used), DIV created an application that allows online consultation of multiple databases containing information on:
- vehicles, identifiable by their pre-registered chassis number
- registration applicants, identifiable through their social security number
- civil liability coverage of the vehicle, through an electronic signal sent out by the insurance company covering the risk.

The application allows users to verify data validity at any stage of the procedure, which ensures a very high security level. WebDIV users are required to confirm all elements displayed and subsequently register their client's application.

WebDIV offers numerous revolutionary advantages in the field of vehicle registration:
- No queues at the counter
- No documents to be posted
- The number plates and registration certificate are sent to the applicant by post within 24 hours
- Applications through WebDIV can be submitted from Monday to Saturday from 7 :00 to 23:00
- Successful applications are instantly confirmed
- The new number plates are instantly displayed
- WebDIV is an easy-to-use application
- Online assistance is available through the DIV helpdesk

Information relevant to the theme specific criteria
WebDIV is a completely innovating application that is enjoying great success all over the country. It is the result of a public-private partnership and a proactive administration, which offers its clients efficient services. WebDIV was adopted by the vast majority of DIV (vehicle registration) clients and has been the leading vehicle registration method since January 2006. The percentage of online vehicle registrations is constantly on the rise and reached 47% in April 2007. This success is the result of the revolutionary service offered by WebDIV: a radical simplification of administrative procedures combined with very high security levels.

Advantages due to the use of WebDIV:
1 Apart from the numerous advantages for citizens and clients, the **simplified administrative procedures** for vehicle registration considerably increase the efficiency of our Federal Public Service and encourage us to introduce online services in other departments.
2 The **public-private partnership** offers a very dynamic platform and a source for constant development
3 The Federal Public Service realised that a **client-orientated approach** was fundamental in the improvement of its services. WebDIV has a catalysing effect on other improvement

projects within the organisation.

Results

Quantitative evidence:

- The vast majority of DIV clients have adopted WebDIV: 98% of leasing companies, 75% of insurance companies and 60% of brokers.
- WebDIV has been the leading vehicle registration method in Belgium since January 2006 (for that month, 36% of registrations were done by WebDIV, compared to 33% over the counter en 31% through the mail) and continues to grow. In January 2009 54% of vehicle registration applications were submitted online (in comparison with 25% at the counter and 19% by post).
- In 2003: 115,355 registrations through WebDIV on a total of 1,504,404 registrations, or 7.67%
- In 2004: 254,454 registrations through WebDIV on a total of 1,565,340 registrations, or 16.26%
- In 2005: 437,093 registrations through WebDIV on a total of 1,557,679 registrations, or 28.06%
- In 2006: 666,779 registrations through WebDIV on a total of 1,721,276 registrations, or 38.74%
- In 2007: 794.583 registrations through WebDIV on a total of 1,742,317 registrations, or 45.6%
- In 2008: 884.879 registrations through WebDIV on a total of 1,757,002 registrations, or 50.36%

Qualitative evidence:

- A radical simplification of administrative procedures: one visit to an insurance company or broker suffices to purchase one's insurance policy covering civil liability and to register one's vehicle.
- Multiple accesses to vehicle registration services at a local level.
- The number plates and registration certificate are sent to the applicant by post within 24 hours.
- WebDIV offers complementary services, such as consultation of number plate status, characteristics of approval records, motivations for rejected pre-registrations and status of applications.

WebDIV is a revolutionary service in the sector of vehicle registration that combines simplified administrative procedures with a highly efficient civil service.

E-government

Below a few examples of e-government in application in Belgium :
- e-ID (electronic identity card)
- Tax-on-web
- BCE (Crossroad bank of enterprises)
- Crossroad bank of social security
- National register of population
- Electronic vote
- Paperless (in use for customs)
- "guichet unique"
- and so on

Estonia:

The innovations in relation to our various partners (vehicle importers, traffic schools, roadworthiness testing centres, bailiffs and demolition companies) form a very important part of our e-services project. It provides them all with a simple, convenient and digital opportunity to communicate information to us and make the information queries from our database. For example, vehicle importers will be granted an authorisation to register vehicles only in limited cases (merely in the case of new vehicles). Users can associate the vehicle owner and users with the vehicle, but, however, he or she cannot record the payment of the state fee, issue the number plate or the registration certificate. Initially, these activities must remain within the authority of our specialist (official). When the person who acquired a vehicle (mostly leasing companies) has granted corresponding authorisations to the vehicle shops, it is possible to submit an application for the registration of the vehicle. At the moment, for receipt of the certificate of registration and the registration plate, the applicant still must visit our bureau.

For example, last year (2008) 24590 new cars were registered, 10089 of which through the e-services (that is 41 %!).

The e-services are available from June 2008. The objective was to make our services more accessible, faster and convenient. The submission of applications for customers is available around the clock.

Although the development is still ongoing, we rate the project successful so far.

Contact person: Martti Kangur, e-mail: martti.kangur@ark.ee

The authorities website: http://www.ark.ee

Ireland:

On-Line Vehicle Registration was launched on the Revenue Online Services (ROS) in November 2002. This facility enables motor distributors and dealers to register new vehicles on-line. Motor distributors can file form VRT40 (Declaration of Make/Model, level of CO2 emissions and Value) and Vehicle Birth Certificates (details of individual vehicles) using the off-line facility and then upload the forms to the ROS website for processing. In the months since the launch a steady 45% of all new vehicles have been registered via ROS. Motor dealers can also check account balances via ROS, download form RF100(Motor Tax) for their customers and download monthly account statements. Feedback from the Society of the Irish Motor Industry (SIMI) and the distributors indicates they are very satisfied with the service

In 2003 70% of new vehicles registered in the State were registered via ROS. In 2008 this figures had increased to over 90% of all new vehicles.

This system has proven very effective and has resulted in the closure of a number of Vehicle Registration Officers operated by Revenue. The Staff in these office have been re-assigned to other duties within Revenue..

The on-line registration of motor vehicles has proven very successful and it allows the motor industry to register vehicles outside of the normal office hours.

Contact person: Mary Reville

The authorities' website: /www.revenue.ie/en/online/ros/ros-services.html

The Netherlands:

1) **Online Vehicle Information**, the offering of insensitive information to web-users, on the basis of their input. It concerns information from our central register. The input could be a car registration number, or an personal identification number. In the first case the info returned consists of technical info related to a specific car. In the second case the information returned is tied to the individual, and contains typically ownership information too. Since the disclosure of ownership information is privacy sensitive, we use the Dutch national authentication mechanism (DigiD) to personalize the service. The service, already from day 1 on, was a remarkably popular one. We get around 80.000 hits per day from this channel on our register.
2) **APK-Webdirect:** With APK-Webdirect the (by RDW acknowledged) companies can online sign off the general periodic technical inspection (PTI) for vehicles older than 4 years. The

sign off date is recorded in the vehicle register as well as the PTI expiry date (the so called APK-vervaldatum). This last date indicates the date before which the next PTI should be executed. Authorisation for the application is obtained by a PKI that is handed out by the RDW.

3) **VVK Online** (Missing Car registration document service Online): If (a part of) the vehicle registration document is missing or lost, the vehicle holder can apply for a new vehicle registration document online. After payment, the registered holder of the vehicle receive the new registration document through the post.
4) **BVO Online** (Vehicle's in Stock Online): By the RDW acknowledged companies can online check the vehicles that are in stock at that moment. The companies use an application of the RDW. This application is at the moment still being developed.
5) **Schorsen Online**: A vehicle holder can temporarily suspend a part of the vehicle obligations, such as insurance and holder tax. This process is called suspension (or in Dutch: 'schorsen'). Once suspended, the vehicle is not allowed to participate in traffic. At the moment, the RDW is working on an online application to facilitate this online. For authorisation the Dutch DigiD system will be used.

Contact person: Servi Beckers, Informationmanager RDW

The authorities website: www.rdw.nl

Sweden:

In Sweden, we have had services established on the Internet since 2003. Citizens and businesses can easily submit information directly that updates the content in the register by giving a PIN code on the vehicle's registration certificate or by using e-identification. Experiences have been very good. We have relieved pressure on extensive registration work at the same time as the user is easily able to submit his or her information. We have no experience of the system being abused or used in a way that is not permitted. In total, 1.5 million updating transactions are made per year via the Internet.

Furthermore, we have also created an incentive to use the Internet with regards to orders of duplicates of the vehicle's registration certificate. By using the Internet (e-identification) and paying the fee for the registration certificate directly (credit card or Internet bank) users pay just half of the fee, SEK 50 instead of SEK 100 (1 Euro ≈ SEK 10). Available statistics show that 20 % use this opportunity and usage is steadily rising.

Contact person: Margret Sjödin (e-mail Margret.sjodin@transportstyrelsen.se)

The authorities' website: www.transportstyrelsen.se

6. Appendixes

A. The questionnaire

EReg survey on ”Vehicle Registration via the Internet”

Please, briefly describe the Internet service: ---------

……..

A. Classification of the service

1. Who is the target group?
   - ☐ Private
   - ☐ Business

2. In what area?
   a) Licensing
      - ☐ Registration
      - ☐ Documents
      - ☐ First registration
      - ☐ Changes
      - ☐ Suspensions (vehicle out of use)
      - ☐ Deregistration
      - ☐ License numbers and license number plates
      - ☐ Register

   b) Tax/fee
      - ☐ Unique
      - ☐ Periodical
      - ☐ Registration fee
      - ☐ Road Toll

   c) Insurance

☐ Insurance

d) Tracing and enforcement

☐ Tracing and enforcement

e) Vehicle inspection

☐ Vehicle inspection

f) Other

☐ Other: ----------

3. Sophistication stage?

☐ One way interaction (downloadable forms)

The service offers the possibility to obtain a paperform to be used in a non electronic way.

☐ Two-way interaction (electronic forms)

The service offers the possibility of an electronic intake with an official electronic form for registration.

☐ Transaction (full electronic case handling)

The service offers possibility to completely treat the registration via the website. Case handling decision and delivery of a standard procedure can completely be treated via the web. No other formal procedure is necessary for applicant via ”paperwork”.

☐ Personalisation (pro-active, automated)

This level is based on new models of front and back-offices integration, the reuse of available data etc. The government proactively performs actions to enhance the service delivery quality and the user friendliness. Examples of pro-activity are: the government warns the user that action could be required, the government pre-fills data in the application forms that it already contains in governmental databases to the extent permitted by law.

4. Is the service accessible through a national (web) portal?

☐ Yes

☐ No

5. The service:

☐ is implemented (in use)

☐ will be implemented within 12 months

B. Functionality

6. Method of identifying the user:
   - ☐ None/not applicable
   - ☐ Pin-code
   - ☐ eID
   - ☐ Bank-/creditcard
   - ☐ Passport
   - ☐ Other: .....

7. Can users, regardless of physicals disabilities, be able to access the service i. e. is it adapted according to for example WAI (Web Accessibility Initiative)?[3]
   - ☐ Yes
   - ☐ No
   - ☐ Partially

   If yes or partially, please describe briefly: .....

8. Is the service available in more than one language?
   - ☐ Yes
   - ☐ No

   If yes, please state which language (-s): .....

9. Does the service involve any payment solutions?
   - ☐ Yes
   - ☐ No

   If yes, please check the appropriate box:

   ☐ Bankcard ☐ creditcard ☐ internet banking ☐ invoice ☐ other: .....

10. Is there an additional channel for service delivery? For example a call center, mobile devices, public kiosk, digital interactive TV etc.
    - ☐ Yes

[3] WAI, Web Accessibility Initiative, www.w3.org/WAI/

☐ No

C. Usage

11. Annual usage: .....

12. Frequency of usage (the number of transactions via the Internet in comparison to all handled cases):

☐ < 25 %

☐ 25 – 49 %

☐ 50 – 75 %

☐ > 75 %

13. Has the service been marketed?

☐ Yes, via systematic campaigns

☐ Yes, minimal efforts (ex. Information on your web-site)

☐ No

14. Have you introduced any special incentives for stimulating the use of this service?

Yes, by:

☐ Lower fee

☐ Faster service

☐ Other, please state: .....

☐ No

☐ Not applicable

B. Topic Group Participants

Topic Group VI – Vehicle registration procedures / vehicle registration to the Internet.

Name	Organisation	Member state
Bodo Bronnmann	KBA	Germany
Simo Karppinen	AKE	Finland
Sulev Vill	Estonian Motor Vehicle Registration Centre	Estonia
Egidijus Ostasius		Lithuania
Erik Aaling,	Vegdirektoratet	Norway
Lukasz Mucha		Poland
Eva Jacino	TR	Sweden
Lars Carlsson (chairman)	TR	Sweden

C. Format Action Plan

Topic Group	**VI. Vehicle registration procedures/ vehicle registration to the internet**												
Presiding member	Vägverket, Sweden												
Chairman Topic group	Mr. Lars Carlsson												
Participating members	BE	CY	DK	EE	FI	DE	GI	HU	IS	IE	IM	LV	LT
	LU	MT	IA	NO	PL	RO	SK	SI	SE	CH	NL	UK	…
Reading members	BE	CY	DK	EE	FI	DE	GI	HU	IS	IE	IM	LV	LT
	LU	MT	IA	NO	PL	RO	SK	SI	SE	CH	NL	UK	…

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Date/version	1

I. Problem definition *Description of the actual situation and the current state of affairs, including a description of the problem(s) and the needed changes.*	
Short historical description	e-Government refers to the use of internet technology as a platform for exchanging information, providing services and transacting with citizens, businesses, and other arms of government. The most important anticipated benefits of e-government include improved efficiency, convenience, and better accessibility of public services. The primary delivery models of interest are Government-to-Citizen (G2C), Government-to-Business (G2B) and Government-to-Government (G2G). Within each of these interaction domains, four kind of activities take place: • pushing information over the Internet, e.g.: regulatory services, general holidays, public hearing schedules, issue briefs, notifications, etc. • two-way communications between the agency and the citizen, a business, or another government agency. In this model, users can engage in dialogue with agencies and post problems, comments, or requests to the agency. • conducting transactions, e.g.: lodging tax returns, applying for services and grants. • governance, e.g.: online polling, voting, and campaigning.

I. Problem definition	
Actual state of affairs	A major part of the administration in many countries is still handled through paper documents.
Current problems/ bottlenecks	There is a potential for streamlining the public administration through electronic registration for the major part of the member states.

II. Action Plan *Description of the intended goal(s), the suggested approach in order to achieve the desired results, including the planning of the topic group and a concrete description of the products and the deadlines.*	
Intended goal(s)	The objective is to a) map national policies and ambitions regarding e-government b) map the registration authorities achievements in this field (what has been done, what are the experiences, what are the results etc)
Approach/ description of the activities	The Topic group will outline a questionnaire for each member state to reply to and then collect the data to get a general view of national ambitions and how the different authorities has proceeded in implementing the e-government concept.
Planning	The group will meet on two occasions. The first work shop will take place on 30/31 October and the other one in beginning of February, 2009.

Results	
Description product	*Deadline (dd/mm/yyyy)*

III. Organisation *Description of the organisation of the topic group. What resources are needed, who are the (wanted) members of the topic group and when will the topic group report its progress?*			
Preconditions/ wishes			
Resources/ capacity	*Support by EReg Secretariat*	*Budget (if applicable)*	*Other, namely…*

III. Organisation			
Topic group members			
Country	*Organisation*	*Name*	*E-mail address*
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Estonia		Sulev Vill	
Finland		Simo Karppinen	
Germany		Bodo Bronnman	
Ireland		Gerry O'malley	
Lithuania		Dr Egidijus Ostasius	
Norway		Erik Aaling	
Poland		Barbara Plak-Nowicka	
UK		Jason Donovan	
Reporting progress			
Reporting on (dd/mm/yyyy)			
Questionnaire to member states and citizens, 11.30.08			
Progress report, 15.12.08			
Progress report, 15.02.09			
Final report, 01.04.09			

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E. eGovernment strategies - Country factsheets

Belgium

Vision, objectives and principles

The Belgian eGovernment strategy aims to create a **single virtual Public Administration** while respecting the privacy of users, as well as the specificities and competences of all Government bodies and administrative layers.

Its main **objective** is to improve public service delivery for citizens and businesses by rendering it faster, more convenient, less constraining and more open.

The **basic principles** for achieving this are:

- to organise service delivery around the users' needs (intention-based services), regardless of the actual administrative structure;
- to eEnable full administrative procedures, regardless of the administrative entities that are involved;
- for the Administration to avoid requesting several times the same data from users (‘unique data collection’ principle);
- to simplify administrative procedures and cut red tape for citizens and businesses;
- to share and exchange data and information across Government.

Cyprus

The **e-Government Vision** came along in 2002, with the continuous enhancement and updating of the ISS, the developments in Information Technology and the EU Directions, in particular the eEurope+ and the eEurope2002 action plans. Many of the objectives of the e-Europe Action Plans, including the e-Europe 2005 and EU i2010 Stratgey – A European Information Society for Growth and Employment, have been achieved whereas the Cyprus Government is also currently promoting the Lisbon Strategy of the European Commission.

An important strategic target related to eGovernment is the delivery of one-stop services to the public via the web or through other electronic channels (kiosks, call centres, citizen support centres etc.). For this eGovernment vision to be achieved, **three fundamental “building blocks”** are required:

- At the “**front end**”, a government portal aggregating all information and services in one place, based on the life-event-cycle;

- A "**middleware**", a government gateway providing the tier that enables interoperability, security and authentication, with web-based workflow for interconnection of back-end systems;
- At the "**back-end**", web-enabled information systems and processes involved in service delivery.

The backbone and the fundamental infrastructure required for the provision of eServices is already in place since it has evolved as part of the Information Systems Strategy. The **Government Data Network (GDN)**, which interconnects all government information systems/organisations, has already been established.

A government portal has also been built which acts both as an institutional website, and as an entry point to public information and services.

The infrastructure is continuously upgraded in order to enable the provision of more advanced and secure government services to the public.

The project scope study for establishing a **Government Secure Gateway**, through which interoperability of the various Government Information Systems would be achieved, has been completed. The Government Secure Gateway is expected to be completed within 2010.

The development of **"Citizen Centric"** web-enabled systems in order to provide high quality services to the public is an ongoing process. Currently, a considerable number of eServices, such as the electronic submission of tax returns, the road tax licence renewal using credit cars, the payment of social contributions for employees or for the self-employed using the "direct debit" payment method, etc., are provided to the public by the Government.

Furthermore, the completed Information Systems of the **Cyprus Government Computerisation Master Plan** are currently being enhanced and redesigned so that they should also be available to deliver electronic services to the public via the Internet and other channels.

Additionally, all Government Ministries/Departments/Services maintain their own website, which are either **informative** and provide downloading of forms and other documents or **support user interaction**. In order to promote eInclusion, public web pages are developed on the basis of the **Web Accessibility Guidelines**.

Intense efforts have been made to disseminate and effectively utilise Information and Communication Technologies (ICTs). To this end, a proposal has been submitted in July 2008 to the Government Computerisation Executive Board recommending the revision of the Government IS Strategy. The aim is to refine the strategy for achieving the Cyprus

Government objectives up to 2015 for productivity and growth whilst being in line with the EU i2010 Strategy – A European Information Society for Growth and Employment.

Current priorities include the creation of government-wide data warehouse, the completion of the rollout of the Office Automation System, the delivery of more eServices to the public and the promotion of eDemocracy, eParticipation, eHealth and e-Inclusion projects.

Denmark

The latest Danish eGovernment Strategy, entitled '**Towards Better Digital Service, Increased Efficiency and Stronger Collaboration**' covers the period 2007-2010. It was jointly adopted by the Danish Government, the association of municipalities, "Local Government Denmark" (LGDK) and the association of the five regions, "Danish Regions".

Published in June 2007, it builds upon the experience gained during the implementation of the two previous eGovernment strategies, namely:

- 'Towards eGovernment: Vision and Strategy for the Public Sector in Denmark' (2001-2004), which primarily marked the start-up of a joint digitisation cooperation among the municipal, regional and State levels of administration, which is the basic concept behind the Danish approach to eGovernment;

- 'Realising the Potential' (2004-2006), which added impetus to the development of the public sector's internal digitisation.

Over the years, **digitisation** has become a natural part of providing public services throughout the public sector, with large parts of the communication between citizens/ businesses and the public sector being made electronically.

A consequence of this development is that ongoing efforts will have to align with the new challenges and exploit the new possibilities arising in an increasingly digitalised society. In this context, the 2007-2010 Danish eGovernment strategy raises the level of ambition and sets **new standards for the development of citizen services** and for an improved cohesion across the public sector.

The new strategy entails a **better and more binding cooperation** among all levels of Government. The implementation of specific digitisation measures will continue to be anchored in the respective public authorities. Public bodies should put in place cohesive digital solutions enabling the transfer of resources from the administration to **citizen-centred services**.

In this light, the strategy focuses on **three overarching priority areas** that mutually interact:

- Better digital service;
- Digitisation to facilitate increased efficiency;
- Stronger collaboration to create digital cohesion.

Estonia

In the course of the year 2006, with the latest strategy (2004-2006) coming to an end, the Estonian Ministry of Economic Affairs and Communications started coordinating the elaboration of a new Information Society strategy that would also take into account the **objectives and priorities of the new EU-level policy framework**, namely: the initiative 'i2010: A European Information Society for growth and employment' and the related 'i2010 eGovernment Action Plan'. This elaboration work involved all ministries, the State Chancellery, as well as organisations representing the third sector and scientific circles.

As a result of this work, the new '**Estonian Information Society Strategy 2013**' was approved on 30 November 2006 by the Estonian Government. It entered into force on 1 January 2007.

This strategy has been designed as a **sectoral development plan**, setting out the general framework, the objectives and the respective action fields for the broad use of ICT in the development of a knowledge-based society and economy in Estonia for the period **2007-2013**.

Estonia's eGovernment strategy is closely linked to two previous policy documents: 'Principles of the Estonian Information Policy' and 'Principles of the Estonian Information Policy 2004-2006, respectively approved by the Government in May 1998 and during the spring of 2004.

Principles of the Estonian Information Society Strategy 2013

Even though most of the principles underpinning the first Information Society strategies maintained their topicality, the fast development of technology called for several shifts of emphasis. These changes were taken into account into the **new principles** of the current Estonian Information Society strategy. These principles include the following:

- The development of the Information Society in Estonia is a strategic choice and the public sector leads the way in pursuing its principles;

- The Information Society is developed in a **coordinated** manner, in cooperation between the public, private and third sectors;

- The **public sector is a smart customer**, ensuring that as much freedom as possible is left for innovative solutions in public procurement;

- The **Information Society is created for all**, particular attention being paid to the integration of social groups with special needs, the regional development and the strengthening of local self-initiative;

- The consistency of the Estonian language and culture is ensured;

- The development of the Information Society must not undermine people's sense of **security**. The protection of basic rights, personal data and identity must be ensured, and the mitigation of non-acceptable risks in information systems must be guaranteed;

- The Information Society and the opportunities it brings are taken into account in the elaboration of all sectoral policies;

- **Trends occurring in the EU** and worldwide are taken into consideration. Furthermore, as an active partner, Estonia shares its experience and learns from others;

- The public sector employs the **already existing technological solutions** (i.e. the eID card, the data exchange layer X-Road) and avoids duplicating IT solutions;

- The public sector re-organises its business processes so as to ensure a **one-off collection of data** from citizens, entrepreneurs and public bodies;

- The public sector gives equal treatment to different hardware and software platforms and ensures **interoperability** of information systems by using open standards;

- The collection of data and the development of ICT-solutions proceed from the principle of **re-usability**.

Despite the achievement of considerable progress in implementing the previous strategies, the past Information Society-related activities were focused on developing the ICT infrastructure and creating systems that were required for putting into action sectoral policies.

Pursuant to the so-called "Vision", the new Information Society strategy now aims to place more emphasis on: the **development of a citizen-centric and inclusive society**, a **knowledge-based economy** as well as a **transparent and efficient Public Administration**.

Finland

Finland's most recent eGovernment strategic priorities are laid down in the **National Knowledge Society Strategy 2007-2015** which was adopted in September 2006. This document was drafted as part of the implementation of the successful Finnish Government's 'Information Society Programme' that came to an end in April 2007.

The strategy was drawn up in co-operation with decision-makers and actors from various sectors of society. Around 400 specialists from the Government, local authorities, higher education institutions, businesses and organisations participated in the process.

Vision

The National Knowledge Society Strategy aims to support the emergence of a 'Finland phenomenon' – in other words, to turn Finland into an **internationally attractive, humane and competitive service society** by the year 2015.

In order to achieve this vision, the strategy focuses on **four priority-specific strategic intents** and aims, and proposes 72 related measures. Particular importance is given to measures aimed at promoting the reform of the service sector, citizens' well-being and the nation's and companies' competitiveness.

Strategic intents and related proposed measures

First strategic intent: Making Finland a human-centric and competitive service society

By 2015, Finnish public services will be produced in a **customer-oriented and economic** manner as processes cross the organisational lines within Public Administration and in cooperation with other parties. Electronic services will be produced in a manner that, on the one hand, forecasts the needs of the citizens and organisations, and on the other hand, uses existing information.

The aim is to achieve **multi-channel, proactive and interactive eServices** that citizens and businesses have been enabled to use. The public sector as a whole shall extend and prioritise investments towards those priorities. Furthermore, the acquisition processes of enterprises and the Public Administration should be made electronic throughout the purchase and supply chain.

Digital content produced by the public authorities will be gathered into a **digital library** to serve citizens, enterprises and research organisations. A significant amount of the information gathered in publicly funded databases will be made available free-of-charge.

A comprehensive network of joint services points, high quality eServices and phone service centres will allow citizens to view **services as seamless concepts**, i.e. with no organisational

borders. Furthermore, all citizens will have access to Information Society services, regardless of their residence or social position.

The active use of online services will turn Finland into a working **online democracy** with increased transparency and where citizens may initiate an issue and follow-up its progress electronically.

Second strategic intent: Turning ideas into products; a reformed innovation system

Innovations arise in networks as the result of multidisciplinary cooperation that widely exploits the **opportunities provided by ICT**. In Finland, this networked cooperation will take place between education, research and product development functions in a seamless, strategy-oriented and successful manner. The increased significance of **design and user orientation** as critical success factors will be integrated as an important part of research and development activities.

In order to help **exploit the information produced by the public sector**, rules and pricing models that increase joint activity, innovativeness and competitiveness will be developed both inside the public sector and between the public and private sectors. National databases, registers, and statistics materials shall as well provide an excellent foundation for proactive service production and research.

Third strategic intent: Competent and learning individuals and work communities

By 2015, the ability of individuals and work communities to **renew and continuously develop knowledge** and learning will constitute the foundation of Finland's competitiveness and well-being, thus furthermore becoming a facilitator of innovations. Lifelong learning will be a part of everyday life, and adult and employee education will provide diverse educational opportunities with regard to computer literacy. This way, all citizens will have the chance to acquire the **basic ICT skills needed to use electronic and other information services**.

Fourth strategic intent: An interoperable information society infrastructure, the foundation of an Information Society

By 2015, Finland will offer an information and communications infrastructure that functions according to the **24/7 principle**. Information networks will be an established part of the basic infrastructure along with the transportation and electricity networks.

Reliable, high-speed connections with comprehensive regional coverage will make it possible to develop new and innovative business, practice teleworking and produce digital services close to the customer, regardless of physical distance.

As they are a key part of the Information Society infrastructure, the importance of practices and services related to **Information Security** will increase noticeably. In this light, information security will be integrated into products and services.

Moreover, **solutions for electronic identification** will be developed in order to enable movement between different information networks and the flexible use of various electronic services, by means of a single sign on when possible. Mobile terminals shall be seamlessly used in different networks, making it possible to completely implement new models of mobile working.

Embedded systems and ambient intelligence will form part of the daily life of households and organisations. For example, these will support independent living for the ageing population and people with disabilities and furthermore facilitate a good life at home. Public administrations and enterprises will use embedded systems in logistics, micropayment, remote and access monitoring, automation of functions, and provide customers with proactive services.

The basic starting points for the design of ICT equipment, software and electronic services will be their **easiness of use and availability**. The equipment and services will mainly be barrier-free and have taken the needs of the ageing population into consideration.

Special attention will be paid to availability and the data infrastructure as well as to its semantic compatibility. In this light, Finland is and will remain an active participant in the international **standardisation of ICT**, and Finnish actors will have a good knowledge of the standards. The standardisation work will lead to even **better compatibility** between services, equipment, networks and systems, as well as to reduced risks and cost-effectiveness in development and maintenance. As a result of the common standards, Finnish enterprises (including SMEs) will be able to compete for equipment and system deliveries more extensively and internationally.

Public administration IT management will be steered on the basis of a consolidated structure (JulkIT). **Public administration IT systems and data structures** will be structurally independent and compatible, thus making structural reforms and various service production models possible. Data transfer between IT systems will mainly be based on open standards and interfaces, and national level solutions will have been developed for the electronic service interface. The information produced by the public sector will also be easy-to-use within the public sector.

In that specific **social and health care area**, it will be possible to access a national electronic archive service for archiving patient information in the public and private sectors and for distributing information. Citizens will be able to check their own information in the archive

service at any time. The service will extensively be used in guiding activities and implementing seamless service chains.

Germany

Focused on the Future: Innovations for Administration and E-Government 2.0

On the 13 September 2006 the federal cabinet adopted the comprehensive strategy **Focused on the Future: Innovations for Administration** (*'Zukunftsorientierte Verwaltung durch Innovationen')* aiming at the modernization of the Federal State Administration, at downsizing of bureaucracy and at improving the quality and efficiency of public sector services. An integral part of the strategy consists of the **E-Government 2.0** programme. The programme has been developed in compliance with the European action plan i2010 and utilizes already existing know how in the area of eGovernment, originated from the implementation of the BundOnline 2005 and Deutschland-Online initiatives. The Federal Government has identified four fields of action that are to be expanded in a targeted manner by 2010 in order to promote the modernisation process in public administrations and in Germany as a business location with the aid of eGovernment:

- **Portfolio:**
  Enhancement of the federal eGovernment services in terms of quantity and quality
- **Process chains:**
  Establishing of electronic collaboration between the Public Administration and the business community utilizing common business process chains
- **Identification:**
  Introduction of an electronic Identity Card (eID Card) and development of electronic Identification concepts
- **Communication:**
  Development of secure communication infrastructure for citizens, businesses and public administrations

According to the programme, Internet shall become the major communication and distribution channel for Public Administration services. The collaboration between businesses and the Public Administration offers a great efficiency potential that should be exploited through electronic integration of their respective business process chains. Secure Internet transactions in the area of electronic business and eGovernment will be realized and facilitated through the usage of eIdentification Cards. Certified portals will constitute a secure and anonym communication platform for citizens.

The strategy has the following objectives regarding eGovernment:

- Create user-centric services;

- Optimize processes in close collaboration with businesses;
- Accelerate administrative processes by 15 – 30 % by 2010;
- Reduce costs by 15 % by 2010;
- Realize electronic identity in the internet;
- Make communication over the internet reliable and binding.

Deutschland-Online

While the eGovernment 2.0 programme provides the policy framework for the development of eGovernment in the federal administration, eGovernment cannot be pursued only at that federal level. Good eGovernment requires the comprehensive integration and optimisation of administrative processes – on and across all administrative levels. The obstacle here is the heterogeneous IT landscape of the federal government, 16 federal states, over 300 districts and far more than 13 000 municipalities in Germany. Different offices have developed different IT applications for the same purposes; the Federal Government, Federal States and municipalities operate over 7 000 websites that are hardly integrated; consistent electronic processes between the Federal Government, Federal States and municipalities are still the exception rather than the rule; and the fragmented public investment in IT is not being used optimally. Such fragmentation, if not addressed, could lead to the development and implementation of expensive, isolated and redundant technology solutions and processes.

In order to avoid these risks and foster proper coordination and cooperation between the Federal Government, Federal States and local authorities, the **Deutschland-Online** joint strategy for integrated eGovernment was devised in 2003. First proposed by the Federal Minister of the Interior Otto Schily in March 2003, the partnership was agreed by Federal Chancellor Gerhard Schröder and the heads of state government on 26 June 2003. Local authorities take part in the agreement through their representative associations. The Deutschland-Online strategy thus provides the framework for cooperation between all administration layers, based on the following five priorities:

- **Development of integrated eServices for citizens and businesses:**
  The most important cross-level administrative services will be made available online to citizens and business. The following fields: register queries (commercial registers, Federal Central Criminal Register), citizens' registers and civil status registers, official statistics, vehicle registers, Federal Education Assistance Act, and unemployment and social welfare assistance will be regarded as priority model projects.
- **Interconnection of Internet portals:**
  Access to eGovernment services will be enhanced by implementing the required interoperability of Internet portals.
- **Development of common infrastructures:**
  Joint eGovernment infrastructures will be established and developed in order to facilitate the exchange of data and to avoid parallel developments.

- **Development of common standards:**
  The Federal Government, Federal State Governments and municipalities will create joint standards as well as data and process models for eGovernment.
- **Experience and knowledge transfer:**
  The transfer of eGovernment solutions between the Federal Government, Federal State Governments and municipalities will be improved, know-how will be multiplied and parallel developments will be avoided.

The Deutschland-Online strategy draws on the strengths of federalism: On the one hand, some partners are taking the lead with model solutions according to **the 'some for all' principle**. Other partners should benefit from this in that they will use these developments with a coordinated approach and without central bureaucracy. On the other hand, suitable projects will be carried out in cooperation. The Federal Government, Federal State Governments and municipalities will develop a **joint business model**. This model will be used to offer eGovernment applications developed by the Federal government, Federal State governments and municipalities to other regional and local authorities for their use.

Political coordination of the implementation of Deutschland-Online is carried out by a Conference of State Secretaries for eGovernment in Federal and Land Governments, in which national associations of local authorities also take part, and which reports annually to the heads of government.

Deutschland Online Action Plan 2008

Apart from infrastructure and standardization measures, the following projects are given top priority in the course of implementing the Deutschland-Online campaign, in pursuit of the following aims, to be achieved together with the conferences of relevant ministers:

- Vehicle Registration (project led by Hamburg):

  The aim of the project is to fully overhaul vehicle registration processes, systematically using eGovernment possibilities and the potential of the online vehicle registry kept by the Federal Motor Transport Authority. This is to enable private customers and businesses to conduct the registration processes (registration, deregistration, and re-registration) online wherever possible. Citizens would perceive that as a benefit; at the same time, it would help to increase administrative efficiency and reduce costs noticeably. To this end, the business processes (registration centres/Federal Motor Transport Authority) and the contractual relationships (e.g. with regard to insurance companies) and the legal framework conditions need to be amended in a meaningful manner. The plan is to incrementally analyse processes, make the necessary amendments, and carry out pilot projects, so that by late 2011 vehicles can be fully and consistently registered online.

Hungary

Electronic Administration Operational Programme 2007-2013

"E-Public Administration 2010" Strategy

The Hungarian Government took a note on the "E-Public Administration 2010" Strategy on the 2nd of July, 2008. It covers **the period of 2008-2010** and implemented through action plans reviewed on annual basis. The E-Public Administration Action Plan 2008-2010 has been published in October, 2008. The review of the Action Plan is scheduled for September, 2009. The establishment of the e-public administration monitoring system in relation with the E-Public Administration 2010 Strategy is in progress.

The objective of the Strategy is to define a general vision of future eAdministration for all stakeholders and provide a uniform framework for the detailed objectives of developments for the years to come. In addition, the document defines the most important strategic factors influencing the realisation of the objectives and encompasses all those substantive areas that institutions must take into consideration when developing their own services. This strategy also defines horizontally and vertically integrated as well as overall programmes that form a foundation and/or foster the systemic operation of the most important elements of eAdministration as regards the Government as a whole.

There are **4 strategic fields** of the Strategy:

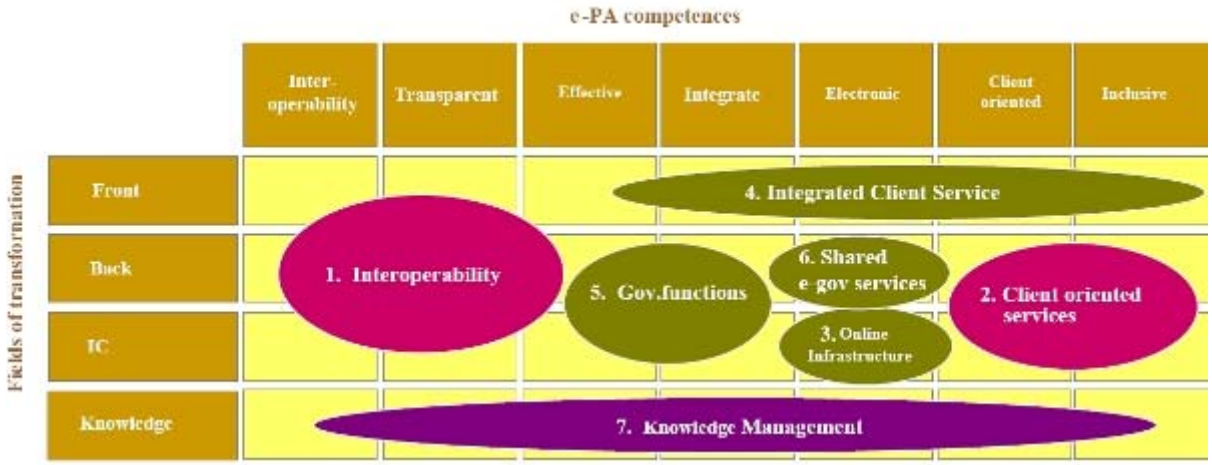
- Modernisation of the public services for the citizens, enterprises and the Public Administration;
- Introduction of integrated services for the governmental institutions, back offices in order to promote a transparent and effective Public Administration;
- Contribution to the spread of the professional eGovernment knowledge at leadership level and implementation;
- Development of the eGovernment adaptability especially of those enterprises and citizens in the area of IT.

The Strategy identifies **main programmes** which should be followed by the institutions while providing their own services:

- **Horizontal programmes**: set up guidelines and framework for the institutional service developments, including the content, process development and technological implementation of those services;
- **Vertical programmes**: EU 20 services development by sectors;

- **Integrated, shared services**: contributes to illuminate parallel processes and to further cost-efficient developments and function. Investments related to the reforms can be implemented and time-management can improve.

Overall programmes 1-7: The ePublic Administration matrix and these overall programmes derived from the eGovernment concept. These programmes have their own objectives and their implementation will be managed through the actions set up in each programme.



eInclusion

On 6 October 2008, the Hungarian Parliament unanimously voted two resolutions aimed at solving the eInclusion issue in the country. The Hungarian Parliament has been the first Parliament of an EU Member State to adopt an eInclusion declaration to reduce the digital divide, spreading digital literacy and promoting equal opportunities for everyone in the Information Society.

The key elements of the two Parliamentary declarations are summed up as follows:

- The year 2008 must be dedicated to eInclusion in Hungary;
- Rising the living standards through equal digital opportunities is a priority of common interest;
- Halving the digital gap is not only the EU's undertaking. It has to be a national aim as the digital gap in Hungary is higher than the EU average;
- It is necessary to integrate the eInclusion issue within the New Hungary Development Plan;
- A distinction must be drawn between the tasks to be implemented by the Government on the one hand, and those to be carried out by NGOs and enterprises on the other hand. In this light, it is necessary to define the scope of the governmental support to the activities of NGOs.

In addition, the new '**e-Inclusion Temporary Parliamentary Committee**' has been established in October 2008 to support and coordinate the actions of the eInclusion movement. This Committee should deliver the i2010 comprehensive strategy for deploying all EU policy instruments to encourage the development of the digital economy; its mandate will expire in May 2010.

Iceland

Information Society 2008-2012

The Icelandic Government has conceived a **new 2008-2012 policy** on the Information Society, known as e-nation and published in May 2008. This third endeavour of the Icelandic Government to create such a policy refers to the online accessibility of all appropriate public services. In this concept, all Government Authorities closely collaborate as one entity, or as a single coordinated network, since such coordination is essential for improving public services, increasing efficiency and encouraging significant progress.

The Government's ultimate goal is to render Iceland a **leading nation** regarding electronic services and the application of Information Technology. That will benefit both individuals and businesses, if achieved, as improved services will save time and money. Moreover, the State will operate more efficiently to the advantage of the entire community. The successful implementation of this policy is crucial and will definitely depend on the close collaboration of the Public Bodies.

Summary of the policy:

Future vision: Icelanders shall become the leading nation in electronic services and the utilisation of information technology.
Guiding principle: User-friendly, efficient service – no need to wait your turn.

Service: Iceland shall become an e-nation – offering self-service of high quality at a single location:

- Self-service online – applications, certificates, notifications, appointments, data submission;
- Online centre – every service accessible at one site: www.island.is;
- Information services – access to personal and general data held by public bodies;
- The e-citizen – everyone's requirements fulfilled by quality service.

Efficiency: The e-nation shall be efficient, simple and secure – data, rather than people, will travel from one public body to another:

- Integrated architecture – standardisation, coordination, cooperation and security
- Simpler Public Administration – key enablers:
    - Online payments, eIDs, e-procurement;
    - Coordinated access to index files kept by public bodies;
    - Reduced administrative burden, increased automation;
    - Eliminating barriers, for example legal impediments;
    - Jobs independent of location.

Ireland

New Connections - A Strategy to realise the potential of the Information Society

Irish eGovernment strategy was laid down in **New Connections - A Strategy to realise the potential of the Information Society**, which was presented in March 2002. The following paragraphs present the key eGovernment contents of the 'New Connections' strategy.

Vision

The technologies of the Information Society supply Government with new opportunities to reshape the delivery of government services around user needs, and on a 24x7 basis. They also provide a possible competitive advantage through reduced costs, higher efficiencies, better services and opportunities to allow Irish industry to develop new applications and content around the electronic government services.

Online services can be structured around life events and their business equivalents, and need not be constrained by traditional organisational boundaries. ICTs therefore make possible new connections – both within Government itself, between Government and the citizen as well as Government and the business users of its services.

The development of eGovernment is also central to shaping how we evolve as an Information Society. Aside from the objectives of improved service delivery and internal efficiencies, Government business processes clearly serve as key stimulus to wider engagement with ICTs – both within the business community, and among the general public. Given its key infrastructural significance, progress with eGovernment is increasingly seen internationally as a key indicator of wider Information Society development, and a key determinant of national competitiveness.

Objectives

In the **New Connections** strategy, the Irish Government was committed to the objective of having all public services that were capable of electronic delivery available online, through a single point of contact, by 2005.

That objective was a central focus for all Departments and Agencies through their Statements of Strategy under the Public Services Management Act, resulting in the eGovernment agenda being clearly integrated with mainstream business strategy and objectives.

Government was also committed to ensuring that the benefits of integrated services would not depend on having direct access to the electronic delivery channel. Intermediated access to the Public Services Broker will be a key feature and will furthermore be facilitated through both telephone contact centres and one-stop-shops.

1. **Public Services Broker** – Delivery of all public services was set to be progressed through the framework of the Public Services Broker, the key features of which are as follows:

- **Integration** – The Broker will provide integrated access to all services of central and local government through a single point of contact.
- **Multiple Access Channels** – The Broker will make services available through multiple access channels, including online self-service, and intermediated service through both telephone contact centres and one-stop-shops.
- **Data Security** – The Broker will provide protected data vaults for secure storage of the personal or business information necessary to facilitate access to public services, while making available to public service agencies only the information that is strictly necessary for the delivery of specific individual services. Provision of data to the Broker will be managed and controlled by the individual or business whose data relates, and will, beyond certain core basic data, be on a voluntary basis.

2. The Irish Government has approved the transfer of the functions of the Public Service Broker (PSB) from the Department of Social and Family Affairs to the Department of Finance. The transfer was effected on 1 April 2008. Since then, the Department of Finance has been integrating the functions of the Reach portal into existing Government websites such as www.gov.ie and Revenue Online. This project is being run and managed by the Centre for Management Organisation and Development.

3. **Flagship Services to Citizens** – The following flagship citizen-centred services have been prioritised and progressed since 2002, consistent with the principles underpinning integrated delivery of services through the Public Services Broker: Motor Tax, Driving Licences, Road Haulage Licences, Passports, Birth, Death and Marriage certificates, Local Authority Housing (including provision for online self-assessment of eligibility), Planning

Applications, Court Fines, Electoral Register, Child Benefit, Adult Education Guidance, Agriculture grants and services (area aid applications, disease eradication schemes, etc.).

4. **Flagship Services to Business** – The following flagship business-centred services have been prioritised and progressed since 2002, consistent with the principles underpinning integrated delivery of services through the Public Services Broker: Revenue (all returns and payments), Statistical Returns, payment of Commercial Rates, Public Procurement (integrated access to all procurement opportunities, evolving towards supporting all stages of the procurement process online), Land Registration, Work Permits, filing of annual returns to the Companies Registration Office, renewal of Patents and Trademarks, application for mining prospecting licence and operation, application for forestry grants, application for vessel registration and fishing licences, notification of a change of ownership of a vehicle.

5. **eHealth** – The future National Health Information Strategy will include an information framework to support the achievement of the goals and objectives as set out in the National Health Strategy. Consistent with the principles underpinning delivery of the Public Services Broker, this will include prioritisation of a number of pilot eHealth projects.

6. **Departmental Projects** – The services being delivered through departmental projects will be progressed in the context of the overall objectives set out in this Action Plan, and consistent with the principles underpinning the integrated delivery of services through the Public Services Broker.

7. **Monitoring arrangements** – Responsibility for eGovernment policy has been consolidated in the Department of Finance. Under the new arrangements, eGovernment targets will be agreed between Centre for Management Organisation and Development (CMOD), and individual Government Departments and Offices. Progress will be monitored by CMOD and biannual progress reports will be submitted to Government.

New Priorities for Service Delivery (2006-2015)

According to the report 'Leadership in Customer Service: Delivering the Promise' released by Accenture in June 2007, Ireland ranks 11th out of 22 countries worldwide with high quality public service delivery, and it gets the 6th best score among all European countries studied. Partly based on a citizen survey, the report reveals that 62 % of Irish citizens polled believe that public service has improved since 2004, and 78 % stated they were satisfied with the service they had most recently received from the Government.

The Irish Government approved the transfer of the functions of the Public Service Broker (PSB) from the Department of Social and Family Affairs to the Department of Finance. That transfer was effected on 1 April 2008. Since then, the Department of Finance has been integrating the functions of the Reach portal into existing Government websites such as

www.gov.ie and Revenue Online. This project is being run and managed by the Centre for Management Organisation and Development (CMOD).

In this context, Towards 2016, Ireland's Social Partnership Agreement 2006-2015 developed a new framework to address key social challenges that individuals face at each stage of life (children, young adults, people of working age, older people, people with disabilities).

One of the challenging objectives is to achieve public services designed around individuals and their needs (**citizen-centricity**) instead of having services based on different administrative boundaries.

Priorities for Government Modernisation

Developments in eGovernment closely support the Government modernisation programme, and will be central to issues such as further deepening of the Quality Customer Service initiative, devolving more decision-making closer to the customer, improved financial information systems, and effective mechanisms for addressing cross-cutting policy issues. A key challenge will be to ensure that the full synergies between eGovernment and the wider modernization process are realised.

There is growing acceptance of the need for a greater internal eGovernment focus on streamlining background processes, facilitating cross-organisational collaboration, continuing to develop an organisational culture with a user-centric focus, and achieving the full benefits from the substantial investments in technology across the public service. Further development of the SMI process, including the Strategy Statement and Business Planning process, the Quality Customer Service initiative and reforms in relation to HR management and financial management, is essential to ensure that the public sector is positioned to rise to these new challenges.

The implications of this are significant for staff and management at all levels – for what they actually do, for taking ownership, for the way they work, the organisational structures within which they work, and the way they share knowledge. There are also implications for citizens, corporate citizens and other stakeholders, all of which need to be addressed.

1. **eEnabling the Public Service** – Work towards eEnablement of particular processes, including the business of Government itself through the eCabinet project, is already underway. In support of these cross-agency initiatives, the parallel creation of a knowledge-basedorganisation is a natural extension of the eGovernment process. It will necessitate a re-configuration of the ICT infrastructures across the public service to provide for greater use of intranets and extranets and a greater emphasis on sharing of services and common automated processes using web technologies. It also means a new approach to IT governance, organization and development, human

resource management, leadership and support. The Department of the Taoiseach and the Department of Finance has progressed further proposals since 2002 to shape developments in this area in the context of the unfolding modernisation process. Responsibility for eGovernment policy has been consolidated in the Department of Finance since May 2008.

2. **eCabinet Project** – The eCabinet project will bring the application of new technologies to the Cabinet process. In particular, it focuses on:
    - electronic distribution and management of Cabinet papers;
    - use of technologies to improve presentation of complex issues at Cabinet;
    - use of technologies in direct support of Cabinet meetings;
    - creation of new information resources.
3. **eLegislation Project** – Proposals are being progressed to support eEnablement of the process governing the preparation of legislation, contributing to an efficient, accurate, cost-effective and seamless delivery of Bills to Government.
4. **eProcurement Project** – The Irish public sector procurement portal was launched in December 2001 providing online access to public sector procurement opportunities (etenders.gov.ie). Information is updated on a daily basis and is provided free of charge to all registered users. A facility enabling suppliers to reply to tenders electronically has been available since April 2002, as a further phase in a process that is underway towards fully integrated electronic procurement procedures across the public sector.
5. **Department of Finance** – Progress is underway towards eEnabling; the processes through which Departments and Agencies interact with the Department of Finance in relation to the administration of the public finances, including the Estimates process and the ongoing monitoring of public expenditure.
6. **Planning Applications** – In addition to the citizen-focused aspects of the planning process, this project will facilitate electronic integration and dissemination of planning files with third party organisations and partners who contribute to the planning process. The heritage aspects of the planning process carried out by Dúchas will be included as part of this facility.
7. **Integrated Housing Package** – The exchange of information between local authorities and the Department of the Environment and Local Government will be automated through this project, which will be implemented in all housing authorities over the next three years.

8. **Communications Infrastructure** – CMOD has implemented a multi carrier IP-based countrywide network for the Irish public service to provide communications between Departments and Agencies and to support the eGovernment process.
9. **Electronic Payments Strategy** – Work towards establishing a comprehensive framework for transferring value electronically throughout the economy was completed and most public service payments are now made electronically.
10. **National Spatial Data Infrastructure (NSDI)** – Work towards establishing a National Spatial Data Infrastructure (NSDI) has been progressed since 2002 as a strategic priority in the context of the overall development of the eGovernment process. The key focus will be the integration of spatial data (or geographically referenced information) with all wider information-management processes across Government, consistent with the principles underpinning integrated delivery of services through the Public Services Broker.

Ireland's latest Social Partnership Agreement entitled, 'Towards 2016 – Ten-Year Framework Social Partnership Agreement 2006-2015', provides for the continuation of the country's Public Service Modernisation Programme.

Additional information about the Public Service Modernisation Programme can be found at the 'Bettergov.ie' website: http://www.bettergov.ie/index.asp

Lativa

Guidelines for Development of the Public Administration Policy 2008-2013 "Better governance: administration quality and efficiency" covers a number of issues related to public administration and its performance. Such issue is the development of eGovernment, which impacts the reduction of administrative burdens. The guidelines foresee the development of a concept paper for universal identification cards ensuring the state aid in the form of investment and the utilisation of financing from the EU Structural Funds. By this way cooperation with private companies will be fostered and client connections with the main information networks will be developed. The concept paper refers to the development of the local government information system for 2009-2013 and to further development and operation of national information systems and other measures.

Latvia's eGovernment strategy is laid down in the **Latvian e-Government Development Programme 2005-2009**, adopted by the Government on 29 September 2005. This programme is based on Latvia's e-Government Conception and on the Public Administration Reform Strategy 2001-2006.

The Latvian e-Government Development Programme 2005-2009 is closely aligned with the eEurope 2005 Action Plan and the EU strategy 'i2010 - A European Information Society for growth and employment' adopted by the European Commission on 01 June 2005.

Latvian e-Government Development Programme 2005-2009

Vision

The basis of eGovernment development is the vision of Latvia as a developed, dynamic and prosperous country, one of whose basic features is **a democratic and efficient state administration**, oriented towards fulfilling citizen needs and that can ensure the competitiveness of the country as well as the welfare of its inhabitants.

Objectives

The overall objectives of Latvia's eGovernment programme are to implement information technology and optimise public administration processes, thus:

- Improving the **quality and accessibility of state government services** and decreasing the administrative and financial burden for citizens and businesses;
- Developing a **more efficient and cheaper government** – improvement of administration effectiveness and reduction of costs;
- Developing a **more open and democratic government** – increase of society participation in the work of state administration.

Principles

The development of eGovernment must be based on several basic policy principles, including:

- Society **participation** in state administration;
- Orientation towards **citizen needs** and integration (consolidation) of services on the basis of life events;
- **Multi-channel** and secure provision of services, including electronic provision;
- **Equal opportunities** for all;
- Concentration of public bodies on basic tasks and use of private sector expertise through **outsourcing**;
- Coordinated and efficient government **investment** into information technology;
- **Security** of eGovernment services.

Basic action lines

- To improve the state and municipal information technology **infrastructure** and the collaboration between state registers;
- To create **new channels** for government services based on the one-stop agency principle;

- To develop **new eServices** – primarily the most required by citizens and businesses - and to improve the quality of public services using ICT solutions;
- To create new state **information systems** and to develop those of municipalities.

The financing resources for the e-Government Action Programme are State budget resources, co-funding of EU Structural Funds and others.

Lithuania

Policy documents

The Lithuanian eGovernment strategy is laid down in the **Position Paper on eGovernment** (the so-called 'eGovernment Concept') adopted by the Government on 31 December 2002.

An **Implementation Plan for the eGovernment Concept** adopted in November 2003 and revised in March 2006 determines the measures to be adopted and the targets to be reached in various eGovernment services by the end of the year 2012.

The Lithuanian eGovernment strategy forms part of a wider Information Society policy whose development is one of the present priorities of the Government. The **Information Society Development Programme 2006-2010,** approved by the Government in June 2006, is thus of relevance to the country's eGovernment strategy.

Currently the eGovernment Concept and Implementation Plan for the eGovernment Concept are revised, updated and respectively merged with the Lithuanian Public Administration Development Strategy until 2010 and Action plan of Public administration development for 2007-2010, with the aim to ensure eGovernment and Public Administration development strategic alignment.

Goals and objectives

The **goals** are to improve the transparency of the decision making process of the executive bodies of the Republic of Lithuania, efficiently deliver high-quality public services and provide information to the public, businesses and institutions by exploiting the possibilities offered by information technology.

The **main objective** is to deliver public services to citizens and businesses via digital technologies (Internet, mobile phones, etc.) as from 2005, taking into account public services as defined in the programme documents of the European Union.

Migration of public services onto the Internet is to be completed in **four gradually maturing phases**:

- The **first level** - public online information services. An institution provides public information via the Internet.
- The **second level** - partial transactions. An institution provides partially automated forms and questionnaires to the user who may fill them in and print them (i.e. to provide data to the institution).
- The **third level** - partially interactive level. The user's identity is established within a system. The user may present questions, and the institution, upon a receipt of an electronic query, provides answers. The service (i.e. the form), however, is delivered by non-electronic channels.
- The **fourth level** is fully interactive; the eGovernment project is completed. A user submits a request by electronic means and is provided with a valid electronic service.

The **purpose** is to bring eGovernment up to the fourth level. However, in the initial phases lots of projects were to be run on a lower level due to financial, organisational and logistical reasons. By 2005, all public services which are administered by State institutions had to be transposed into the Internet at the aforementioned third level, or be delivered by other remote means (except for public services which cannot be delivered by remote means, i.e. those which can only be provided in the presence of a civil servant).

Pursuant to the **'One-stop principle'**, both natural and legal persons will no longer be concerned with public administrative procedures as this will be carried out via the public information system with no direct participation of individuals or businesses. In practice, this principle will not mean the establishment of a centrally run public information pool.

Though relatively rare in Lithuania, the **practice of phone service** already exists, i.e. when phone service operators register orders, queries, etc., identify a user and deliver the service requested. Telephone communication is common and will, therefore, continue to be acceptable to the population, and especially those individuals who will have no possibilities or skills to use the Internet. Therefore delivery of public services via telephone lines should be developed **simultaneously with other remote access technologies** ('distance services', 'electronic means' or 'Internet technologies' will include, where possible, delivery of public services by phone).

In developing new delivery methods for public services, the already existing and broadly accepted methods of public service delivery should remain in place. However, it should be guaranteed that with a growing number of online users, the **expenditure** for servicing customers by common methods **should be cut**. Besides, common methods of service delivery may be entirely abandoned provided that all existing and potential public service users have a possibility and are knowledgeable (or otherwise capable) to benefit from new methods of public service delivery.

Public information services should **focus on information users**. In developing new delivery methods of public services, all project documents should be available within the system of information processing and submission to customers.

Queries from individuals and institutions received **via electronic mail** shall have the same status as posted mail, i.e. these queries have to be subject to similar procedures. A query can be left with no response provided that there is no possibility to identify a sender. An applicant, upon his or her request, should be guaranteed of receiving a response via electronic mail.

In developing new public services by institutions, methods of distance service delivery should be thought over beforehand. No legal acts to be approved shall impede virtual transactions (i.e. no actual (physical) signature is required and no other restrains).

Luxembourg

The Luxembourg eGovernment strategy is built upon the eGovernment Master Plan. Presented in June 2005 by the Government, it aimed to accelerate eGovernment progress in the country.

This document sets out the strategic objectives of "eGovernance", which are Government **transparency**, citizen **inclusion and participation**; public sector **efficiency**, increased **competitiveness** of both the public and private sectors, as well as an increase of the general level of **knowledge** and know-how in Luxembourg. It also aligns the major eGovernment objectives with the European i2010 program.

New eGovernment Master Plan

With the **new** Master Plan, the Government intends to create a coherent framework for the different aspects of state computerisation, which implies to take actions in six complementary fields:

- Organisation and management (simplification of procedures, use of norms and standards)
- Contents and services (state presence on the Internet, citizen portal, horizontal portals, thematic portals, institutional sites, digitalisation and availability of contents)
- Education and training
- Technologies and Infrastructure (to ensure interoperability between the State's information systems)
- Security and privacy
- Legislative Framework

In this respect, the new strategy and action plan make a distinction among three main categories of projects:

- **Short term Internet projects**, such as for example the creation of an online service for VAT returns or the development of an eProcurement platform.
- **Short term administrative management projects**, such as the setting up of an integrated system for the management of housing grants.
- **Medium and long term strategic projects**, such as infrastructure, interoperability, and service integration projects, as well as initiatives for the organisational reform of Public Administration.

The eGovernment Master Plan will be implemented according to a **"step-by-step" approach**, according to which new electronic services will be presented and put online as soon as possible, even if the project is not entirely completed. Among other services, the action plan foresees the launch of an eHealth portal in two phases, a cultural portal and a **citizen's portal**, i.e. an online one-stop shop providing citizens with centralised access to all relevant government services. A sports portal has already existed since December 2007.

The coherence of the multiple government websites will be ensured by a **"Public Service Framework"** initiative, which will include a number of projects related to standards and functional architecture. In the context of the growing prevalence of online public services in the state-citizen relationship, the eGovernment strategy in Luxembourg is partly based on the **Standardisation Charter for the presence of the State on the Internet**. The first version of the Charter, published in May 2002, aims at serving as a good practice guide for public entities planning to create an Internet site. **ReNo** ("normalisation referential"), the second version of this Charter, which lays emphasis on the accessibility issue, was published at the end of 2007.

Other important infrastructure initiatives will include for instance cross-departmental workflow management and identity management projects.

In order to ensure that the challenges of eGovernment implementation are tackled in a coherent and efficient way, **the Government has established a renewed management structure for its eGovernment drive**. The Ministry of the Civil Service and Administrative Reform, which is in charge of coordinating Luxembourg's eGovernment policy, has created a Coordination Committee for State Modernisation. The Committee, chaired by the Minister for the Civil Service and Administrative Reform and composed of representatives from different ministries, directly reports to the council of ministers. Drawing both on the technical expertise of the Informatics Centre of the State and on the conceptual and administrative work developed by the eLuxembourg Service, the Committee closely works with ministries and other government bodies which manage specific eGovernment projects.

eLuxembourg Action Plan eInclusion "Internetbrécken bauen"

The vast eLuxembourg government programme leads Luxembourg through the Information Society evolution to the new technologies era. It shows both the citizens and administrations how to efficiently use the **electronic communication tools**.

In this action plan, the Government especially aims at providing this know-how to everyone so as not to create two distinct groups of people; those who know how to use the new technologies and thus can profit from them; and those who cannot benefit from those new tools as they are not familiar with them.

Therefore, the use of the new technologies should neither depend on the level of instruction, nor on any sociocultural aspects. It should constitute an element of cohesion and a means of integration, thus becoming an **ideal democratic tool**.

The **eInclusion** programme comprises three aspects:

- the installation of telecenters, the "Internetstuffen";
- the training of instructors " Internetführerschäin ";
- the "Internetführerschäin" and life long learning in the Information Technologies sector.

Malta

National ICT Strategy 2008-2010

The National ICT Strategy 2008-2010 was launched in December 2007. Under the heading **'Malta: The Smart Island'**, the strategy builds upon the achievements of the previous ICT Strategy 2004-2006.

The ICT Strategy 2004-2006 mapped out the country's consolidations steps in the global ICT scenario, soon after the eMalta Strategy which, between 2001 and 2004, had put in place the foundations for a first-class Information Society and economy.

Setting the vision of Malta as one of the **top 10 Information Societies in the world by 2010**, the ICT Strategy 2008-2010 seeks to pro-actively address several **major challenges**, including:

- the need to identify and address the new digital divides which will emerge in the coming years;
- the successful application of technologies in the enhancement of quality of life;

- the constantly moving target of becoming (and remaining) a leading ICT industry in the region.

The 'Smart Island' has been built on a series of **five strategic parameters,** which are as follows:

- **Three landscape determinants**:

  - the **i2010 Action Plan** of the EU Commission which defines the EU context of the further development of the Information Society within the framework of the EU's Lisbon Agenda.
  - the **national Research, Technological Development and Innovation (RTDI) strategy** which maps out Malta's path towards establishing itself as an increasingly relevant player in the research, development, technology and innovation sectors.
  - the **National Industrial Policy** which defines the economic transition which the industry is to follow to enhance the nation's competitiveness.

- **SmartCity Malta**: The development of the global knowledge-based township in Malta goes beyond the physical dimension of the ICT and media business park. SmartCity will re-define the relevance of the information economy in Malta and will serve both as an enabler for the attainment of the **ICT services hub vision** and as a motivational driver for the development of the country's human resources. SmartCity shall also grow into the global flag-bearer of the country's achievements in the ICT sector, taking Malta into the top league of the ICT destinations in the world.

- **360-degree approach**: this approach prioritises the interests and objectives of the wider Information Society and economy. The ICT Strategy is **not meant to replace the vertical strategies** and programmes such as the eGovernment strategy and the eLearning strategy.

- **Leading international practice**: The strategy has been developed on the lines of the best international practice available in the ICT sector. Leading national strategies have been reviewed together with recorded global best practices in the Information Society and economy fields.

- **Result-driven**: The Smart Island is neither built on textbook strategies nor on stock processes. It is built on the critical mass of the experience of the multiple stakeholders which have helped the Government in shaping it and is fundamentally driven by the results which society and economy at large aim to attain out of its **deployment** and the **further proliferation of ICTs**.

Netherlands

eGovernment Policy in the Netherlands

The Dutch Cabinet wishes to take advantage of the opportunities offered by **Information and Communications Technology (ICT)** to improve the standard of service to the business community and the general public. Ultimately, that will mean that citizens may no longer be asked for information which is already available within the Government. The use of ICT for such Public Administration purposes is often referred to as 'the Electronic Government' or simply 'eGovernment'.

The Cabinet aims to develop the Public Administration in a serving Government. Therefore the Government places citizens and professionals first and is governed by proper functioning thus offering good services. The effective use of ICT (online services and reuse of information) is vital for reducing administrative burden for citizens and companies. That is decisive in order to earn people's trust and **deliver more quality with less people**.

The fourth Balkenende Government's policy programme for 2007-2011, 'Working together, living together', emphasises that: 'ICT applications, the Internet and digitisation are tools that can improve the service provided by the Government, making the Government more accessible. eGovernment also constitutes an important tool for reducing the administrative burden on the general public and professionals.' The key focus is, and will remain, the improvement of services to citizens and companies in all their dealings with the Government, at all levels.

Worthwhile progress has been made with the development of eGovernment in the Netherlands in 2008, including the implementation of Citizen Service Numbers and the widespread use of DigiD. Service providers are also making increasing use of the municipal infrastructure, with 67% of services available in electronic form at the end of 2007, as indicated in the Overheid Monitor 2007.

Spring 2008, the national ICT agenda 2008-2011 was published, formulating the cabinet's objectives around five priority areas: eSkills, eGovernment, interoperability and standards, ICT and public domains, and services innovation and ICT.

National Implementation Programme (NUP)
In May 2008, the Cabinet published a new vision concerning better government and service provision and a connected service provision and eGovernment action programme. Important input for this new action programme was the December 2007 published 'Hour of Truth' report of the Postma-Wallage Committee, invited by the cabinet to advise on the management of electronic government.

The action programme is known as National Implementation Programme (NUP) covering both the infrastructure required and significant flagships projects that use (or will use) that infrastructure. The relationship between the implementation of the flagships projects and the achievement of policy objectives is clear. As the projects use the eGovernment infrastructure, they also demonstrate its added value.

On December 1st of 2008, a joint declaration was signed by representatives of the national, regional and local governments to adopt the National Implementation Programme as a joint strategy for the next three years. This means that Dutch eGovernment initiatives will be focused on the flagship projects and the infrastructural products and services.

Internationally speaking the Netherlands is well up in the eGovernment league tables, scoring 5th place in the UN's e-Government Survey (2008). The Netherlands has risen to 7th place in the eReadiness rankings of The Economist Intelligence Unit (2008), partly owing it to the increase in the services available on the Internet. The European Commission's latest benchmark according to the Capgemini report indicates that full on-line availability in the Netherlands has again risen substantially, from 53% in 2006 to 63% in 2007. The survey also looked at customer-friendliness, where the Netherlands rated 29%, i.e. above the European average (19%). Concerning use of eGovernment, 54% of the Dutch population is using the Internet for interaction with the Government.

The policy statement 'Towards the Electronic Government' published in September 2004, and its respective progress reports serve as the basis for the **further development, management and implementation** of this information infrastructure. The eGovernment reports provide an overview of the joint agenda with regard to the common basic facilities:

1. Electronic access to Government
2. Electronic authentication
3. Unique identification numbers for citizens and businesses
4. Key registers

Norway

An Information Society for All

Through the White Paper on ICT-policy "An Information Society for All" in 2006, the Stoltenberg-Government presented a new strategy for ICT-development. Previous actions and goals from the former eNorway-initiatives have been integrated in this new strategy.

Furthermore the new strategy enlightens two focused areas, digital inclusion and round-the-clock electronic public administration services.

Digital Inclusion

Three preconditions in particular form the basis for the Government's commitment to digital inclusion: digital access, universal design and digital skills.

Digital access is above all a question of ensuring everyone of good provisions for high-speed Internet access. Place of residence should not be what determines whether or not people can take part in the Information Society. In 2007, the Government has therefore increased its broadband appropriations.

Universal design of ICT solutions is a precondition for participation by everyone. The Government operates with the specific objective of ensuring that all technological solutions involving ICT in the public sector are based on universally designed solutions - in self-service machines as in computer solutions. The private sector will be urged to follow suit.

Digital skills throughout the nation are essential. The Government will therefore be increasing the focus on digital skills making better provisions for disadvantaged groups such as the elderly and those outside of the labour market - groups who at present fall behind in access to electronic solutions. However, pupils and people in employment will also need to build their digital skills through school and working life in order to become discerning media users. The commitment to ICT in the Norwegian education system will be stepped up.

Key elements of the strategy include ensuring access to computers and the Internet for all pupils and teachers and extending the use of digital learning resources. The Government aims for Norwegian schools to be pioneers at global level in the use of ICT in teaching and learning. At the same time it is important to focus on other arenas for skills acquisition. Voluntary organisations play a key role in this work, as do libraries and public services, such as those offered by local labour and welfare offices. Digital skills are not abilities that are acquired once and for all, like riding a bike or swimming. **Good digital content is a key to skills acquisition** and the Government will therefore be focusing on this type of approach. It is important to make access to content, such as that from the National Library of Norway, the Norwegian Broadcasting Corporation and other sources of knowledge and information, as straightforward as possible.

Round-the-clock electronic public administration improves services

Norway is internationally at the forefront in implementing ICT in the public sector. The sector is however large, the actors are many, and interaction between them could be improved. Each individual government organisation is responsible for its own procurements or development of in-house ICT solutions, while we also have an autonomous municipal sector. The result is that many electronic services are scarcely coordinated since the

solutions have been developed "locally" without reference to broader, common requirements.

The Government's aims here are two-fold. On the one hand, the users should be offered an **open, accessible and coherent public sector** featuring integrated and fully digital services via sound electronic self-service solutions. On the other hand, resources should be freed up and used more effectively through ICT in order to strengthen public welfare provisions, while reducing administrative burdens. In the future, developments in society will put public finances under pressure, and increase the need for adjustment processes.

The Government will make provisions for **round-the-clock electronic public administration** entailing far more extensive inter-organisational cooperation. This will pose challenges for organisational, legal and administrative processes in the public sector. The realisation of round-the-clock public administration will be based on the main principle of developing electronic self-service solutions, establishing common, cross-sectoral solutions and formulating universal architectural principles for ICT solutions in the public sector. Electronic services, both for citizens and businesses, must be accessible via the "Minside" ("Mypage") citizens website portal and the business portal "Altinn" ("AllInn").

The Government will base its software policy on open standards and more extensive use of open source software. The use of **open ICT standards** is important, among other things as it promotes enhanced interaction between enterprises and counteracts the tendency for public enterprises and users to become locked into particular technologies and providers. The Government also wants public enterprises to make more extensive use of solutions based on open source software.

The Norwegian approach to organising eGovernment generally reflects the government structure and the decentralised budgeting responsibilities. At the ministerial level, the amount of ICT co-ordination varies and is linked to the level of centralisation / decentralisation of the structure of responsibilities within each ministry. While each ministry is constitutionally responsible to the Parliament for its sector of activity, ministers greatly differ in terms of their administrative style and co-ordination approach vis-à-vis the agencies under them. The main tool that ministries have for guiding the direction of eGovernment in the agencies under them is the annual budget negotiation process. The Ministry of Finance, however, does not have a hand in using the budget as a tool to achieve overall eGovernment policy goals.

Strategy and actions for the use of electronic business processes and electronic procurement in the public sector

The strategy document "Strategy and actions for the use of electronic business processes and electronic procurement in the public sector" and the increasing success of the

eProcurement portal Ehandel.no shows the Government's commitment to eGovernment. Despite this, and in contrast to other Nordic countries, in Norway there are relatively few central government projects to improve citizen online consultation and participation in policy making. Most of the eGovernment initiatives are targeted to providing information to citizens, rather than engaging them in **eConsultation** or **eParticipation**. In a fashion similar to most other OECD countries, seemingly little civil society mobilisation is focused on eGovernment issues, despite the increase in use of ICT and the Internet.

Poland

Main Strategy Documents

The current eGovernment strategy of Poland relies on **the following key documents**:

- Computerisation Development Strategy of Poland until 2013 and Perspectives for the Information Society Transformation by 2020 (in Polish only), adopted by the Council of Ministers on 29 June 2005;
- National Computerisation Plan for the period 2007-2010 which was publicly unveiled in January 2007, and went into force on 22 April 2007.
- The Strategy for the Development of the Information Society in Poland until 2013 (in Polish), passed by the Council of Ministers on 23 December 2008 and signed by the Prime Minister on 31 December 2008.

The **Strategy for the Development of the Information Society in Poland until 2013** is a response to the need of reducing digital exclusion by identifying and removing existing educational, economic and geographical barriers. It is sectoral and takes into account the priorities of the European information society policy that result from the assumptions of the Lisbon Strategy and the initiatives: "eEurope – Information Society for all" and its continuation "i2010 – A European Information Society for growth and employment". The aim of the Strategy is to ensure the universal and effective use of information and knowledge for harmonious social, economic and personal development. The creation of the Strategy was preceded by a series of extensive consultations with experts who represented organisations and institutions that are most competent to express views on the issue of information society development.

The Strategy addresses three areas: people, business entities and public administration. Within each of its three areas it maps out strategic directions and determines the objectives that should be accomplished in order to achieve the desired development status for the information society in Poland in 2013.

The main source of funding for the Strategy is the budget of Poland's central government and the EU's structural funds available in Poland under Operational Programmes for 2007-2013.

The responsibility for co-ordinating and supervising the implementation of objectives adopted in the Strategy has been vested in the **Information Society Department of the Ministry of Interior and Administration**. It will be supported by the **Computerisation & Communication Committee of the Council of Ministers**, together with its working groups and the departments and units in charge of implementing particular components of the Strategy.

The **National Computerisation Plan for the period 2007- 2010** is a regulation prepared by the Ministry of Interior and Administration in cooperation with other key ministries, Local Governments entities, NGOs and the Council for Computerisation.

It is the first planning document which describes in a systematic manner concrete tasks to be carried out by public bodies in the field of Information Society development and for the **provision of eServices**.

The aim of this plan is to introduce a **new range of eServices between 2007 and 2013**. 24 new eServices are meant to be set up, covering, among others: the processing of IDs and passports; changing residence details; making doctors' appointments; sending eTax declarations; receiving information from registry offices; etc.

Furthermore, the National Computerisation Plan recommends the use of **open, publicly available IT standards** while calling for technological neutrality in all Government-led IT projects.

This plan moreover provides for activities to **reduce digital exclusion**, for instance through a strategy for broadband access to the Information Society services for the years 2007-2013. In this respect, it is worth noting that in Poland inclusive eGovernment actions are focused on facilitating Internet access and ICT training in schools, Local Government institutions and public Internet access points (PIAPs). For instance, the initiatives 'Broadband Internet for schools', the 'IKONKA network' of 2 500 PIAPs in communities across the country, and the 'N@utobus ICT training project' initiatives have significantly improved the level of ICT literacy especially among students, teachers and the population of rural and remote areas of Poland.

The Council of Ministers' **Committee for Computerisation and Communications** was established in March 2007 to coordinate and monitor the implementation by Public Administrations of the National Computerisation Plan for the period 2007-2010.

In December 2007, Witold Dro?d?, the Undersecretary of State responsible for IT issues and public registries in the Ministry of Interior and Administration, announced a **review of the already existing IT strategies** and of the National Computerisation Policy. He indicated that this implies enhancing cooperation with business and social partners with a view to provide citizens with an electronic access to the Ministry. The Minister deemed necessary to establish a unique and clear national computerisation strategy, i.e. a strategy that would define goals, timetables and performance levels for each project.

Romania

Strategy of the Agency for Information Society Services (ASSI)

In November 2008 the **Agency for Information Society Services (ASSI)** has published its strategy which provides an overview of the eGovernment strategy in Romania. It summarizes the generic and specific principles of the Agency and it proposes ways to proceed towards the fulfilment of its mission.

The Agency's mission is to increase citizen's comfort by improving the public administration performances. Specifically, it aims:

- To ensure **unique access** between the public institutions and the beneficiaries of their services;
- To become the **central provider** of back office services for common and specific processes of several institutions;
- To ensure **data reusability** between public institutions.

Government Programme 2004-2008

Reform of public administration through eGovernment is part of the **political programme 2004-2008**, under the sections "**eGovernment Programme**" and "**Policy in the field of information technology and communications**". This includes the following specific measures:

- Cooperation with local authorities in order to develop informatics networks for education and competence groups;

- Cooperation with town halls, decentralised and de-concentrated services, hospitals, cultural institutions, in order to achieve a metropolitan communications network – City Net – as a management information system to provide the following services:
    - Population survey;
    - Digital plans of localities and of their territory;
    - GIS(Geographical Information Systems);

  - Management of public services, public utilities, infrastructure systems, as well as management of public office;
  - Tax collection from citizens;
  - Management of education and cultural activities;
  - Registration of commercial firms;
  - Budget and bookkeeping;
  - Centre for citizens' complaints;
  - Urban traffic control;
  - Monitoring and evaluation of organisational performance;
  - Implementation of special programmes introducing informatics systems to town halls in rural areas.

- The Romanian Government will promote a set of measures that will allow the improvement of IT&C indicators, will make flexible the structures of central and local administration for the initiation, sustaining and starting ITC projects by the small and medium seized enterprises, as well as open some programs of financing the projects in cooperation with internal and international institutions. At the same time a project will be promoted for coherent and efficient data processing, in the context of interoperability of local and central public administration.

eGovernment has been actively promoted in the last years, being considered as the best way of organising public management in order to increase efficiency, transparency, accessibility and responsiveness to citizens, while reducing bureaucracy and corruption.

eGovernment Development

A National eAdministration Strategy and Action Plan was first adopted by the Romanian Government and enacted by Parliament in October 2001. The Ministry of Administration and Interior holds responsibility for the formulation and follow-up of this strategy, while the Ministry of Communications and Information Technology (MCIT) manages the implementation of major national projects.

The Romanian Government has dedicated a lot of effort in recent years to develop a **legal framework** favouring the development of the Information Society and eGovernment. This framework includes: the Law on Electronic Signature (2001); the Law on Free Access to Information of Public Interest (2001); the Law on the Protection of Persons concerning the Processing of Personal Data and the Free Circulation of Such Data (2001); the Law on Electronic Commerce (2002); the Law regarding the electronic payment of local taxes (2002); the Law on the processing of personal data and the protection of privacy in the electronic communications sector (2004) and the Ordinance concerning the award of public contracts, public works concession contracts and services concession contracts (2006). Moreover,

Romania was the first country in Europe to transpose the European Union regulatory framework for electronic communications into national legislation, between 2002 and 2003.

Another priority is the development of the national **eGovernment infrastructure**. An eGovernment portal was launched in September 2003, providing a one-stop shop to public services online, and incorporating a transactional platform enabling users to register for interactive and transactional services. In fact, in 2003, the Romanian eGovernment portal recently received an achievement award from the World Summit of the Information Society for its comprehensiveness and innovation.

The construction of a national network linking all local and central government information systems is underway, and the introduction of an electronic identity card is being prepared.

This fast-developing infrastructure makes it possible for the Romanian Government to deliver a number of **interactive and transactional services online**, such as VAT declaration, submission of statistical information, electronic payment of social security contributions and of local taxes, advanced job search facility and civil service recruitment platform. Although some of those are on offer to large taxpayers (legal bodies) only, the initial target was that all 20 'basic public services' identified by the European Commission were to be available online by 2005, something which, however, has not been attained yet.

The Government is guided by a wider **eReadiness** policy, which aims to promote wide access to public services and information through information technology and the Internet.

As part of an anti-corruption legislative initiative, the Government has recently promoted concrete measures to insure online availability of all public information and to lay the foundations for online complex and complete governmental services. With respect to those objectives, the legal obligations of the central and local public administration authorities will be defined by law. The goal is a functional system allowing all citizens' access to public information and services, ranging from filling of different forms to processing them online. This is the actual "**Desk Reform**" announced by the Prime Minister, which also stipulates that any Romanian citizen must be able to access the Internet, from either home or a public place, for interacting with the administration.

Individual ministries have also published their own agenda on their IT strategy, for example the Ministry of Justice's IT Strategy For The Reform Of The Judiciary 2005-2009.

On a similar note, advanced eBusiness and eGovernment applications will be developed through the **Knowledge-Based Economy project**, co-funded by the World Bank. Among them are the online registration of authorised individuals and family businesses and the integrated system for issuance of civil status documents. Other activities served by the systems will be the administration of the Local Evidence Register and data provision to

central authorities and institutions in accordance with legal obligations. These activities will be complemented by the **eStore Portal** for the promotion of electronic commerce and the business networks. Lastly, in order to enhance digital inclusion throughout Romania, numerous networks aimed at connecting local communities (schools, public offices and libraries) to the Internet will be created. In each area covered by the networks, Public Access Points will be set up. The objectives of this project are to reduce the rural-urban digital divide, stimulate the use of ICTs in schools as well as facilitating the interaction between citizens and administration. The project will be running from 2007 to 2010 and will cover 251 rural communities and small towns throughout Romania, targeting over 1.7 million Romanian citizens (10 % of Romanian's rural areas).

Slovakia

Strategy for the development of competitiveness of Slovakia until 2010

Action plan of Information Society

For transforming Slovakia into a dynamic **knowledge-based economy**, it is necessary to ensure that almost every citizen is information literate, has access to the Internet and feels the benefits of the Information Society.

For the systematic building of the Information Society in Slovakia, it will be necessary to significantly strengthen the institutional capacity in this area. The presented tasks of the Action Plan are specific projects directly tying up with the Action Plan of the Information Society Strategy and with recommendations of the Lisbon Action Programme.

The **Action Plan** therefore comprises the following parts:

- procedural, organisational and information model of Public Administration services;
- provision of European computer driving licence (ECDL) for civil servants;
- study of the utilisation of structures of the existing backbone networks of organisations with majority interest of the State;
- cooperation in drawing up the Bill on basic registers of Public Administration;
- proposed solution of electronic payment of administrative fees for eServices;
- enhancement of the utilisation of the electronic signature in public institutions as the support of business environment and digitalisation of Public Administration;
- introduction of the identifier for the communication between information systems of Public Administration and the generation of unique personal identifier from the birth number;
- creation of the system of electronic data exchange between registers;
- provision of information from the reference register of Slovak citizens and from the database of documents of the SR to authorised persons;

- introduction of the identity card with a chip card and electronic signature guaranteed;
- creation of central portal of Public Administration – access point;
- free information access to the Land Register;
- promotion of digital Government;
- analysis of the development of the comprehensive system of public procurement, registration and computer refurbishing in Slovakia;
- programme of digitalisation of libraries;
- digital enlightenment at schools;
- mapping of the state of digital literacy and adaptability of the population to ICT.

The Competitiveness Strategy for the Slovak Republic until 2010 adopted in December 2004 (also known as the *National Lisbon Strategy*) stressed the role of eGovernment for increasing the country's competitiveness. The primary objective of computerising Public Administration was to **provide more effective services** for citizens and the private sector; on the other hand, the time saved was invested in other productive activities. To this end, it was necessary to:

- interconnect the basic information systems of the Public Administration in an effective, reliable and secure way, to define the standards and interfaces for data exchange between the Public Administration bodies;
- gradually make services accessible at a central public portal to citizens and especially to undertakings, which would be using these services most;
- improve the functioning of all public registers and databases through their complete computerisation and migration to online services;
- effectively facilitate the introduction of information technology in the public sector through an audit of spending resources on information and communication technologies and Public Administration services;
- introduce concepts and monitor the concrete project results, and consider the possibilities of joint public procurement;
- ensure a high-quality information and communication technology equipment in the Public Administration and IT literacy of employees;
- introduce secure electronic identification cards, which are necessary for transactions within an eGovernment.

Strategy and Action Plan for the Development of the Information Society

Slovakia's overall eGovernment strategic objectives were set in the Strategy and Action Plan for the Development of the Information Society adopted in January 2004. According to that document, **strategic objectives** of Public Administration computerisation were:

- to ease and widen citizens' participation in public affairs through the computerisation of public services;
- to ease communication between businesses and Public Administration;
- to increase the effectiveness of Public Administration through digitisation;
- effective eGovernment and modern on-line services;
- to prepare Slovak Public Administration for smooth integration into EU structures.

To **achieve these objectives**, the Government was committed to:

- ensure creation, updating and integration of relevant digital information and services for citizens;
- ensure Slovakia's participation in the EU computerisation programmes;
- ensure accessibility of public information for citizens and businesses 24 hours a day, 365 days a year, at affordable price;
- re-assess and re-design existing processes of Public Administration from the computerisation point of view;
- create and further develop Public Administration's integrated information systems;
- to gradually make the services accessible at a central public portal for citizens and especially for firms;
- to improve the functioning of all public registers and databases by switching to on-line services;
- build Public Administration information systems using cost-effective solutions (e.g. open software standards), re-use customised software, enhance the cost-effectiveness of the information system development process;
- create an environment for the electronic identification of citizens in public information systems, registries, social services and healthcare systems;
- introduce a personal digital ID, in other words, secure electronic identification cards to enable secure access to integrated eServices;
- build a public access network enabling citizens who do not own a computer to use eServices;
- wide-spread the usage of eServices in public procurement;
- ensure continuous monitoring of the EU pre-accession and structural funding in the computerisation field, and ensure the effective use of these funds;
- ensure coordinated development of the publicly accessible digital information resources (e.g. libraries), digitisation of the national cultural and scientific heritage.

Sweden

Swedish model for eGovernment

Sweden wishes to become the first country to be an **'Information Society for All'**. This IT policy goal was adopted in 2000 by the Swedish Parliament. Since then, the Swedish

Government's priority tasks have been to enhance public confidence in IT, help improve user skills and foster access to IT services.

Public information and services should, as far as possible, be available electronically 24 hours a day, seven days a week. This is the goal of the Swedish Government's policy for developing a **24-hour Public Administration** - the Swedish model for eGovernment. This model is laid down in the action programme '**A Public Administration in the service of Democracy**'.

Another major aim is to **strengthen democracy** by enhancing transparency and citizen participation in the policy and decision-making processes.

Different needs and conditions must be taken into account so that no citizens are excluded from the new opportunities offered by eGovernment. A **multi-channel approach** should be offered, thus allowing citizens to choose between different service channels - Internet, face to face and telephone. Websites must have a design and a language that facilitate access for everyone.

A citizen-focused Public Administration must build on a close cooperation between the different Government authorities and levels of Government. In line with the **24/7 Agency concept**, the provision of 24/7 services shall take place regardless of the division of responsibilities between Government Agencies or other public organisations.

The **renewed eGovernment vision** for Sweden is that of having "the world's simplest and most efficient e-Government and e-Governance that respect the citizens' right to good administration, encourage enterprising and attract competent civil servants". It makes the former vision of an 'Information Society for All' even more concrete.

Implementing the 24-hour Public Administration

The strategy for delivery is based on the Swedish **decentralised model for Public Administration**. Sweden has small policy ministries and a large number of relatively autonomous **agencies** which are responsible for implementing Government policies.

The agencies are managed by a system of performance management, where the Government sets targets, allocates resources, appoints managers and follows up and evaluates the results. Public agencies have thus been given **substantial freedom** in deciding how to use their resources in order to produce the desired services and results.

In line with this **'light touch' strategy**, when it comes to eGovernment, the Government has limited its role to setting the overriding goals, removing obstacles such as legal barriers and supporting the agencies by providing guidelines and methods, thus ensuring that the necessary common infrastructure for eGovernment comes into place.

The main responsibility for the development of the 24-hour Public Administration must rest on the agencies themselves as they have the best knowledge of their customers needs.

However, more coordinated efforts are needed to establish the common rules, infrastructure and basic functions necessary for **joined-up services based on networked agencies**, which is the final goal for a citizen-focused and efficient administration.

The Government committed to take **further measures** to step up the development of the 24-hour Public Administration in the years ahead. Some of these measures are:

- To set more explicit targets for the agencies' eService development;
- To stimulate the development of eServices which are of great benefit for citizens and enterprises, but not cost-efficient for the separate agencies;
- To decide on a minimum of binding rules and standards necessary for a well-functioning electronic communication within the Public Administration and with its customers;
- To provide a supporting set of basic functions as a common infrastructure for the communication and cooperation between the different public agencies;
- To deepen the cooperation between State, Regional and Local Government in the development of public eServices;
- To provide a common entry point and guide - based on life events and business situations - to all electronic information and services offered by the different parts of the Public Administration.

The Swedish eGovernment efforts were consolidated with the establishment of an '**Administrative Development Agency - Verva**' on 1 January 2006. The Agency plays a vital part in the modernisation of the Swedish Public Administration in several key areas:

- eGovernment, including responsibility for the Swedish 'National Guidelines for Public Sector Websites' (in place of Statskontoret, the Agency for Public Management);
- Coordination of public procurement in the area of information and communication technology (ICT);
- Organisational development and quality management;
- Collection of examples and creation of knowledge about best practices;
- Training and education.

Action plan for a modern eGovernment

In January 2008, the Minister for Local Government and Financial Markets, Mats Odell, unveiled the new Swedish action plan for a modern eGovernment at a kick-off meeting for directors of public authorities and co-workers in the Government.

The document highlights the prioritised policy areas **until 2010**, indicates the responsible Government departments and defines the necessary coordination with municipalities and regions (county councils**).**

The primary objective of the action plan is for Sweden to re-take a leading position within the eGovernment area by 2010 by having **'the world's simplest Administration'**. In other words**, t**he Administration should be as simple as possible for as many as possible.

With the help of modern technique and other special measures, the Government now intends to create an Administration which emanates from the needs of both the citizens and entrepreneurs.

The new eGovernment action plan is intended to **palliate several deficiencies** which have been observed during the implementation of the 24-hour Public Administration strategy.

The action plan includes a **number of action areas** aimed at improving the legal, technical and economic conditions for the authorities' contacts with the citizens and entrepreneurs.

Among other aspects, the information handling of the authorities will be made more efficient, information security should increase, and **automatic IT-support** for case handling and procurement will be introduced.

The Public Administration shall as much as possible use **open standards** and gradually free itself from the dependency on single platforms and solutions.

Much of **Verva's continuous work** is re-conducted in the action plan, such as:

- Safe electronic communication and secure/efficient information exchange, such as the issue of eIdentification;

- Simplified access to information;
- IT-standardisation and common demand specifications;
- Automatic handling of cases;
- Common administrative interface for safe communication and documentation;
- Accessibility and usefulness.

Note: At the time of edition (July 2008), the action plan for the development of eGovernment is available in Swedish language only.

Switzerland

The current strategic framework for the development of eGovernment in Switzerland comprises the following key documents:

- **eGovernment Strategy Switzerland**, adopted by the Federal IT Council (FITC) on 24 January 2007, as a successor of the strategy statement of 2002;
- **Framework Agreement on eGovernment Cooperation** (in German and Italian) in Switzerland for the years 2007-2011, adopted by the Federal Council on 27 August 2007;
- Federal Administration's **ICT strategy 2007-2011** (also in German), adopted by the Federal IT Council (FITC) on 27 November 2006, as a successor of the IT Strategy and IT Mission Statement of 2000;
- Various **"Partial Strategies"** of the Federal Administration such as the Service-Oriented Architecture (SOA) 2008-2012 (also in German) and the OSS-Strategy of the Swiss Confederation (2005)

eGovernment Strategy Switzerland

In January 2006, a Federal Council mandate was given to the Department of Finance (FDF) concerning the formulation of a national strategy for eGovernment, in cooperation with the cantons. The objective was to enable the state to provide its services transparently, efficiently, at low cost and high quality. The Federal Council also mandated the Department of Home Affairs (FDHA), together with other federal offices, to submit a concept and action plan for the uniform handling of electronic data and documents within the Federal Administration, from creation to archiving. This action plan was adopted by the Federal Council on 23 January 2008.

The **eGovernment Strategy** document remarks that the full potential of ICT for conducting government and administrative affairs has, by far, not yet been fully utilised. Furthermore, the effective operation of the traditional paper-based administration in Switzerland has resulted in reduced direct pressure to take action compared to other countries.

This strategy document advocates the principle "develop once, use many times" and calls for reduction of costs through standardisation and common solutions. The means to achieve this are process-oriented applications, where eGovernment and process optimisation work together towards reducing the administrative burden. The high level objectives pursued by the strategy document centre around the electronic conduct of administrative procedures between (in order of priority): (i) businesses and authorities, (ii) authorities themselves and (iii) citizens and authorities.

This strategy has been put into effect by means of specific projects. These are included in a periodically updated **list of 40 prioritised projects**, structured along two action lines:

- **Prioritisation of services:**
  Public services selected for priority implementation are to be selected on the basis of a favourable cost-benefit ratio when provided electronically.

- **Fulfilment of preconditions:**
  Legal, procedural, organisational and technical prerequisites (preconditions) to offering services have to be fulfilled before entering operation. Processes have to be harmonised and infrastructures made available either centrally or jointly.

A distinction has been made in the list between projects which require mandatory inter-organisational coordination and those that can be implemented by a single service provider. The list will be updated on a regular basis. The services include, for example, electronic notification of house moves, settlement of customs, import and export formalities or the submission of value-added tax accounts.

Implementation of the eGovernment strategy is decentralised but coordinated, under the supervision of a Steering Committee, a Secretariat and an Advisory Board. The organisational structure of these coordination bodies is set out in the Framework Agreement on eGovernment Cooperation between the confederation and the cantons.

An assessment is to be carried out at the end of the four year period (2011).

In autumn 2008, in its second session, the Steering Committee has ascertained that the strategy is moving forward and several of the 40 priorities and actions adopted last year have already been in the implementation phase.

Advancing of the initiative itself is guided by a relevant roadmap, worked out in cooperation with organisations leading the implementation of respective actions. The first version of this roadmap has now been adopted by the Steering Committee and shall be updated at least once a year.

In parallel to the implementation of the initiative's activities, monitoring shall be performed in order to timely identify possible need for action, as soon as the latter occurs. In addition to this, an existing inventory of prioritised actions pertaining to Switzerland's eGovernment Strategy has been further extended by additional actions. In that same session, the Steering Committee transferred responsibility for specific actions to further leading organisations of federal, canton and municipal scope. Those organisations are considered as an important factor for the successful implementation of the Swiss eGovernment strategy.

The new website "eGovernment Switzerland" (www.egovernment.ch) serves from now on as the main information platform for the implementation of the Swiss eGovernment strategy.

Framework Agreement on eGovernment Cooperation

The **Framework Agreement on eGovernment Cooperation** in Switzerland governs the common approach taken by the Confederation, the cantons, and the communes (municipalities) in their implementation of the eGovernment Strategy Switzerland for the years 2007 to 2011. A Steering Committee with three high-ranking representatives each from the Confederation, the cantons, and the communes is the core unit, supported by the **eGovernment Switzerland** Secretariat (within FSUIT) as the administrative unit. Additional bodies involved are the Advisory Council, the **Swiss IT Conference** (SIK/CSI) and the **eCH** standardisation association. It is to be noted that the Federal Council could only adopt the Framework Agreement after the corresponding concurrence of the **Conference of the Cantonal Governments** of Switzerland (CCG), in June 2007.

ICT strategy

The Federal Administration's ICT-Strategy was developed during 2006 by the **Federal Strategy Unit for IT** (FSUIT) for the period 2007-2011. The purpose is to show how ICTs should be used to assist the Federal Administration's functions until 2011. A binding action framework is defined comprising responsible authorities, strategic directions and objectives. The ultimate aim is that the ICT Strategy acts as the implementing instrument of the eGovernment strategy at federal level.

We shall briefly refer below to the methods used at a Federal level to support the development of ICT processes, with a direct effect in eGovernment applications.

United Kingdom

The UK's current eGovernment strategy is set in the document 'Transformational Government - Enabled by Technology' published on 02 November 2005. The Prime Minister commissioned this strategy to seize the opportunity provided by technology to transform the business of government. Technology has a major part to play in the solutions to each of three major challenges which globalisation is setting modern governments – economic productivity, social justice and public service reform. The document presents a strategic view which shall enable the United Kingdom to use technology decisively and effectively across government to meet its national objectives.

UK's strategy focuses upon the core themes which each public sector organisation needs to develop into actions for its area of responsibility, and on the supporting actions to be taken across government as a whole. The strategy has been initially complemented by the 'Transformational Government Implementation Plan', published on 29 March 2006. For each of the work streams identified in the strategy, this implementation plan focused on the priority tasks to be completed by July 2007.

Vision

The vision of the 'Transformational Government - Enabled by Technology' strategy is about better using technology to deliver public services and policy outcomes that have an impact on citizens' daily lives: through greater choice and personalisation, delivering better public services, such as health, education and pensions; benefiting communities by reducing burdens on front line staff and giving them the tools to help break cycles of crime and deprivation; and improving the economy through better regulation and leaner government.

The specific opportunities lie in improving *transactional* services (e.g. tax and benefits), in helping front line *public servants* to be more effective (e.g. doctors, nurses, police and teachers), in supporting effective *policy outcomes* (e.g. in joined-up, multi-agency approaches to offender management and domestic violence), in reforming the *corporate services* and *infrastructure* which government uses behind the scenes, and in taking swifter advantage of the *latest technologies* developed for the wider market.

Overall this technology-enabled transformation will help ensure that:

- Citizens and businesses have choice and personalisation in their interactions with government. Choice will come through new channels and more fundamentally through new opportunities for service competition.
- Taxpayers benefit from efficiency gains.
- Citizens, businesses and the voluntary and community sector benefit from the better regulation, reduced paperwork and lower costs from a leaner, modern, more effective public sector.
- Public servants have better tools to undertake their jobs, and the opportunity to provide better service as a result.
- Policy makers will be better able to achieve intended outcomes in practice.
- Managers are able to free resources from back office to the front-line.
- Citizens feel more engaged with the processes of democratic government.

However the vision is not just about transforming government through technology. It is also about making government *transformational* through the use of technology - creating and retaining the capacity and capability to innovate and use technology effectivelyas technology itself develops. This is the only way in which public services can keep up with a continually changing, globalised society.

Strategy

Achieving the vision will require three key transformations:

- Services enabled by IT must be ***designed around the citizen or business***, not the provider, and provided through modern, co-ordinated delivery channels. This will improve the customer experience, achieve better policy outcomes, reduce paperwork burdens and improve efficiency by reducing duplication and routine processing, leveraging delivery capacity and streamlining processes.

- Government must ***move to a shared services culture*** - in the front-office, in the back-office, in information and in infrastructure - and release efficiencies by standardisation, simplification and sharing.

- There must be broadening and deepening of government's ***professionalism in terms of the planning, delivery, management, skills and governance*** of IT enabled change. This will result in more successful outcomes; fewer costly delivery failures; and increased confidence by citizens and politicians in the delivery of change by the public services.

Actions

- **Citizen and Business Centred Services**

  Services need to be designed around citizens and businesses to ensure effectiveness of delivery to the customer, to achieve policy goals, and to release savings by reducing duplication and streamlining processes (customer satisfaction, though important, is not the only goal). The key actions required are (a) to increase understanding of customer needs and behaviours; (b) to define customer groups and appoint directors to lead the overall development of services to those groups; and (c) to develop modern channels and manage the migration to them.

- **Shared Services**

  A new Shared Services approach is needed to release efficiencies across the system and support delivery more focused on customer needs. Technology now makes this far easier than ever before. Shared services provide public service organisations with the opportunity to reduce waste and inefficiency by re-using assets and sharing investments with others. Tackling this will be a major challenge as government prepares for the 2007 Comprehensive Spending Review. Particular attention should be paid to the following areas: Customer Service Centres; Human Resources, Finance and other corporate services; Common Infrastructure; Data Sharing; Information Management; Information Assurance; Identity Management; Technology standards and architecture.

- **Professionalism**

Government's ambition for technology enabled change is challenging but achievable provided it is accompanied by a step-change in the professionalism with which it is delivered. This requires: coherent, joined up *leadership and governance*; *portfolio management* of the technology programmes; development of *IT professionalism and skills*; strengthening of the controls and support to ensure *reliable project delivery*; improvements in *supplier management*; and a systematic focus on *innovation*.

- **Leadership and Governance**

  Coherent, joined-up leadership and governance across government are essential to ensure the vision and programmes set out in this strategy are achieved and that the opportunities for technology to enable change continue to be identified, communicated, managed and delivered effectively. Complex reform requires consistent pressure to be applied across the whole system for a number of years. Leadership needs to be provided at several levels – by Ministers and Councillors; by Heads of Department and equivalents; by business leaders across the public sector; by CIOs; and by industry leaders – and aligned with the wider governance of the public services. An open and transparent approach to plans and performance is essential.

Timetable for Change

The Transformational Government - Enabled by Technology plan outlines the broad timing for the implementation of the envisaged strategic targets:

- ***2007 to 2011***

  Between *2007 and 2011* the priority for technology investment and business change must be transforming delivery into public services centred round citizens and businesses, and transforming support into a shared services framework. During this period it will also be important to realise the financial and service benefits of current and planned investments. The goal should be to have made the key changes, to have embedded the new cultures, and to have made the process irreversible, by 2011.

- ***Beyond 2011***

  Beyond 2011 should be a period of further radical change in the delivery of public services, enabled by technology. The cycle of technological advancement is rapid and hard to predict. But if the broad themes of this strategy over the next five years are achieved in practice, strong foundations will be in place. In particular:

- The focus on delivery and professionalism will have generated confidence in government's ability to transform itself in radical ways.
- The switchover to new channels, supported by common infrastructure and the digital home will enable radical new service delivery options to be implemented.
- Some of the newer technologies today will be mainstream by 2011 and the time will be right to roll out their widespread exploitation.
- The culture of government will have changed to one which embraces -rather than shuns - sharing, which will continue to breakdown the silos perceived today.
- The market and other governments will have set new citizen expectations and created new opportunities for government in the UK to exploit.

It is likely therefore that the planning for this era will be based upon a vision that sees citizens and businesses increasingly serving themselves - at home, in work and public places and on the move; public servants truly dependent on technology to discharge their professional roles; policy makers regarding technology as crucial to designing policy and achieving policy outcomes; and backed by a government delivery network in which the boundaries between departments, between central and local government, and between public, private and voluntary sectors continue to be less important and less visible to the citizens and businesses. This may seem very radical by today's standards. But with strong foundations laid in the next few years it should be entirely achievable.

Northern Ireland

A **Multi-Channel Contact Centre Strategy** of the Northern Ireland Civil Service (NICS), developed in 2005, made a case for significant changes to the way the NICS manages customer contact and recognised the need to involve the private sector in both the development and the operation of the new strategy.

This has resulted in the creation of the NI Direct Programme, the first phase of which consists of two separate projects:

- NI Direct online is a web consolidation project which primarily focuses on delivering a consolidated view of all NICS web sites via a single access point. This mirrors the Directgov site in England and has a target completion date of March 2009; and
- NI Direct telephony focuses on delivering a phased implementation of enhanced telephone query response services via a single number (101).

The first phase involves a number of anchor tenants. It will be launched at the end of October 2008 with a maximum life of 4 years. Work on the second phase has commenced,

focusing on scope, sponsorship and governance on delivering a full multi-channel solution and capability to the whole NICS.

The **Delivery and Innovation Division (DID)** within the Department of Finance and Personnel (DFP) continues to deliver a range of projects since the introduction of a Digital Inclusion Strategy in 2003, the main objectives being to reduce barriers to access, and provide citizens with opportunities to gain the skills to access and utilise modern computing and Internet technology.

Recent statistics commissioned by DID's Digital Inclusion Unit show that efforts on digital equality are returning positive results and access is increasing, with digital exclusion decreasing. With access to broadband running at 100% of citizens in Northern Ireland, further projects are rolling out to continue the upward trend of statistics from NISRA. These include a range of innovative training initiatives (Silver Surfers day, Get Online Day and Everybody Online). The installation of Kiosks in several high footfall areas to encourage e-transactions and the introduction of Digital TV and SMS pilot schemes will encourage the further use of alternative communication channels with Government in Northern Ireland.