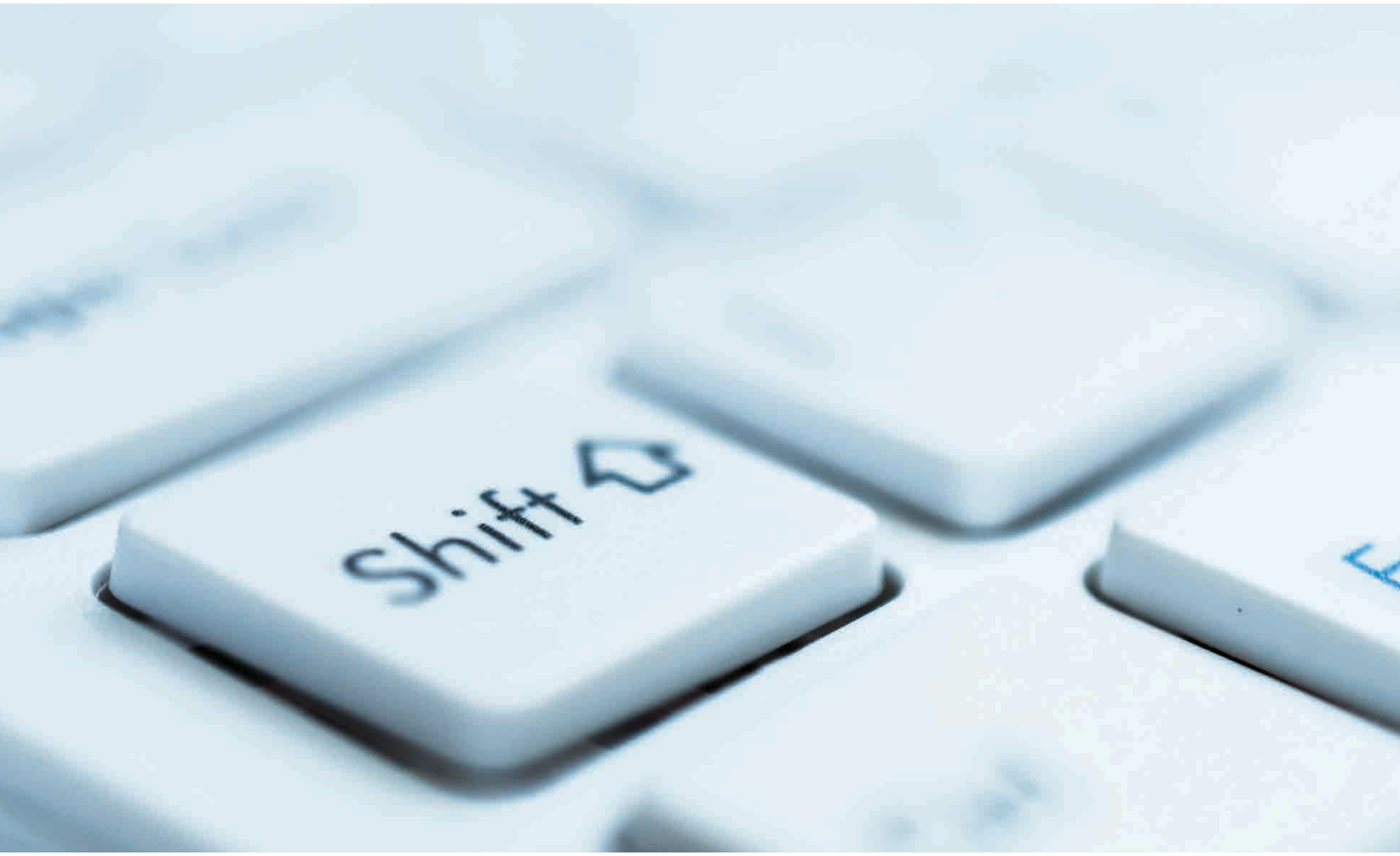
European Commission

Delivering the European Advantage?

'How European governments can and should benefit from innovative public services'



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Digital Agenda for Europe

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Executive Summary

The eGovernment Benchmark provides insight into the state-of-play of the implementation of digital public services in Europe. This measurement has selected a set of 7 life events that cover the most common public services, representative for both businesses and citizens. Each life event is measured once every two years to allow countries to follow up results and implement improvements. In 2013, four life events were evaluated, i.e. Regular Business Operations, Moving, Owning and Driving a car and Starting a Small claims procedure.

The assessment of Life Event is done by Mystery Shoppers. Mystery Shoppers are trained and briefed to observe, experience, and measure a (public service) process by acting as a prospective user. For each life event, persona descriptions are developed which provide guidance to the shoppers when performing the assessment. They make the same choices as the fictional persona would. The purpose of Mystery Shopping within the context of the benchmarking framework is to detect whether online public service provision is organised around user's needs.

This year the report presents the first baseline of results under the new framework, as the research has been completed for the complete set of Life Events (2012+2013) and the User survey (2012). The same life events will be re-assessed in the coming two years (2014+2015) to allow comparison over time. This will provide insight into possible improvement within the specific life events, as well as allow for tracking progress of the top level benchmarks. The study consists of four top-level benchmarks, covering important EU policy priorities:

- **User centricity** - indicates to what extent (information about) a service is provided online and how this is perceived;
- **Transparency** - indicates to what extent governments are transparent as regards a) their own responsibilities and performance, b) the process of service delivery and c) personal data involved;
- **Single Market Mobility** - indicates to what extent EU citizens can use online services in another country;
- **Key enablers** - indicates the extent to which 5 technical pre-conditions are available online: eID, eDocuments, Authentic Sources, eSafe and Single Sign On.

This report presents the basic analysis of the study and a detailed overview of the measurement and this year's life events. It is accompanied by an Insight Report – which is aimed at leadership and provides the insights behind the facts. The Life event assessments show that:

- Governments seem to put **quantity over quality** with regards to service provision: 72 per cent of government services is now available online. However, the ease and speed of use of these services is evaluated at 58 per cent.
- Governments **perform better on business services compared to citizen services:** the services in 'regular business operations' reach to 80 per cent User centricity, while the citizen life events vary between 59 per cent and 72 per cent. The same trend is visible for the other top level benchmarks.
- There is a **gap of 11 Percentage poins between the online availability of services provided at the national level and those provided on the regional or local level.**
- Despite a majority of services being online, **each life event journey is interrupted,** i.e. in none of the life events citizens and businesses are able to complete the entire journey, from beginning to end, online.
- **To the majority of services, citizens are provided direct access (whether with information or the complete service) through a government portal.**
- In the EU28+ **on average 3 per cent of services is provided automatically,** meaning that the user does not have to do anything to receive the service. It implies governments are not working cross domain and cross tier to collaborate in delivering online public services.
- Services that can really empower users, such as **discussion fora, live chat or even a complaint procedure are less common than the traditional FAQ sections and contact details.**

- The **transparency of governments is still unsatisfying,** Transparency of Public organisations scoring 59 per cent, of Personal data 47 per cent and of Service delivery 38 per cent.

- **Public administrations across Europe are hesitant to share information that offers insights into functioning of the administrations itself,** for instance external reports (e.g. audits) (35 and 23%), information on used monitoring methods (32 and 29%) and information on the user's satisfaction (33 and 23%).

- **Administrations are neither keen on informing citizens about possible participation in policy making processes (32 and 27%).**

- Although more than half of governments in Europe allows online access to personal data, **less than half allows the citizen to modify the personal data online.**

- **For foreigners, transactional services are rarely fully available online and even information is scarcely available,** as cross-border business services score 52 per cent on online availability and citizen services only 36 per cent.

- Implementation of key enablers is scattered and not sufficient yet to support seamless services. **In only half of the cases where key enablers could be used, they are actually implemented.** The key enabler most available is eID (Business life events: 67%, Citizen life events: 60%).

Some might enquire if there was a European advantage; and if so, what that might be.

The European Union (EU) is relevant on a global stage as a place for comparison to many nations, east and west, north and south, and on many fronts; one of which is how we design and deliver public services – and as part of that, how we use modern information and communication technology (ICT) to deliver them in a better way.

Our public services are of sound quality. Though it's not uncommon to hear grumbles, in the round, Europe has established a very solid record for delivering consistent and trusted public services to its businesses, its citizens, and its visitors. The diversity and ingenuity of Europe can be a great asset. It offers multiple sources of innovation, and collective resilience.

As a global region, Europe has a wealth of erudite and respected institutions and innovative entrepreneurs. Properly supported by quality public services we can use these capabilities to great effect; to invent new services for our internal customers, and to exploit these services and the companies that deliver them internationally – i.e. to use this foundation for local value and international economic advantage.

The European Commission and participating countries have agreed on taking eGovernment forward. Further digitalisation to achieve better, faster and cheaper public services. Empower users, enabling not only user centric provision of services but also stimulating participation and collaboration. Increase transparency of governments, personal data en service processes. Allow citizens to move across borders to work, reside, study without administrative hassle. For businesses to operate in new markets not hindered by high burden. And of course public administrations that work efficiently and spend tax payer's money wisely.

None of this comes easy, and any form of complacency is none other than a risk. However where we currently stand is in a position with potential. The key question is whether we can use that potential to best advantage.

Table of Contents

Table of Figures

Good practices

List of country abbreviations

Abbrevations	Country
AT	Austria
BE	Belgium
BG	Bulgaria
CH	Switzerland
CY	Cyprus
CZ	Czech Republic
DE	Germany
DK	Denmark
EE	Estonia
EL	Greece
ES	Spain
FI	Finland
FR	France
HR	Croatia
HU	Hungary
IE	Ireland
IS	Iceland
IT	Italy
LT	Lithuania
LU	Luxembourg
LV	Latvia
MT	Malta
NL	Netherlands
NO	Norway
PL	Poland
PT	Portugal
RO	Romania
RS	Republic of Serbia
SE	Sweden
SI	Slovenia
SK	Slovakia
TR	Turkey
UK	United Kingdom

01 Introduction

'It's time to remember what Europe is here to do. [..]

Do we want European leadership? European competitiveness? A bright European future?

If we do - in ANY area - we need a continent prepared for the digital age.

Commissioner Kroes, at the World Economic Forum, 'A vision for Europe', 22 January 2014.

1.1 Exploiting the European Advantage

The European Union (EU) is relevant on a global stage as a place for comparison to many nations, east and west, and south, and on many fronts; one of which is how we design and deliver public services – and as part of that, how we use modern ICT to deliver these in a better way.

Our public services are quality. Though it's not uncommon to hear grumbles, in the round, Europe has established a very solid record of delivering consistent and trusted public services to its businesses, its citizens, and its visitors.

The diversity and ingenuity of Europe are a great asset. It offers multiple sources of innovation, and resilience.

As a global region, Europe has a wealth of learned and respected institutions and innovative entrepreneurs. Properly supported by quality public services, we can use these capabilities to great effect; to invent new services for our internal customers, and to exploit these services and the companies that deliver them internationally – i.e. to use this foundation for local value and international economic advantage.

None of this comes easy, and any form of complacency is none other than a risk. Not embracing the power of modern ICTs to transform public services – be that delivering healthcare over mobile devices, employing sensor technologies to transform an urban travellers experience, or the flexibility of cloud to provide flexibility and enable greater consistency in our public services – will only put us behind our global competition to the detriment of those that receive the services and those companies that provide the means by which they are delivered. However where we currently stand is in a position with potential. The key question is whether we can use that potential to best advantage.

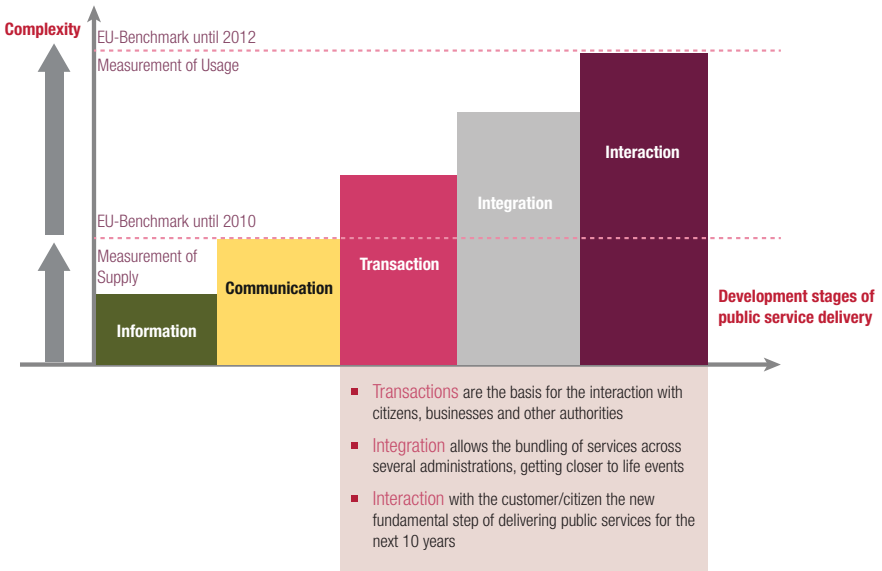
In essence, **eGovernment is about using ICT to make public service better, cheaper and faster.** For its customers and for its own good. With Commissioner Kroes we believe that our future lies online[1]. New technologies and tools develop at speed of light and have today a significant impact on our daily life. It changes the way citizens behave and interact, and what they expect from public administrations. Governments are challenged to utilise the opportunities ICT provides . That doesn't come easy – it requires often to radically change and innovate operating models and

1 http://commentneelie.eu/speech.php?sp=SPEECH/14/49

governance. To break down and connect silo's that have been built over decades. To change skills and behaviour. To prevent a gap between digital "have's" and "have not's". With new opportunities come new challenges. All properly recognised and written down in European visions, strategies and policies. But how is it implemented within countries? And what does that mean for Europe?

Our study provides insight into the state-of-play of the development regards the implementation of digital public services and makes clear to what extent Europe is delivering on its promises. It measures 'eGovernment' and – just like the government's challenge sketched out above – it needs to evolve to remain relevant. The 'old' benchmark of 20 public services represented a silo view of public services – single services without connection to the overall process - the customer journey - and approached purely from the supply side. The 'new' benchmark builds on 'life events' that represent customer journeys and introduces demand-side elements to learn to which extent services are actually delivered in an user centric mode. The below figure shows the 'digital development' of public service provision and in similar fashion the road the benchmarking framework follows: towards interaction as key characteristic for the G2C and G2B relation.

Figure 1.1 Complexity of services and steps of Digital Development



With the future vision in mind, and an assessment of current performance of the EU28+ and individual countries, it is possible to sketch the path to get from A to B, to indicate what is needed to adapt and change and, finally, to deliver on the European advantage that withholds that great untapped potential.

1.2 Who should read this report?

Anyone who is interested in how governments are coping with today's challenges. The Benchmarking framework is constructed around key elements of eGovernment. Building from a very rich source of collected research data, using different methods and in strong collaboration with participating countries, the results provide a robust and coherent insight into the current state of play in Europe. To optimise follow up of the research we have decided to report on the outcomes through two reports, each addressing different audiences, and sharing of raw research data. We aim to deliver an impactful study on eGovernment, of which we capture the key findings and policy recommendations in the shorter Insight Report.

Especially those who are working with/in eGovernment on a daily basis. The data processed by this measurement is broad (covering many domains) and deep (digging into the reality of the service processes from multiple angels). The report before you is called the 'background report'. It is aimed to provide an extensive and detailed view of the performed measurement. It almost serves as an encyclopaedia of eGovernment performance in Europe. The indicators that compose the framework are presented for each single Life Event under assessment as well as at an aggregated level (covering the average of all life events).

And researchers that want to re-use a rich data source to extract deeper insights. The publication of both reports comes with a set of open, machine readable data. This includes all life event assessments performed in 2013. The Commission's webpage also includes the data collected in life event assessments in 2012 as well as the demand-side user survey amongst citizens (2012).

1.3 Why read this report?

Benchmarking is an important aspect of the European Union's Open Method of Coordination (OMC). It is used in order to stimulate mutual learning processes, to perform multilateral surveillance and to contribute to further convergence ofParticipating countries' policies, in various policy areas. eGovernment benchmarking means undertaking a review of comparative performance of eGovernment between nations or agencies.

Benchmarking gives insights as to the state of play of eGovernment in the participating countries and is hence an essential part of the response to current socio-economic challenges. Benchmarking analysis is used as a comparison tool for analysing processes and performance metrics against the standard or best practices in a given field. The analysis includes constructing a well-defined baseline against which the subject of the study is compared in order to analyse its performance, establish good practices and identify areas of strengths as well as inadequacies. In the context of eGovernment, it offers insight into how services can be made 'twice as good, in half the time, for half the costs' and can stimulate governments to respond faster and smarter. Benchmarking is the first step of a continuous benchlearning and improvement cycle.

Table 1.2 Purpose of this report and coherence with study's deliverables

	Insight Report	Background report (THIS report)	Open research data
For whom?	Government leadership	Policy officers	Academics & research communities
What?	Key findings and recommendations	Detailed analysis of indicators and life events	All data collected in machine readable format and method
Purpose	Direct European and national eGovernment strategies	Realise direct improvements in public service delivery	Stimulate re-use of data and in-depth analysis

02 Benefits of Measuring eGovernment through Life Events

This chapter explains the measurement framework of the eGovernment Benchmark, as designed and agreed with European Commission and Participating countries[2]. It reveals what is measured and how – and what it means. In particular the concept of Life Events is elaborated, as it composes a major part of this exercise and revolves around the essence of eGovernment benchmarking: the user. The final paragraph consists in a reading guide for the following chapters of this report.

2.1 The customer journey as starting point for designing services

An example[3] to show the importance of designing public services around user's needs. In country X, the municipal personal records database captures everyone's administrative life: address, birth, marital status, etc.. A talented student took the chance to apply and start a two-year study abroad. Following the rules, the municipality de-registers the student. Consequently, she loses her rights as resident and because her registration in the database is connected with her health insurance, she also becomes uninsured. And while she made arrangements with her lessor and the 'department of housing' in her city, she now risks to lose her right to live there. A 70-year old pensioner encountered the same issue when he decided to reside permanently in the warmer parts of our continent. Being a cardiac minimises his chances of getting insured somewhere else.

The example illustrates that the involved public organisation not only wasn't able to meet demands from two regular citizens, but even acts as a brake on a fundamental priority of the European Union: to live and reside freely in Europe. Please note that this example origins in a country generally considered as advanced. It could have been prevented if the services around registration of our administrative life – which basically is essential for achieving highly mature, pro-active service provision – would have been viewed from the perspective of the student or pensioner, i.e. the users. The main challenge still for many public administrations is to cross the borders of their own organisation. So to speak, move away from working in a silo and to act as a 'whole of government'. This will benefit users as it allows to increasingly delivering seamless services, it also improves efficiency and effectiveness of public administrations. For that reason, the framework assesses public service delivery through evaluating life events instead of single services and by computing a set of indicators that allow better understanding and explaining how the government performs in a particular life event. For instance, from only evaluating the service of 'registering a company', the current assessment involves a set of services and information needs that a starting entrepreneur requires to successfully make his idea come true.

2 The method and approach of the eGovernment Benchmark is established in a Method Paper, after thorough collaboration with Member States. The document is published on the DG CONNECT website: https://ec.europa.eu/digital-agenda/sites/digital-agenda/files/eGovernment%20Benchmarking%20method%20paper%20published%20version_0.pdf.

3 Based on a blog by the municipal ombudsman in Amsterdam, Netherlands. http://www.pm.nl/blog/3092/arre-zuurmond-integrale-dienstverlening

2.2 A variety of life events covering common domains

eGovernment covers the complete landscape of public services. This measurement has selected a set of 7 life events that cover the most common public services, representative for both businesses and citizens. Each life event is measured once every two years to allow countries to follow up results and implement improvements. The following table provides the overview.

Table 2.2 Overview of Life Events under assessment in 2012 and 2013

	2012	2013
Business Life Event	Starting a business and early trading operations (Economic)	**Regular business operations (Economic)**
Citizen Life Event	Losing and finding a Job (Employment) Studying (Education)	**Starting a small claims procedure (Justice)** **Moving (General administration)** **Owning and driving a car (Transport)**

2.3 The customer as evaluator of services

The assessment of Life Event is done by Mystery Shoppers. Mystery Shoppers are trained and briefed to observe, experience, and measure a (public service) process by acting as a prospective user. For each life event, persona descriptions are developed which provide guidance to the shoppers when performing the assessment. They make the same choices as the fictional persona would. The purpose of Mystery Shopping within the context of the benchmarking framework is to detect whether online public service provision is organised around user's needs.

For this purpose each researcher - Mystery Shopper - acts as a regular citizen and his 'journey' is time-boxed, i.e. each mystery shopper has one day to assess one life event. This implies that when a particular feature could not be found within reasonable time, it is answered negatively. This doesn't per se mean the particular feature is not online available – it does mean that it apparently wasn't easy to find, intuitively, without too many clicks and that it is very likely that regular citizens or entrepreneurs won't use it/find it neither.

2.4 National governments to validate approach and results

The method for this yearly exercise has been designed through an intense collaborative process with participating countries representatives. They are also involved in the measurement itself, for two reasons:

- At the start of the exercise, to validate the sample and key characteristics of the services under assessment; this ensures researchers visit the correct websites, informs them in case a certain service is not relevant/existing or delivered automatically (without the user having to do anything).

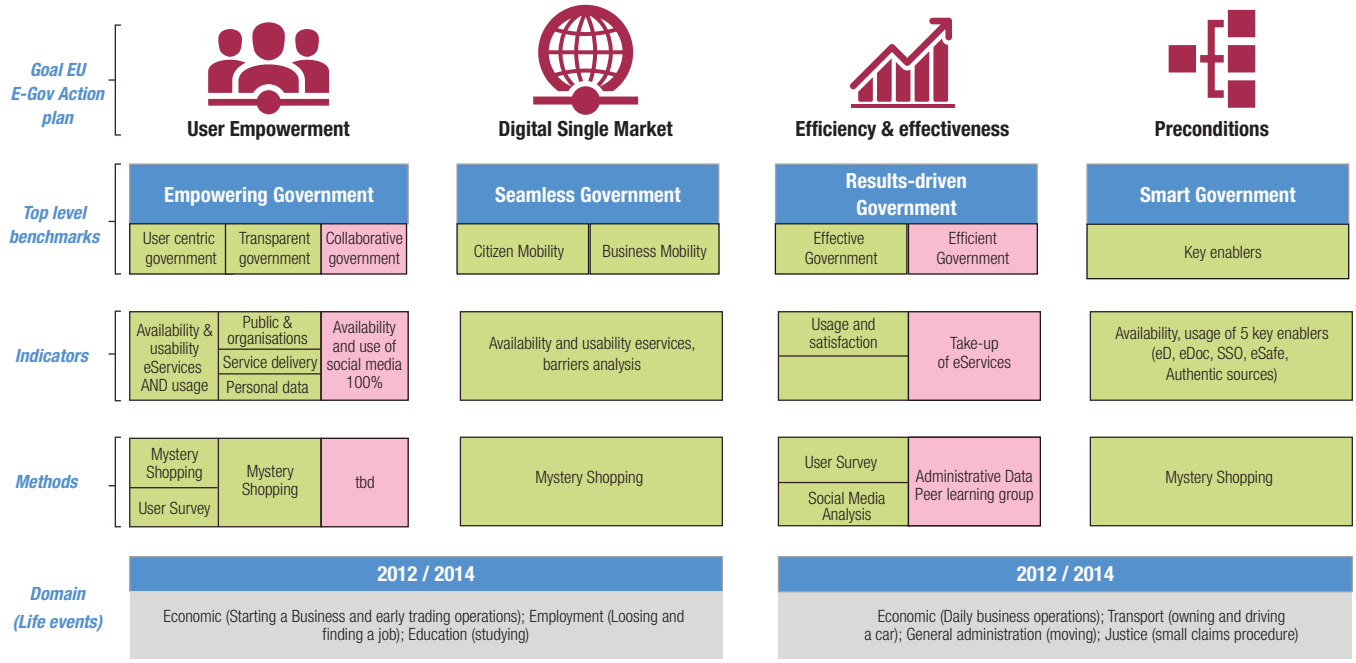
- At the closure of the exercise, to validate the research results in collaboration with the responsible organisations in a country and possibly correct obvious erroneous findings. There is one exception and that concerns the ease and speed of use assessment, which is a personal evaluation of the life event process by the researcher.

European and other participating countries continue to play a vital collaborative role in the measurement process. Through the above mentioned points, but also through workshops that drive learning, stimulate to share experiences and addressing policy recommendations to continuously improve. The continued active engagement in this learning process will enhance the value that can be derived from this comprehensive survey.

2.5 Coherent, integrated and aligned with European Commission policy goals

During the re-design of the eGovernment Benchmark in 2011, the Commission, Participating countries and consortium partners agreed on the below visualised framework.

Figure 2.3 eGovernment Benchmarking Framework



The measurement is aligned with policy priorities. The benchmark should measure those elements that are of relevance to the Commission and participating countries, in their aim to better serve citizens and businesses while reducing costs. The framework is structured around four main pillars of the eGovernment Action Plan 2011-2015: User Empowerment, Digital Single Market, Efficiency & Effectiveness and Precondition. These priorities are required to achieve the wished for next generation of eGovernment services: better, cheaper and faster. The top-level benchmarks in this framework consist of several indicators, designed to correspond with those policy priorities, allowing analysing to what extent Europe is progressing on (elements of) these priorities.

The framework is flexible and open to innovation. Of course the measurement can't cover every priority and things change over time. The design of the Framework is flexible, and allows to add/modify indicators as priorities change and there is a need to focus on new policies or new categories of stakeholders. Since the top level indicators are built with a bottom-up approach, the basic data can be assembled in different ways and it is possible to introduce new methods as already proven in the past years.

The framework moves from supply to demand side measurement. As eGovernment services are increasingly evolving around the users' needs – measuring the performance of those services should also evolve around users' needs. Hence the decision to include methods and indicators assessing eGovernment from the perspective of a regular user. This is reflected in the choice of running a citizen user survey, where representative panels of citizens in each country provided their views on among others use of online public services, satisfaction and perceived benefits and barriers. The choice to include Mystery Shopping as a method and a pilot on Sentiment analysis are also testimony to that.

The eGovernment benchmark framework consists in six top level benchmarks, constructed around four policy priorities:

- The Top Level Benchmark on ***User-centric Government*** assesses the Availability and Usability of public eServices (as collected through life event assessment) and examines Awareness and Barriers to use so as to shed light on the apparent availability-usage gap (insights drawn from the demand-side user survey).

- The Top Level Benchmark on ***Transparent Government*** evaluates the Transparency of Government authorities' operations and service delivery procedures and the accessibility of personal data to users (the latter being one of the most frequently demanded eServices as the Action Plan points out). This Benchmark leverages on the Open and Transparent Government Pilot conducted among a group of 10 pParticipating countriesduring the course of 2010. Data is collected through life event assessment by Mystery Shoppers.

- The ***Seamless Government*** Benchmarks, ***for*** both ***Citizens*** and ***Businesses,*** measures the Availability and Usability of select high-impact cross border services. Data is collected through life event assessment by Mystery Shoppers.

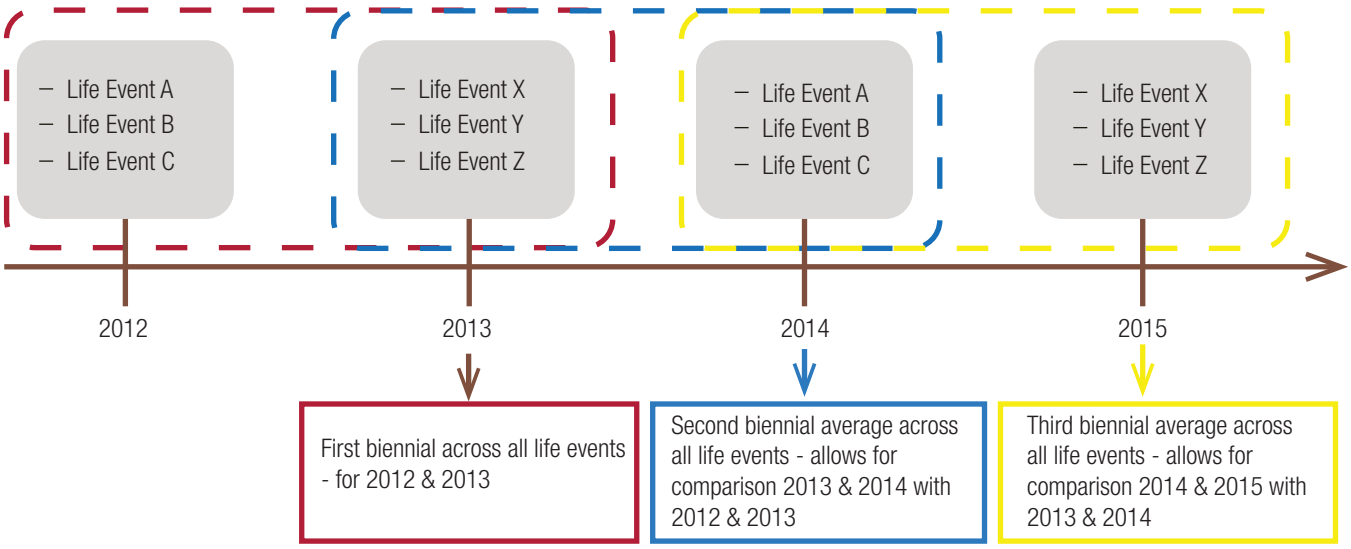
- The Top Level Benchmark on ***Effective Government*** provides for Usage, User Satisfaction and Sentiment (i.e. perception) metrics. These indicate whether the eChannel is citizens' and businesses' first choice, and whether Governments reach their User Satisfaction and Effectiveness targets. Data for these indicators is collected through a demand side user survey.

- The ***Smart Government*** Top Level Benchmark assesses the Availability of Key Enablers. Data is collected through life event assessment by mystery shoppers.

2.6 Revealing pace of eGovernment improvements

This year the report presents the first baseline of results under the new framework, as the research has been completed for the complete set of Life Events (2012+2013) and the User survey (2012). The same life events will be re-assessed in the coming two years (2014+2015) to allow comparison over time. This will provide insight into possible improvement within the specific life events, as well as allow for tracking progress of the top level benchmarks[4]. This concept of the 'biennial rolling averages' is illustrated in below figure.

Figure 2.4 Top-level benchmarks are composed of biennial averages



2.7 A reading guide to this report

This background report will focus on the life event assessments performed in 2013, as well as the aggregated results for the indicators that are computed from the life event research data. Elements from the demand-side user survey are extensively reported on in last year's report[5]. The results are not repeated in this report, but the key findings are of course used to drive deeper insight into the data and as such are part of the Insight Report for this year. In this report we present the basic analysis of the data collected in the life event assessments and key conclusions. From these findings, the Insight Report will further analyse and deepen the research results by working towards policy recommendations.

4 The concept of 'biennial averages' is duly explained in the Method Paper, p. 49.

5 Public Services Online. Digital by default, or by detour? Published on: http://ec.europa.eu/digital-agenda/sites/digital-agenda/files/eGov%20Benchmark%202012%20insight%20report%20published%20version%200.1%20_0.pdf

The report is structured as follows:

- Chapter 3 presents the synthesis: the aggregated results (i.e. the average scores across all life events) for the top-level benchmarks.
- The subsequent chapters 4, 5, 6 and 7 present the results for each individual life event that was part of the 2013 measurement. Each chapter explains the relevance and aimed for outcomes of the life events, and presents the basic analysis of results.
- The country factsheets provide an one-page overview of the individual country scores.
- Annex I explains the Benchmarking indicators.

The huge data set urges us to scope and prioritise in order to keep this report within proportion. We stimulate and encourage professionals and experts to further re-use the data for their own studies and assessments, and to derive new insights which will help governments improve public service provision. Those who would like to have more information on the Benchmarking methodology, we kindly refer to the eGovernment Benchmark Method Papers from July 2012[6] and 2013[7].

6 eGovernment Benchmark framework 2012-2015, eGovernment Benchmark Method Paper, July 2012

7 eGovernment Benchmark framework 2012-2015, eGovenrment Benchmark Method Paper 2013 – Life event descriptions, 2013

03 Synthesis of top-level benchmarks

'Now's a great time to take stock.'
Commissioner Kroes, at the Digital Agenda Assembly, 22 June 2012, The Digital Agenda two years on: is Europe well-placed?

3.1 A full basket of eGovernment services covering various domains

eGovernment covers the complete area of activities by public organisations, and has become an essential part of government. The two notions have become one in a way. It is part of the everyday operations of public administrations, just as technology has pervasively invaded our everyday lives.

The European Commission and Participating countries have agreed on taking eGovernment forward. Further digitalisation to achieve better, faster and cheaper public services. Empower users, enabling not only user centric provision of services but also stimulating participation and collaboration. Increase transparency of governments, personal data en service processes. Allow citizens to move across borders to work, reside, study without administrative hassle. For businesses to operate in new markets not hindered by high burden. And of course public administrations that work efficiently and spend tax payer's money wisely. Technology is the key driver of these advancements and it's impossible to imagine our society without this.

As explained in previous chapters, our measurement of eGovernment is closely aligned with these goals and covers a diverse set of domains. During 2012 and 2013 we have assessed in-depth seven life events. A life event represents the customer journeys within a particular domain. It covers both mandatory services as well as information needs a citizen or business might have. For instance the required registration of a company, but also information to support creation of a sound business plan. Or the mandatory procedure to enrol in college, as well as transparent information about university performance levels enabling students to make a balanced decision.

This report allows us for the first time (under the new, redesigned, benchmarking framework) to present results based on the aggregated view across these domains. It provides a robust, relevant picture of the performance level of eGovernment in Europe.

This section presents those results. First, by providing the current performance levels for each policy priority and life event under assessment (paragraph 3.2). Second, by presenting the analysis that leads to those findings. This is done in four paragraphs, covering user empowerment (3.3), transparency (3.4), cross-border mobility (3.5) and key enablers (3.6).

User-centricity (mystery shopping): assesses the availability and usability of public eServices (as collected through life event assessment) and examines Awareness and Barriers to use.

User-centricity (user survey): Reflects the number of eGovernment users, who have used the online channel when using at least 1 of the 19 public citizen services under assessment, and who prefer to keep using online channels in their government contact ('believers' or 'loyal users').

Transparent Government: evaluates the Transparency of Government authorities' operations and service delivery procedures and the accessibility of personal data to users.

Seamless Government: measures the Availability and Usability of select high-impact cross border services. Data is collected through life event assessment by Mystery Shoppers.

Effective government: indicates the extent to which governments succeed in satisfying their online users and achieve re-use and fulfilled expectations.

Smart government: assesses the Availability of Key Enablers. Data is collected through life event assessment by mystery shoppers.

For further explanation on the indicators see Annex I

3.2 eGovernment performance in Europe: a bird's eye view

The spider chart in figure 3.1 reveals the state of play of each of the Top Level Benchmarks, clustered within the four main priorities of the eGovernment Action Plan. The data was collected over two years, by assessing 7 life events covering both business as well as citizen services (in 2012 + 2013) and performing a citizen user survey (2012). The figure reveals that Europe has room for further developing eGovernment performance, if it is to realize its ambitions.

The results for user centric government (52%) and transparency (48%) make clear that the envisaged modern and open public sector, delivering public services in an open government setting (enabled by ICT), is far from reality. Public services currently are not created and delivered seamlessly to citizens and businesses. And they are not being used sufficiently, nor lead to satisfied users. The measurement reveals gaps in service delivery within countries, and even more between countries (when crossing borders). The latter illustrated by low scores for Business mobility (53%) and Citizen mobility (39%). Technology is the key driver to enhance eGovernment performance, but at the moment it only shows its potential, rather than exploitation.

Figure 3.1 Top level benchmarks EU28+ 2012-2013 (%)

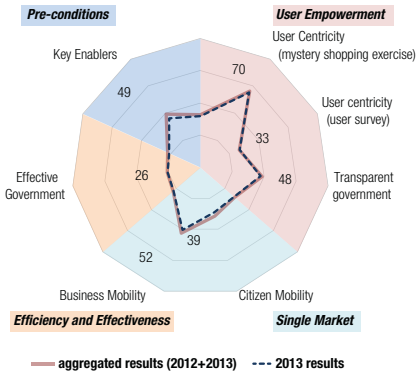


Figure 3.2 Average results per life event (EU28+, %)

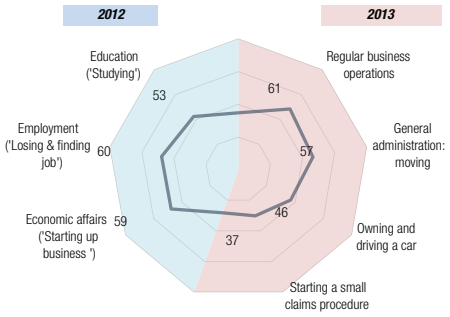


Figure 3.2 shows per life event the aggregated scores for all top-level benchmarks, i.e. User centricity, Transparency, Mobility and Key enablers (only as collected by Mystery Shopping). The life events with the highest overall maturity are 'Regular Business operation' (61%), 'Starting up a business' (60%) and 'Losing and Finding a job' (60%). In general, Business services thus score higher than Citizen services. The second highest scoring citizen service is 'Moving' with 58 per cent. The lowest scoring life events are 'Owning and driving a car' (46%) and 'Starting up a small claims procedure' (37%). None of the life events show full saturation.

3.3 User empowerment: increasing pro-activity in society through using technology

According to the eGovernment Action Plan[8], empowerment means: 'increasing the capacity of citizens, businesses and other organizations to be pro-active in society through the use of new technological tools'. Efficiency of public services can be improved and expectations of users could be met better. To be able to determine to what extent governments are designing citizen-centric services, two elements need to be taken into account:

- What is the government offering online to citizens? (i.e. the supply side)
- How are users perceiving that offer? (i.e. the demand side)

The Life Event assessment covers both elements in our assessment of User centric government:

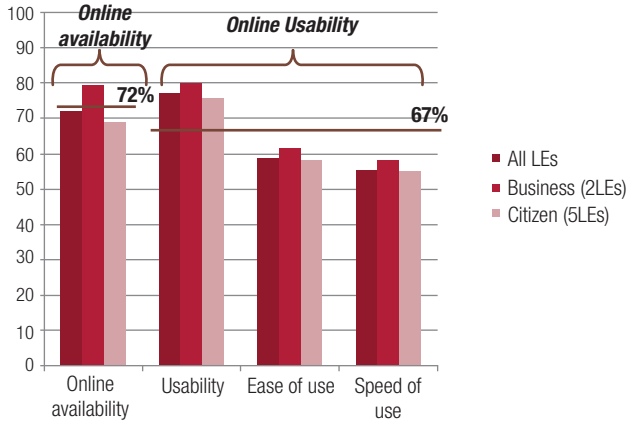
- Online availability and usability determine to what extent information and services are fully online, and whether support, help and feedback functionalities are sufficiently available (i.e. the supply side);
- Ease of use and speed of use reflect the personal experience of the researchers when exploring a life event, i.e. searching for the information and accessing online services (i.e. the demand side).

By performing a user survey with representative panels in each country, the eGovernment benchmark (in 2012) collected user insights as regards use, satisfaction, channel preference etc.

3.3.1 Bringing services online: quantity over quality

The figure below clearly shows that a majority of services and/or information about services is now available online (72%). Businesses are better off: the gap is 10%. We will explore the comparison between business and citizen services in more detail in paragraphs to come, but this conclusion will be confirmed repeatedly.

Figure 3.3 User centric government across life events per indicator: Online availability, Usability, Ease of use and Speed of use (EU28+, %)



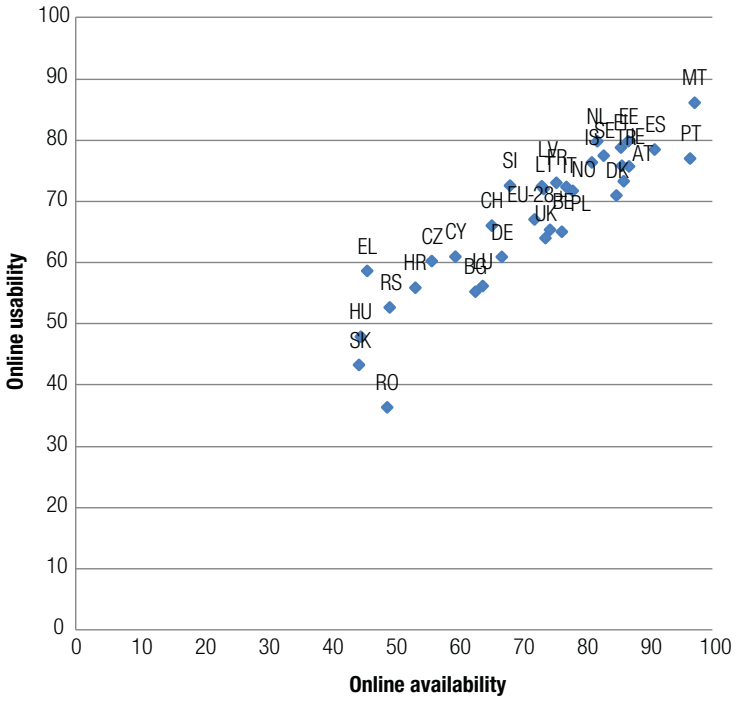
8 http://ec.europa.eu/information_society/activities/egovernment/action_plan_2011_2015/index_en.htm

The indicator for online usability measures the relevant aspects of the quality of the user experience, by assessing usability (support, help, feedback functionalities), ease of use and speed of use. Although the usability features are widely present on government websites (78%), this hides the fact that in practice users experience the customer journey as less favourable. The evaluation of ease and speed of use comes out 20 Percentage points lower (at 58%).

It appears to be that services are brought online by governments, while insufficient attention has been spent on the quality of the user experience.

A similar tendency can be seen when looking at the individual country results. Figure 3.4 reveals that most countries attain higher scores for online availability compared to online usability. The EU28+ average scores for Online availability and Usability are respectively 72 and 67 per cent. The highest score for Online availability is 97 per cent. The highest score for Usability is 86 per cent. The lowest scores are respectively 44 and 36 per cent. The deviation between the scores for Online availability and Usability per country is limited, ranging from 1 to 19 per cent. Twenty-five of thirty-three countries score higher on Online availability than on Usability. The few that show the opposite trend, score below the EU28+ average for both indicators. The general trend depicted is in line with the above conclusion – however there are some exceptions as will be shown in next paragraph 3.3.7 about usability.

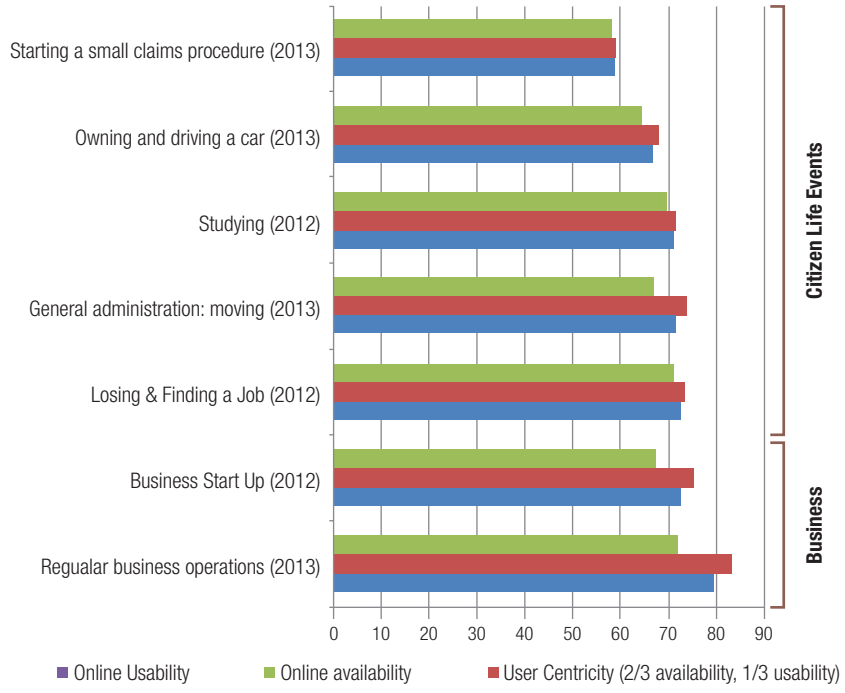
Figure 3.4 Online availability versus online usability across life events for the EU28+ 2012-2013 (%)



3.3.2 Business services more user centric than citizen services

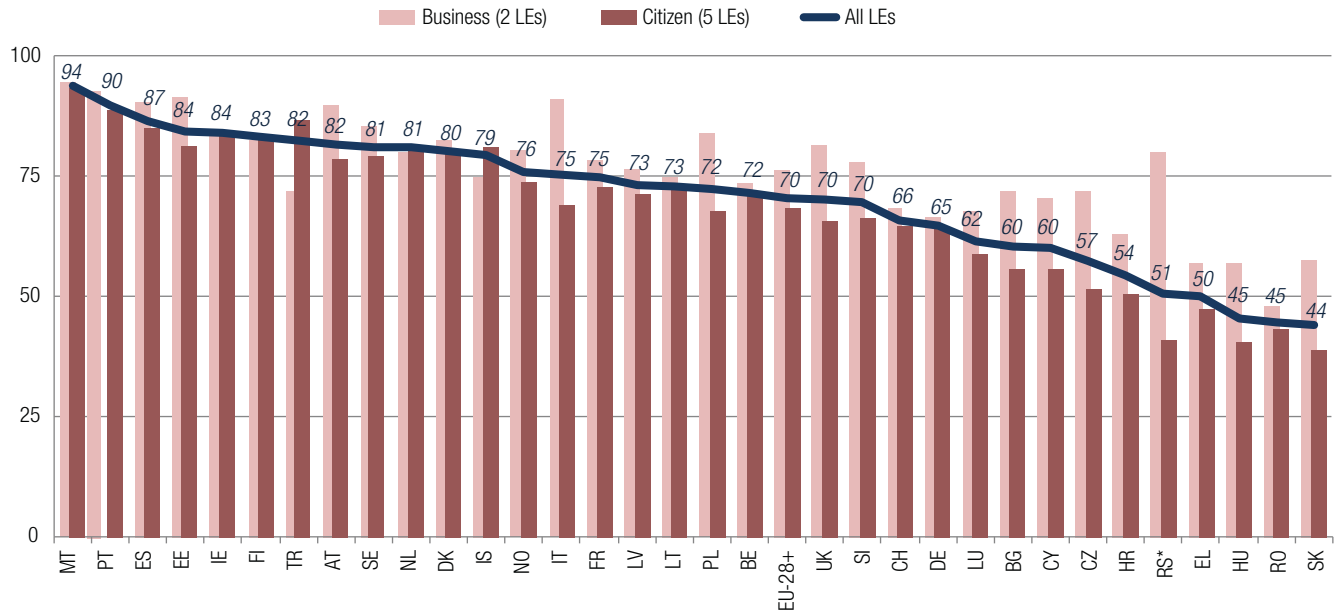
The above chart (fig3.3) demonstrates (a.o.) that governments perform better on business services compared to citizen services. This is underlined by the following graph that depicts each of the life events under assessment. Both business life events are more mature in terms of online availability and usability, compared to the citizen life events. The services in 'regular business operations' reach to 80 per cent User centricity, 'business start up' to 73 per cent, while the citizen life events vary between 59 per cent and 73 per cent.

Figure 3.5 User centricity per life event (EU28+, 2012 and 2013)



The country perspective (below figure) reveals that in most countries a similar pattern emerges. However, it should be noticed that nine countries have a gap of more than 15 Percentage points between business and citizen services, of which six nations are in the last quartile of performance. The gap for better performing countries is smaller and incidentally they even score better on citizen services than on business services. Turkey is an exception with citizen services scoring 15 per cent higher than business services. The highest scores for Citizen and Business services are respectively 95 and 94 per cent, while the lowest scores are respectively 48 and 39 per cent. Malta and Portugal are good examples of user centric government, scoring over 85 per cent on both business and citizen services.

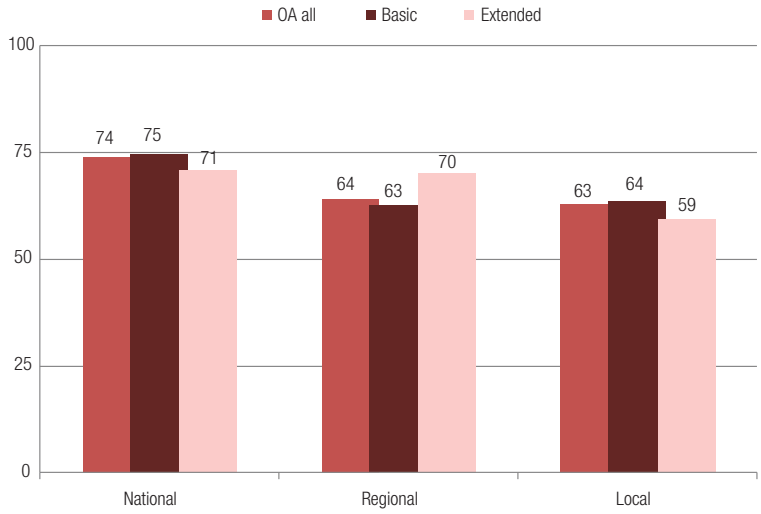
Figure 3.6 User centric government across life events for citizen and business life events 2012-2013 (%)



3.3.3 National services brought online faster compared to local services

The below figure 3.7 shows that services provided at the national level are more often available online (74%) than services delivered at the regional (64%) or local level (63%). This means a gap of 11 Percentage points between the national and local tier. Similar gaps can be seen when depicting the services by looking at online availability of basic and extended services.

Figure 3.7 Online availability per government level (all life events 2012-2013, EU28+ (%)

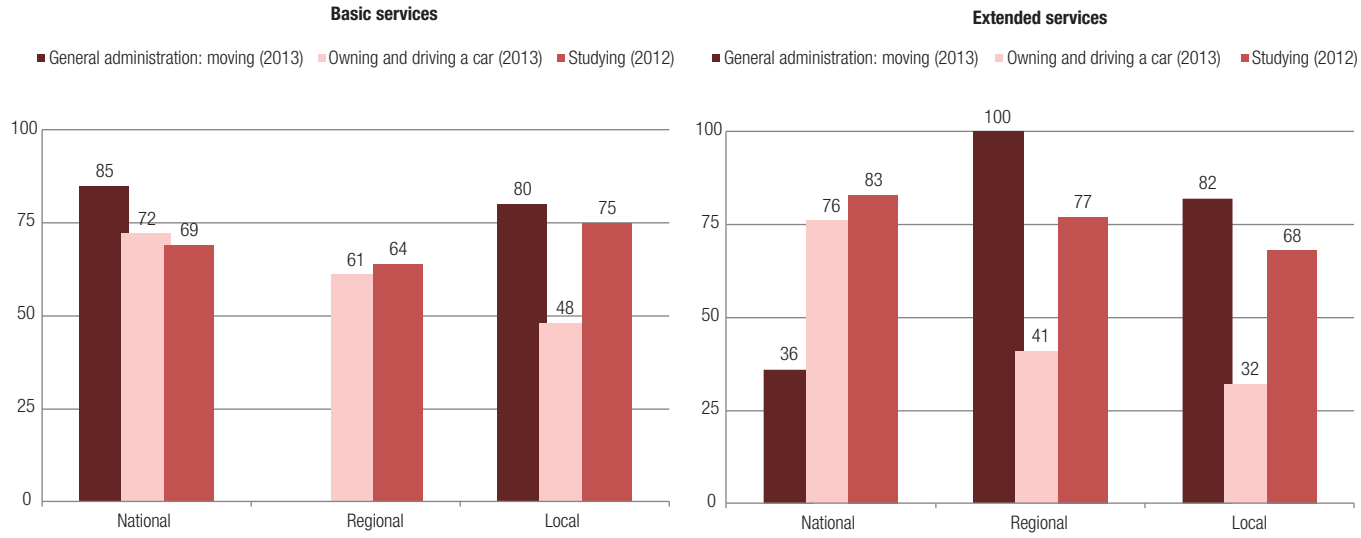


Basic, transactional services are less available online at the regional and local level compared to national service delivery. The (possibly) surprising high score for extended services at the regional level (70%) is mostly due to the fact that – as can be seen in below graph – the life event 'Moving' reaches a 100 Percent score. It should be noted that this is caused by the fact that in only two countries this life event has regionally delivered services, (and these were all extended).

It is worthwhile to note that there are three life events that have a substantial part of the services delivered by regional/local administrations in Europe. This concerns:

- 'Studying', for which 49 per cent of services are delivered at the regional level, affecting 30 countries (mostly universities).
- 'Moving', for which 55 per cent of services in Europe are delivered at the local level in 29 countries;
- 'Owning and driving a car', to a lesser extent, with 26 per cent of services delivered at the decentralised level in 28 countries (both regional and local);

Figure 3.8 Online availability of services in three local oriented life events (EU28+, %)



Finally, it would be valuable for individual countries to analyse if there is a gap in maturity between government tiers, within one life event. That would expose possible interoperability issues, or at least reveal where the customer journey is interrupted.

3.3.4 Despite a majority of services being online, each life event journey is interrupted

The indicator for online availability is also a very useful means to assess a life event, i.e. to determine the maturity of services in the customer journey towards owning a business. It can show where gaps exist for example. It also illustrates which services are part of the 28 per cent that are not available online, and/or not available through a portal website, risking to frustrate or disadvantage users.

In the 2012 life events for instance, the 'Losing and Finding a Job' online presence revealed that social support mechanisms (housing, debt counselling, health support) are not sufficiently integrated in the life event. These services are important for preventing people from becoming further alienated from society. As regards 'Starting up a business', the analysis showed that 'proofs of qualification' and 'administrative requirements' are less available online, while these services could very well be automated by re-using data in the government's back office.

In the 2013 life events, we see that in 'Owning and driving a car' the car register can hardly be accessed online, not to consult vehicle details, nor for registration of a new or second hand car. These services are important as they cover the basic requirements for the growing number of car owners, but also because they make it easier for citizens to move a car from one country to the other and to stimulate eCommerce. For 'Regular Business Operations' businesses have limited possibilities for objection and appeal against a claiming refund of VAT online, while VAT and other tax services in general have reached relatively high level of online availability. When 'Moving' citizens have to use face-to-face contact or paper in order to obtain permits, making it difficult to comply with administrative procedures while still living in another community or country. Finally, while citizens might find information online on 'Starting a small claims procedure', few countries enable citizens to actually start this procedure online and safely exchange information with the judicial authorities during the course of the procedure.

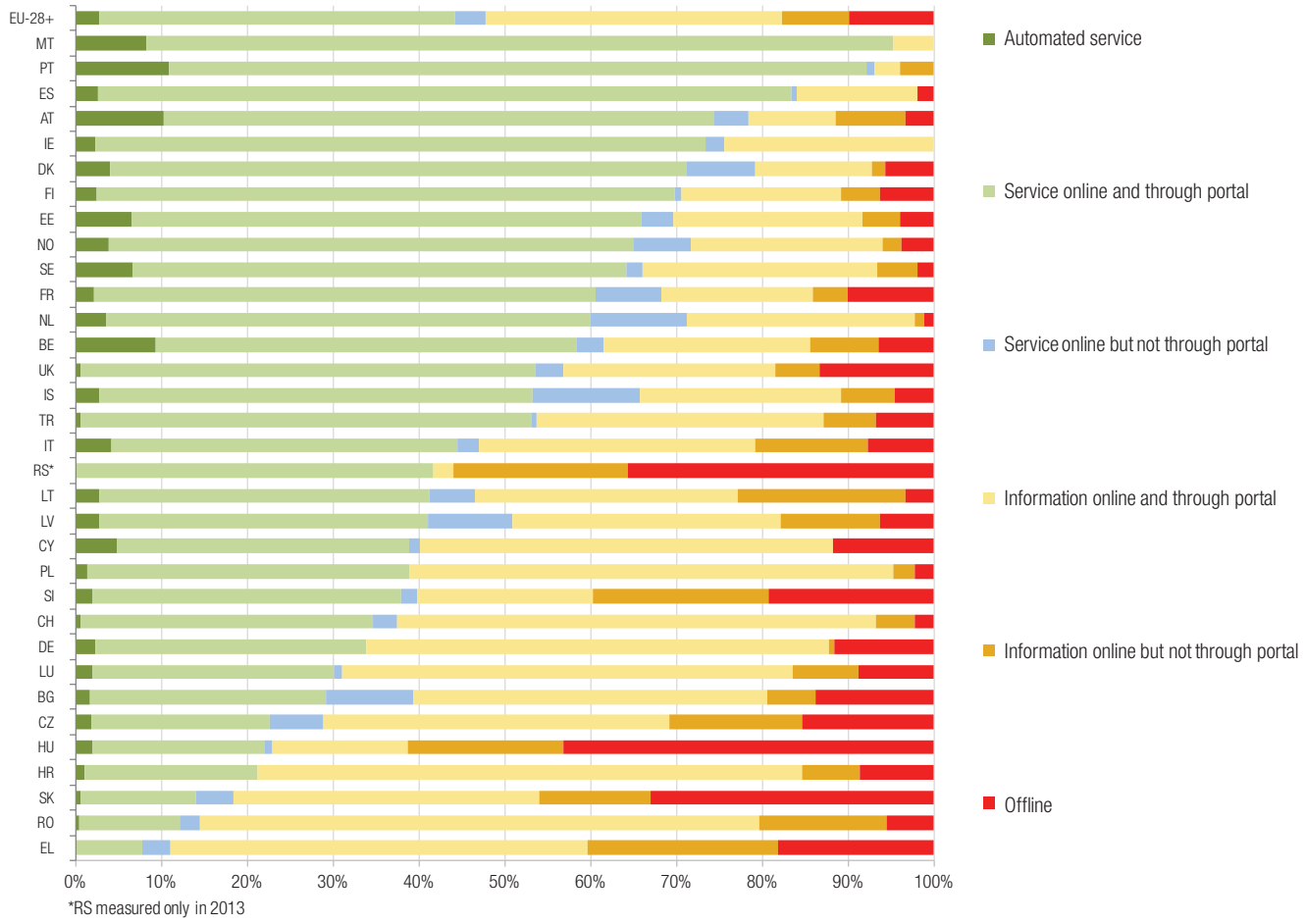
3.3.5 Portals covering majority of the life event services

Figure 3.10 below unpicks the indicator for online availability and shows (a.o.) how many services are available through a general website (a portal). For users it is important to be able to find all information and services relevant for a particular event bundled in one place and not having to search through various websites of various organisations to find the desired answers.

For Europe, an average 42 per cent of services is online and available through a portal (light green). For 35 per cent of the services, information is available online and through a portal (light yellow). This means that the user is presented with direct access to a majority of services that are relevant in a certain context. At the same time, we have seen in paragraph 3.3.4 that for each life event process necessary elements still can be overlooked. For example when wanting to appeal against a decision made by the government.

When looking at the countries, a few deviate from the general trend. Mostly one sees that in countries where fewer services are available online, the portals are functioning less well. In some countries policy choices have defined life events according to more lean models, for instance in Austria where social services as housing and debt counselling are part of other life events than 'Losing and finding a job'.

Figure 3.10 How services are made available (average across life events 2012-2013, EU28+, %)



3.3.6 Only few Europeans receive services without having requested

Figure 3.10 shows how services are made available (across life events per country). In the EU28+ on average 3 per cent of services is provided automatically, meaning that the user does not have to do anything to receive the service. For instance, in the Netherlands after registering your company at the Companies Registration Office (in Netherlands part of the Chambers of Commerce), the entrepreneur automatically receives his VAT number from the Tax Agency. It is a fine example of cross-agency collaboration, where data is re-used in the back office to reduce the burden for the user while at the same time improving internal efficiency of public organisations involved. The fact that only a small number of services is provided in this way leads to the assumption that still too often government agencies are working in silos – whether that be within separate domains or a specific government tier.

Countries that show the best results in this area are Portugal, Austria and Belgium (with respectively 13, 10 and 10 % of services delivered automatically.

Norway – Ikke Kreve Tilby (IKT)

From responding to demands to pro-actively offering services

What is it?

IKT is a prototype the Norwegian government developed to illustrate citizen centric eGovernment. The aim was to offer services pro-actively, rather than reacting to citizen demands, by smart cross-agency information sharing and a user friendly point of single contact. The prototype is developed for the life event of 'Applying of disability pension'. The solution enables prefilled forms, proactive warnings about due dates and offerings the citizen is entitled to (e.g. at 67 you can retire and shouldn't have to apply for this pension).

What are the benefits?

- Disabled citizens are better served
- The agencies achieve a higher efficiency and are able to help more citizens
- The solution is transferable to other similar processes

What are the key success factors?

The pre-defined success factors were that the solution has to be:

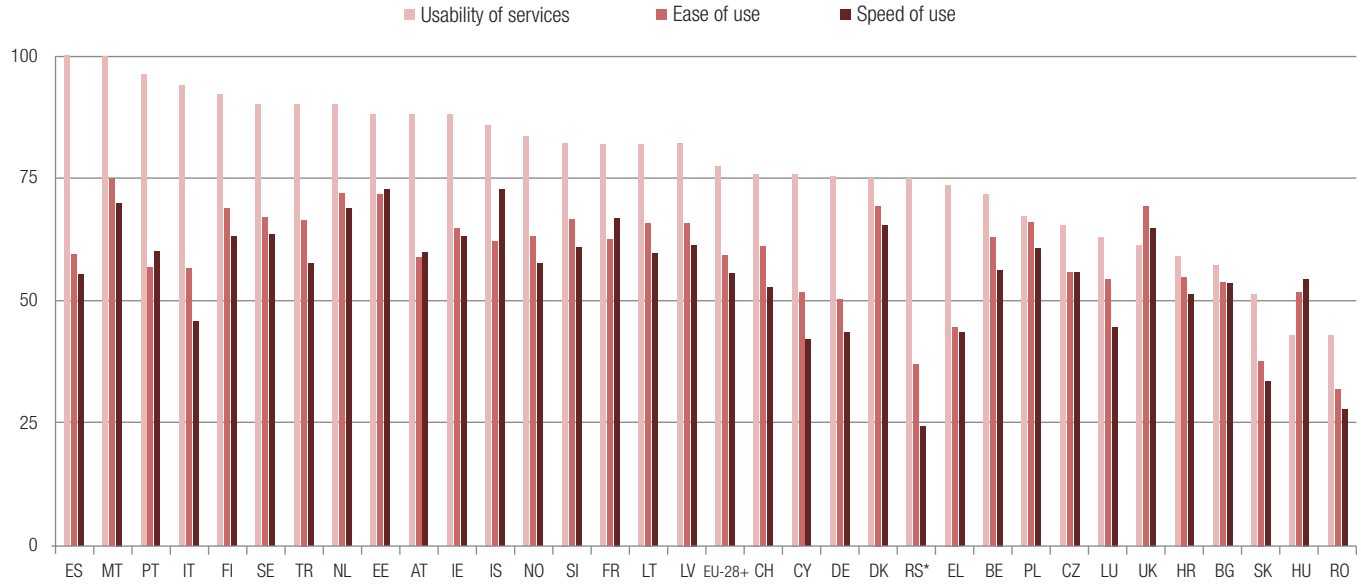
1. Enabling cross-agency information exchange
2. Relevant for governments and citizens
3. Do-able within government constraints (e.g. time, budget)
4. Transferable to other domains.

3.3.7 Usability: a gap between what is provided and how it is experienced

The indicator for online usability of public services consists of three components, whereby it is important to distinguish between availability of support on websites, help and feedback functions (usability in below figure 3.11) and the personal reflections of the researchers as regards the ease of use and speed of use experienced when following the user journey. The trend in below figure depicts that countries in general score better regarding the online presence of support, help and feedback functionalities, however, the ease and speed of use assessments are not necessarily at the same level. The gap between what is available online and how it is experienced can be substantial. Countries that perform well on usability are not always the same as the countries ranking high on the experience of users. This can indicate that the provided functionalities online are not user friendly enough, not effective or difficult to find. The relatively low scores for Ease and Speed of use show that governments have difficulty to provide a truly positive user experience.

Malta is one of the countries that manages to keep the gap relatively small and is a high performer on all three indicators. Other countries that are amongst the leading nations for ease and speed of use are the Netherlands, Estonia, Iceland, Denmark and the United Kingdom.

Figure 3.11 Online usability indicators: Usability, Ease of Use and Speed of use (average across Life Events, %)



RS* measured only in 2013

Denmark and the United Kingdom – service design principles and feedback loops

Standardising the level of user friendliness across government domains

What is it?

Both the United Kingdom and Denmark have taken measures to ensure the user friendliness of government services.

The United Kingdom has drafted digital service design principles for its public administrations, entailing ten simple steps that need to be followed when designing services, including practical examples.

In Denmark, mandatory online self-service for more than 80 high-frequency, high-volume services is a key target in the Danish eGovernment Strategy for the period 2011-2015 [http://www.digst.dk/Servicemenu/English/Policy-and-Strategy/eGOV-strategy]. Mandatory usage and increased promotion of eServices ensures volume and gives authorities a significant economic incentive to invest in digital solutions. But to reap around EUR 130 million in annual cost savings, eServices must be user-friendly, accessible and value-adding. If not, citizens and businesses will require assistance, call with questions or simply prefer traditional analogue channels and thereby put the return on investment at risk.

To optimise the online user-experience to ensure that 80 pct. of the written communication between citizens and public authorities is digital only in 2015, the relevant eServices must fulfill 24 minimum requirements for user-friendliness. The focus is on everyday language use, logical, intuitive web-design and user flow, reuse of data and joint-public functionality, and web-accessibility (the WCAG 2.0 AA standard). In addition, recommendations are made for a good development and procurement process, including user-involvement and user-testing before, during and after development and launch of the eService.

All mandatory services are screened to ensure compliance with the 24 requirements and a digital score card is monitoring the volume of online self-service [http://scorecard.digst.dk/]. The results are reported directly to the joint-national steering committee for the eGovernment Strategy.

Furthermore, in order to ensure a good and enriching user experience, the Danish government continuously evaluates the actual behavior and input received online and via a call centre on their portal borger.dk. Input addresses those areas of the one-stop-portal which create real value to the end-user and those users who require attention.

User-stories and scenarios based on the identified strengths and weakness are proposed. Solutions are subsequently developed, tested by users and technicians, before they are adapted and launched. Afterwards, the results are evaluated and acted upon.

Methods used, include indirect user-input provided by web-statistics and feedback-loops between call centre staff and the editorial team, regular user-satisfaction surveys and “think-aloud”, eye-tracking as well as A-B tests to identify the best of solutions.

What are the benefits?

Both the Danish and British guidelines help service/solution designers to raise the usability of their services/solutions and ensure a high quality level of public service provision. In turn, high quality eServices increases the user volume and enables significant cost savings.

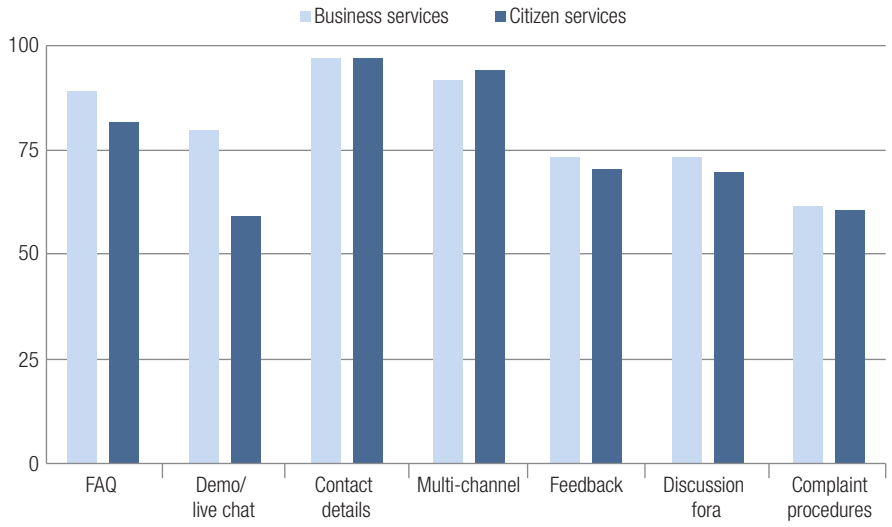
What are the key success factors?

3.3.8 Countries provide support by traditional means, insufficiently using open and interactive ways

Figure 3.12 shows the extent to which various support, help and feedback functions are available online (usability, all life events, EU28+) while distinguishing between Citizen and Business services. In most cases Business services score higher than Citizen services. The scores between Business and Citizen services do not differ much, accept for the provision of a demo or live chat, which is available for 80 per cent of the Business services and 59 per cent of the Citizen services. For both kinds of services the highest scores are made on the provision of contact details with 97 per cent and the provision of information through multiple channels (e.g. telephone, help desk) with 92 (business) and 94 per cent (citizen).

Services that can really empower users, such as discussion fora, live chat or even a complaint procedure are less common than the traditional FAQ sections and contact details. The former are crucial elements of an open and transparent society, but also require a different, more continuous and interactive way of providing support. Change is thus required to make governments think and work in a different way.

Figure 3.12 Usability scores per question across life events 2012-2013 (EU28+, %)



3.4 Transparency to build trust and increase accountability

Transparency is a key element of modern public organisations. It comes in many forms and is applicable to different aspects of public organisations. Transparency in government decision making and in its use of personal data helps to build the trust of citizens and improve accountability of policy makers. Moreover, it empowers citizens. Trust and accountability are vital for any government that wants to increasingly use technology to improve remote public service provision and its own internal organisation.

In this benchmark we have looked at three elements:

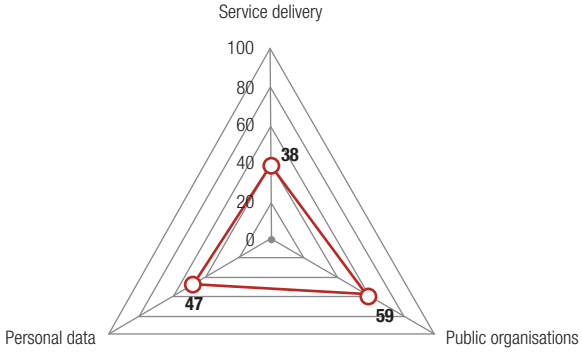
- **Transparency of Public Organisations:** means that Governments publish information about themselves (e.g. finance, organisational structure and responsibilities), and what they do (the decision-making processes, regulations, laws). It should enable citizens to anticipate and respond to Government decisions that affect them and hold policy makers responsible for their decisions and performance. It increases policy makers' accountability and fiscal responsibility, and decreases the risk of fraud and corruption – still a hot topic on the European agenda.
- **Transparency of Personal Data:** implies that Governments proactively inform citizens about their personal data and how, when and by whom it is being processed. Citizens want easy, electronic access to their personal data. It increases the legitimacy and security of data processing and it improves the quality and accuracy of the personal data stored. This in turn increases citizens' trust in Government. Transparency of personal data is largely driven by legislation. Most national Governments have legislation on how to deal with personal data in place and there has been an EU Directive since 1995 (the European Data Protection Directive95/46/EC37).
- **Transparency of Service Delivery:** specifically assesses the extent to which public administrations inform citizens about the administrative process they have entered, i.e. from the citizens' request for a service until the service provision. Being transparent about how the service will be delivered means that citizens and entrepreneurs can set expectations on time, process and delivery. It allows them to plan for their iterations with government when convenient – instead of being highly dependent on an administration's whims.

3.4.1 European governments are not consistently opening up organisations, data and processes

The relatively low European averages for the three elements of transparency indicate that transparency is currently not on the top of the participating countries agenda. Compared to the other top level benchmarks, performance on transparency is also stimulated to a lesser extent by Europe, as no quantitative targets have been set by Europe yet.

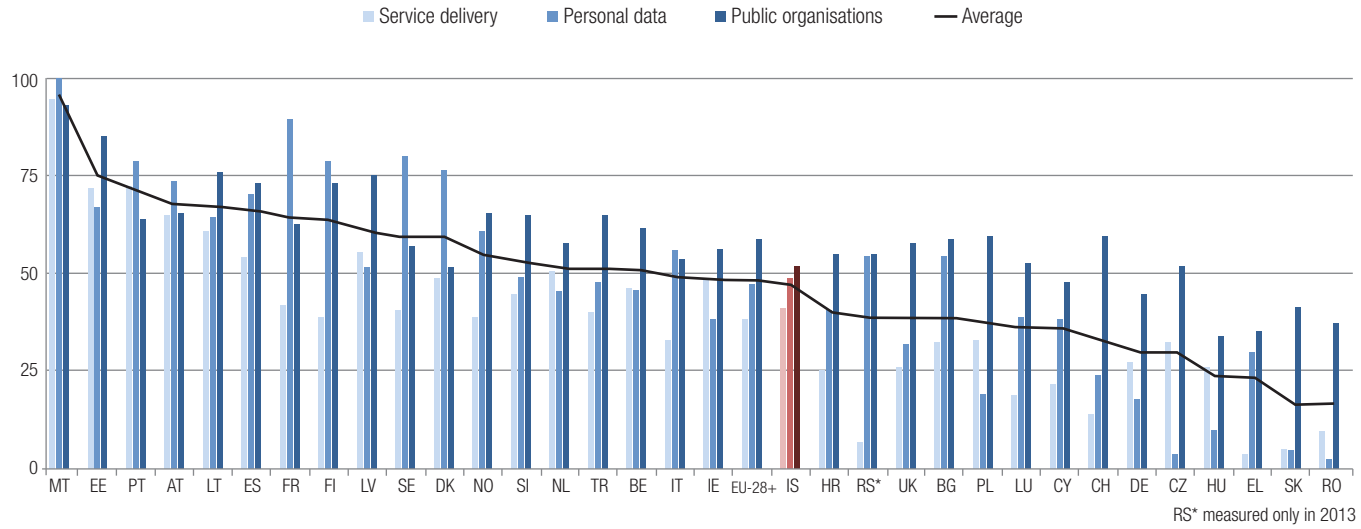
Figure 3.13 shows the EU28+ average scores on each of the three Transparency indicators, i.e. Service delivery, Public organisations and Personal data, across life events. The indicator for Transparency of Public organisations is better developed compared to the other elements of transparency, however only just reaches to 59 per cent. Both Transparency of Personal Data and Transparency of Service Delivery achieve unsatisfying outcomes, with 47 per cent for the first and 38 per cent for the latter. With these results, the wished for outcomes as described in previous paragraphs are out of sight and action is required to push governments towards a new, open attitude.

Figure 3.13 Transparency per indicator across life events 2012-2013 (EU28+, %)



One thing that strikes most when looking at the country ranking for 'Transparent Government', (below figure 3.14) is the wide variety between and within countries. The gap between leading Malta and Romania at the other end of the spectrum is 79 percentage point. Within Czech Republic and Serbia the gap between two indicators is 48 percentage point, but also better performing countries such as France show gaps of 46% between two indicators. In line with the EU average, most countries score best as regards Transparency of Public organisations, the highest score being 93 per cent.

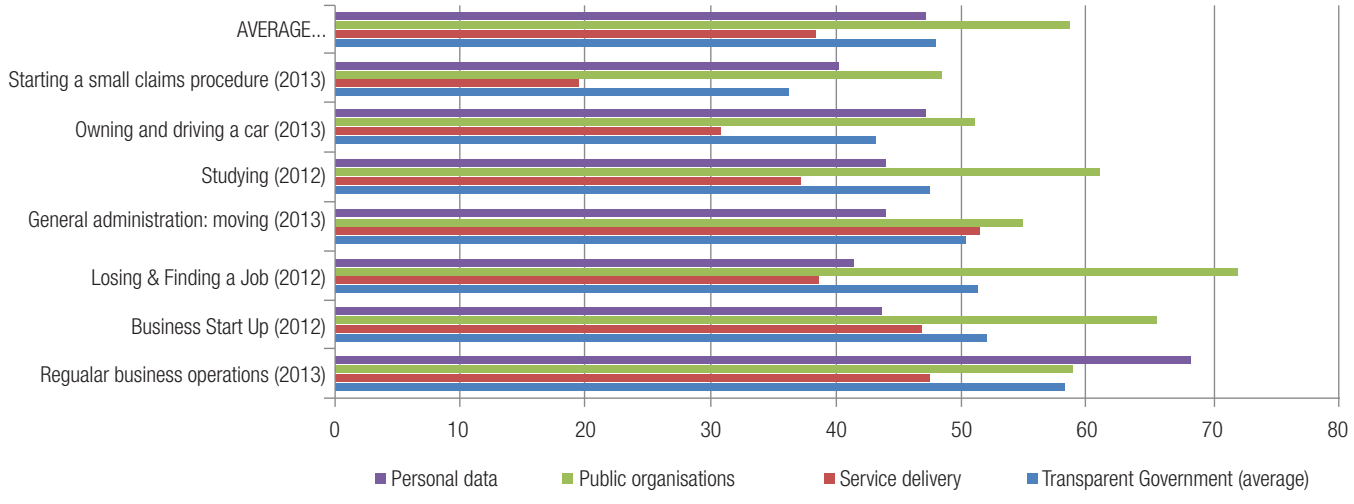
Figure 3.14 Transparency across life events 2012-2013 per country (%)



Viewing the results for transparency per life event (in below figure 3.15), reveals a variety of performance between life events. Some observations:

- **'Regular business operations'** is the most transparent life event in this assessment, though the overall score leaves room for improvement (58%). In many countries the electronic exchange of data between businesses and administrations, and between administrations to lower the burden on entrepreneurs, has been high on the policy agenda. It appears this has resulted in entrepreneurs having better access to and control over the data registered with government (indicator for personal data 68%, versus 47% for the EU28+). However, arguing that for entrepreneurs 'time is money', there is a serious need to increase openness in service delivery processes to enable entrepreneurs to efficiently organise themselves and the (often mandatory) services they require from administrations.
- **'Moving'** is a life event that consist largely of locally delivered services. it is interesting to see that administrations across Europe that are responsible for address change and eventual notifications to other public organisations (a.o.) provide better information about the service process (duration, progress, deadlines etc) than administrations delivering the services in other life events. It might be explained because of the relatively simple character of the services in this life event, which are easier to standardise and less affected by frequent changes in policy or legislation.
- **'Starting a small claims procedure'** emerges last in the comparison between life events. The Justice domain is pre-eminently a domain where trust and accountability are major values. However at the moment there is the risk that citizens cannot properly find what they are looking for, nor understand it, in turn potentially decreasing citizens' trust. Especially the score on transparency of service delivery is remarkably low for this life event, while judicial procedures can be lengthy and complicated, making it even more important to manage the expectations of citizens starting such procedures and to guide them through the process. The relatively low scores of the judiciary life event should urge this domain to further transform into more open, user centric organizations.

Figure 3.15 Transparency per component and average, per life event (EU28+, 2012 and 2013)



3.4.2 Service delivery processes in two-third of Europe are not performance driven nor open

Figure 3.16 demonstrates the average EU28+ scores for Transparency of Service delivery per question for Business and Citizen services. For all questions the scores are higher for Business services. For both Business and Citizen services a Delivery notice is provided most with a 60 per cent score on Business services and a 40 per cent score on Citizen services. This means in more than half of the cases a user, after submitting a document to a public administration, does not receive a delivery notice; leaving him in doubt whether his application has been received. When winning the trust of users regarding electronic services, small things like this are essential. And worthwhile, the possible follow up phone call or visit of the user to confirm the sent document is an unnecessary burden on the administration.

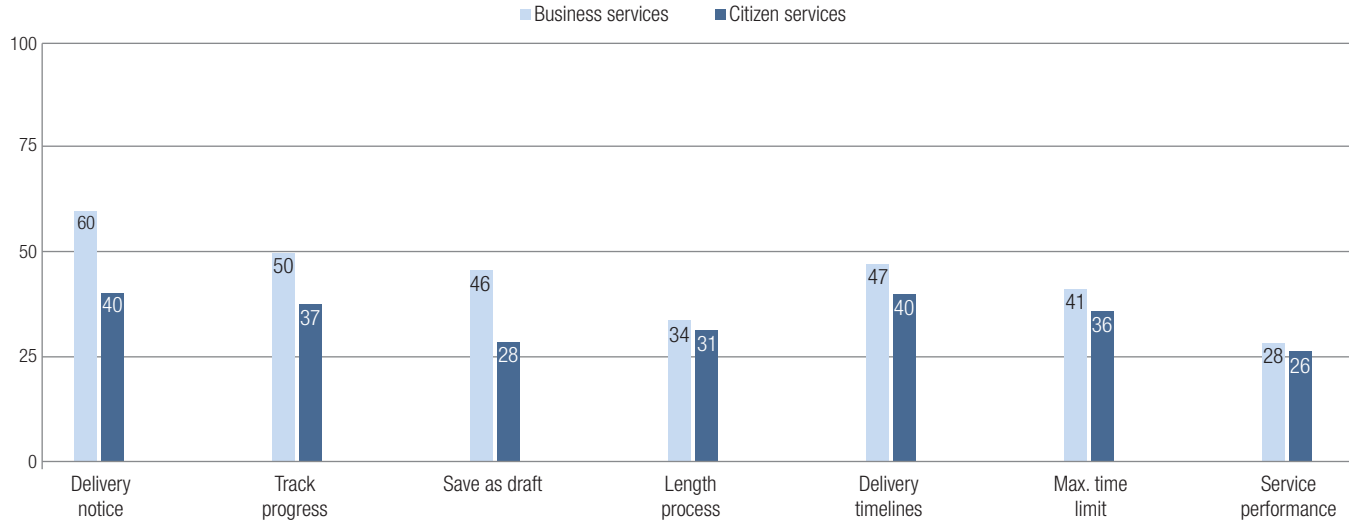
The mentioned aspects of service delivery refer to crucial information any user needs when dealing with public administration. You want to know if your application has been received, how long the administration will take (or is allowed to take) to answer your request, where you stand in the entire process and what the general service performance is you can expect of the administration. An example can be the start-up of a business: the desired time spent on administrative hassle is nil and preferable option to deal with this procedure is in a flexible manner (time and location-wise).

For a majority of services (none of the indicators except one reach 50%) the user – being a starting entrepreneur, a student, or someone that wants to move to another city – is not proactively, well informed. While all these elements are fairly easy to organise.

Setting targets could help public administrations to drive performance and to respond to users as best and fast as they can.

Publishing performance targets and results increases the accountability of service oriented organisations, enabling their users to track their performance and keep them sharp.

Figure 3.16 Transparency of Service delivery across life events per question 2012-2013 (EU28+, %)



Switzerland – eGovernment map

Building synergies through transparency on eGovernment implementation

What is it?

eGovernment Map Switzerland is a web application which is meant to provide an overview of implemented eGovernment services and solutions in Switzerland. In the pilot version, which will be available from May 2014 at www.egovernment-landkarte.ch, information about 39 authority services can be found in four dimensions:

- authority service
- solution (technical perspective)
- place of implementation: canton or commune
- ICT provider of the authority solution

It is possible to carry out a simple search for information on the introduction of eGovernment services in the web application. Primarily those in charge of eGovernment in the authorities should benefit from the tool.

What are the benefits?

The eGovernment map creates benefits for a number of stakeholders:

What the authorities get:

- Transparency concerning the implementation of eGovernment in the authorities in accordance with the standardised catalogue of administrative services eCH0070 (service inventory)
- Easier access to information on existing solutions and best practices
- Easier identification of possible synergies and contacts
- Bases for decision-making and prioritisation aids
- Overview of recommended eCH standards per administrative service
- Benefits for ICT providers:
- Providers can reference their solutions to administrative services and clients
- Providers can document the interoperability of their solutions on the basis of eCH standards
- By the authorities releasing the information, providers can position themselves in a neutral platform

Benefits for research, the media, political circles, companies and citizens:

- Interested parties from these circles can use the eGovernment map to simply obtain specialist information

What are the key success factors?

Public administrations have very high volumes of work to manage. eGovernment is still not a top priority here. With easier access to information via the eGovernment map of Switzerland, the obstacles for introducing new eGovernment services can be removed.

The authorities will be relieved of data gathering. The solutions and their implementation with the authorities will be covered primarily by the providers of these solutions. The authorities will then only have to confirm the correctness of the data by means of a workflow. Given that providers have an interest in the compilation of their solutions on the public eGovernment map and that the authorities are relieved of work, it is a win-win situation.

By recommending eCH standards when implementing electronic administrative services, standardisation and know-how are actively promoted. On the other hand, providers can indicate which standards were implemented in their solutions. Potential clients in the administration can thereby better assess the interoperability of the planned solutions.

In terms of coordination and implementation at the strategic level, a valuable information instrument which highlights trends and gaps has been created.

At the technical level, the map was built in such a way that existing data sources and structuring standards have been optimally integrated and their further development will be supported by the map infrastructure in the future.

The eGovernment map serves as a use case for the development of innovative models such as linked data at the technical level and PPP at the organisational level.

United Kingdom - Birmingham civic dashboard (http://civicdashboard.org.uk/)

Monitoring service provision through a performance dashboard

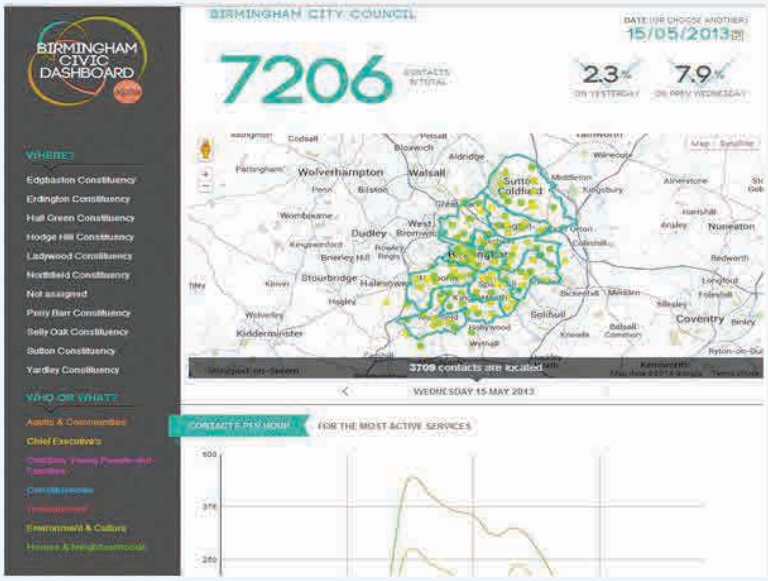
What is it?

Birmingham has a dashboard online for monitoring service provision by location and time. The dashboard shows how many contacts the Birmingham city council has had per location, hour and day. It also shows which department handled the contacts, through what channel the contact took place and it allows the download of the complete data set.

What are the benefits?

The Birmingham civic dashboard does not only increase transpareny on government performance, but can also drive the performance or can help to set performance targets. By enabling the download of the data set, other organizations or people can also analyse the data.

What are the key success factors?



3.4.3 Insight into performance and participation are vital elements of modern public organisations, yet too often missing

Sharing information about public organisations is necessary in each democracy to understand who's responsible for what, how decisions come about, which laws are valid and which ambitions are aimed for. This is information to share on government websites, as is common use in Europe.

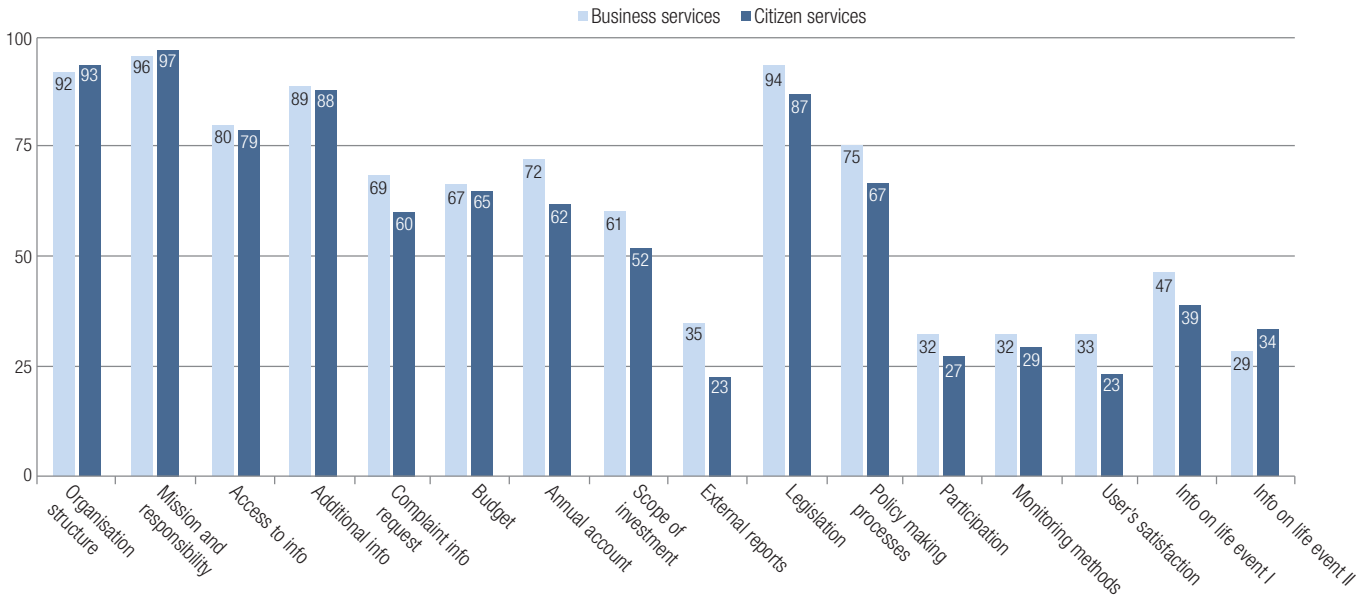
Figure 3.17 shows the average scores for Transparency of Public organisations per research question, comparing Business and Citizen services. For both Business and Citizen services the information most available is information about the mission and responsibilities of the public organisation. This is provided by 96 per cent of the public organisations providing Business services and 97 per cent of the organisations providing Citizen services. Other information that is provided by most public organisations is information on the organisational structure, on related legislation and on the possibility for citizens to ask for additional information on the organisation.

Public administrations across Europe are more hesitant though to share information that offers insights into functioning of the administrations itself, for instance external reports (e.g. audits) (35 and 23%), information on used monitoring methods (32 and 29%) and information on the user's satisfaction (33 and 23%).

Administrations are neither keen on informing citizens about possible participation in policy making processes (32 and 27%).

Insight into performance and participation are vital elements of modern public organisations, yet too often missing. Whenever we looked for information from external actors, be it users or auditors, only a third of the administrations we looked at revealed that information. It shows public organisations are still primarily focused inward instead of outward.

Figure 3.17 Transparency of Public organizations per question across life events 2012-2013 (EU28+, %)



Finland – Participation initiatives

Stimulating citizen participation online

What is it?

The Finnish Ministry of Justice has developed four participation initiatives under the Action Programme on eServices and eDemocracy (SADe), which develops comprehensive services for citizens, companies and the authorities. One is Otakantaa.fi (Have your say), a web-based environment for planning participation and deliberative discussions. The aim is to enhance and enable dialog and interaction between citizens, politicians, and public servants, and also to improve e-participation possibilities at a local and national level. Released on the 26th of June in 2012, it has been the platform of numerous discussions and chats, ranging from ministers discussing current issues with interested citizens to municipalities asking their citizens to get involved in decision-making.

Another is Kansalaisaloite.fi (Citizens' initiative), a web-based environment for creating and collecting names to support citizens' initiatives. Released on the 1st of December in 2012, it has gained a wide base of users. The most popular initiative so far was related to equal marriage rights, which collected over 100 000 hits in just one day. The service gets regular media coverage and a few initiatives have collected enough names for the issue to be taken to parliament.

What are the benefits?

The customer-focused participation initiatives increase the engagement of citizens in society and enhance the quality of the public sector.

What are the key success factors?

Key success factors to both initiatives were:

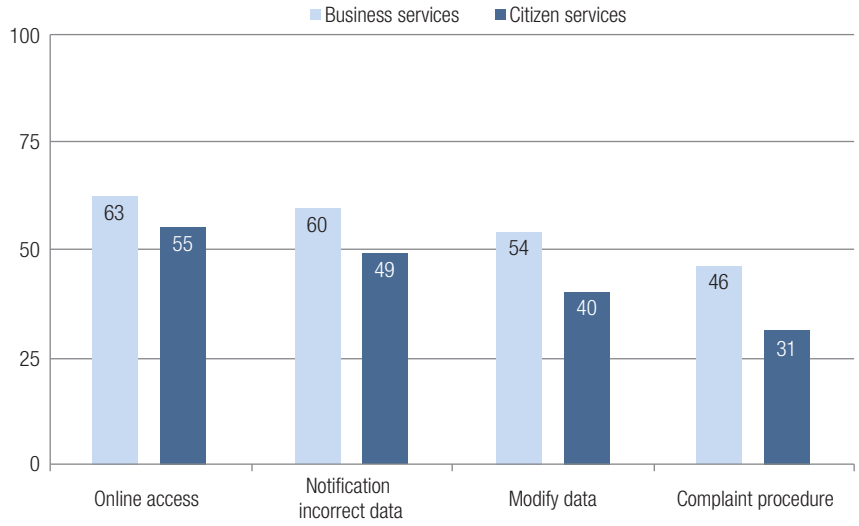
- Involvement of a larger number of civil society organizations more actively;
- Development of procedures and processes to support e-democracy;
- Larger penetration rate among municipalities;

3.4.4 Personal data: user's autonomy needs to be improved

The eGovernment Action Plan states that: '[…] new technologies and services allowing users to trace their personal data stored by public administrations, […] are featuring amongst the most demanded eGovernment services'. The 2013 eGovernment Benchmark however shows that these services are available in approximately half of the cases, leaving much room to further improve users' autonomy.

Figure 3.18 shows the average EU28+ scores for Transparency of Personal data per question for Business and Citizen services. Again, the transparency of Personal data for Business services is higher than that of Citizen services. Whereas at least half of the public authorities provide the user online access to their personal data and allow them to notify the authority when data is incorrect. To a lesser extent, authorities allow actual online modification of personal data. The service least provided online is that of the complaint procedure against use of personal data by the public authority.

Figure 3.18 Transparency of Personal data per question across life events 2012-2013 (EU28+, %)



3.5 Single Market: increasing mobility of citizens and businesses

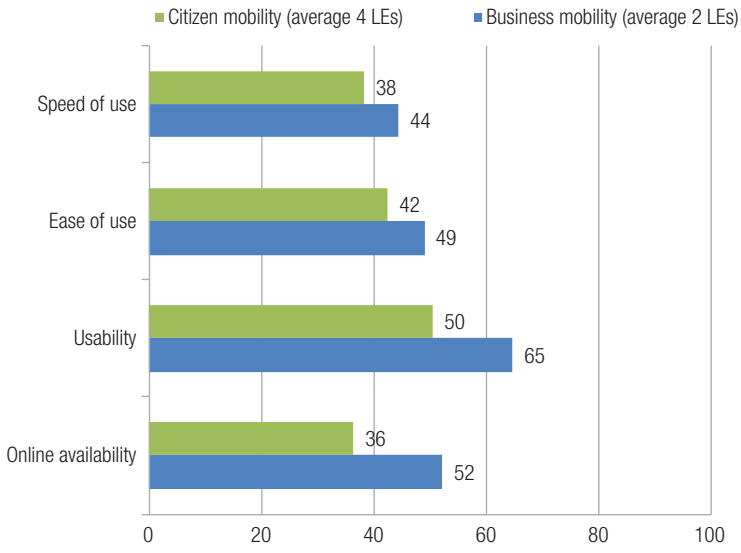
If there is one area where nations can truly benefit from a European advantage, it concerns the digital single market that should enable citizens and businesses to operate freely on the European continent. Mobility for businesses implies seamless services, without any burdensome procedures when crossing borders within the EU. This means mobility for citizens to ensure that one can work, live, retire and study in any European country, without the extra bureaucracy that is often needed. In a recent speech concerning the way forward for eGovernment in Europe, the European Commission stated that 'Cross-border by default' is one of the 'necessary ingredients to transform the public sector, create new business opportunities and deliver more targeted, personalised on-line services[9]'.

9 High Level Conference on eGovernment issues, Vilnius, 14-15 November 2013, Mechtild Rohen welcome speech

3.5.1 Online public services do not work across borders

The example in 2.1 illustrated that this European advantage is not yet fully exploited. The example does not stand alone, as we have seen in our benchmarking measurement. For each life event researchers with a different nationality have assessed whether services were available in another country. The figure 3.19 below reveals that the results are not overwhelming. The online availability of cross border business services is 52 per cent, and for citizen services only 36 per cent. The relatively moderate score for usability as regards business services (65% for EU28+) could well be caused by the availability of basic support and help functions on business portals which have been installed especially for this purpose (the single points of contact for businesses). It is no real surprise that especially this life event is best developed. In the end, businesses provide an attractive and profitable target for any national government.

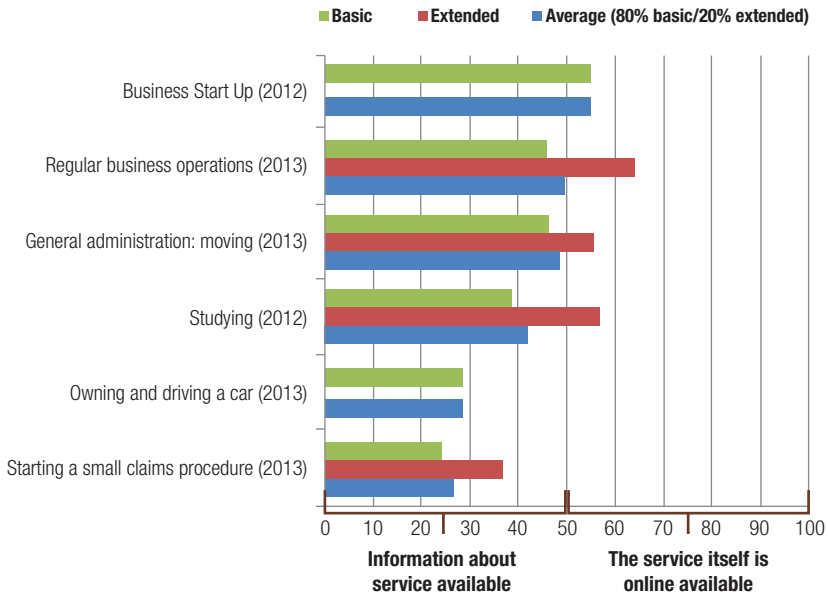
Figure 3.19 Mobility indicators across citizen and business life events 2012-2013: Online availability, Usability, Ease of use, Speed of use (EU28+, %)



We have made a distinction between basic and extended services, together composing the indicator for online availability. Basic services are generally services where a transaction is required, opposite to extended services that generally have an informative character. The below figure 3.20 reveals per life event the extent to which both typologies of services are available for foreigners. It confirms that the extended services are better available than basic services.

It means that transactional services are rarely fully available online for foreigners and even information is scarcely available. These barriers are reflected in the assessments of ease and speed of use, which are considerably lower compared to evaluation by country nationals. Especially the life events Owning and driving a car and Starting a small claims procedure are hardly available online. However both are important to stimulate citizen mobility and increase cross-border e-Commerce.

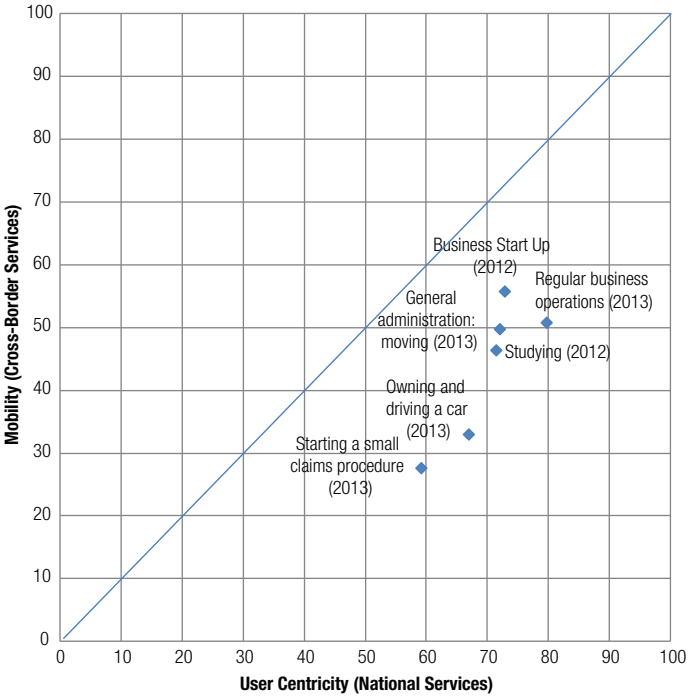
Figure 3.20 Split between basic and extended cross border services (per life event, EU28+)



Whereas services provided for country nationals are generally reasonably well developed across Europe, services delivered to other Europeans advance with difficulty. A look at figure 3.21 underlines this finding: almost all nations are below the 45o line which defines the equality in national (x-axis) vs. cross-border (y-axis) user centricity. In general, countries scoring relatively low on the national services also score relatively low on cross-border services. However, some countries scoring relatively high on national services, score relatively low on cross-border services, the biggest deviation between the two scores being 70 Percentage points.

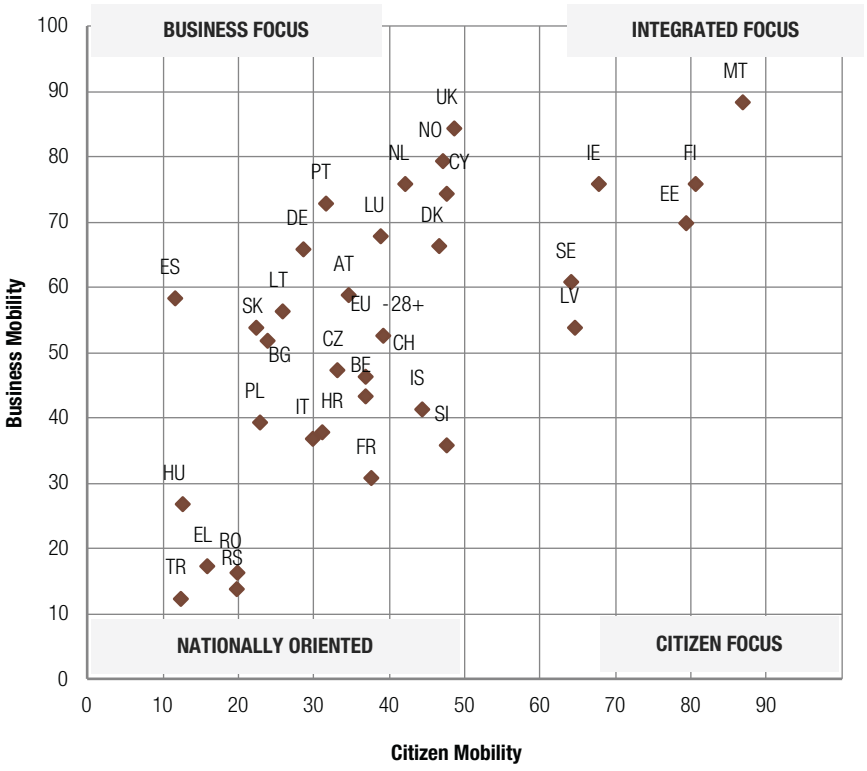
The figure 3.21 shows that a digital Single Market is not yet a reality. The EU28+ average for user centricity of national services is 70 per cent, while the user centricity of cross-border services is 46 per cent. For a few countries, like Malta, Finland, Estonia and to a lesser extent United Kingdom and Cyprus, the difference between cross border and national services is minimal. However, most nations clearly have focussed their efforts on developing online public services for country nationals, or are not able to sufficiently create and deliver services across borders.

Figure 3.21 Comparison between national and cross-border maturity of Life Events



When viewing the comparison between business and citizen life events at country level, a similar trend becomes visible however some nations are applying an approach that benefits both. Countries such as Malta, Finland, Estonia, Ireland and to a lesser extent Sweden and Latvia show that also citizen life events are being developed alongside online improvements for businesses. The majority of Europe however prioritises cross-border business services over citizen services.

Figure 3.22 Comparing cross border mobility of business versus citizen services, at country level



Germany and Austria - x-trans.eu

Cross-border cooperation to reduce administrative burden for companies and users

What is it?

X-trans.eu is an online portal to facilitate permits procedure for heavy goods transport between Germany and Austria. It is a pilot project limited to Germany and Austria, represented by Bavaria and Upper Austria was initiated in May 2013 aiming at connecting the respective country-specific approval procedures VEMAGS and SOTRA.

Heavy goods transport is a type of shipment which requires various forms of permits issued by different agencies. The number of actors involved is multiplied with regard to transport across borders and hence constitutes an enormous administrative and financial burden. For a permit a variety of data – such as freight descriptions, information on transport vehicles and the itinerary – is required. Today, most transport permits have to be applied for at the countries of origin, destination and transit separately. With thousands of annual heavy goods transports only between Germany and Austria this creates immense costs for the transport companies as well as the public administration.

In order to overcome this unnecessary effort, the online portal "x-trans.eu" was created .Its goal is to provide a single unified application process for cross-border heavy goods transports.

What are the benefits?

X-trans.eu is the first project practically implementing the P23R principle which defines methods for simple, secure and transparent data exchange between the private sector and the public administration. P23R allows companies to exercise their legal obligations to inform in a secure and efficient environment. It is estimated that P23R can be applied to many of the around 10.000 statutory notification obligations existing in Germany and with that helps to reduce existing administrative costs of almost 40 billion Euros per year.

P23R supports one of the key elements of x-trans.eu which lies in the automation of data sharing across agencies and borders to minimize time and costs for all involved actors and to avoid media breaks. Application data as well as national regulations are stored in the system and are automatically linked during the application process. Because of the processes in the background, companies only have to enter a minimum of information which keeps the procedure simple and efficient and enhances data quality.

After a successful pilot phase, this project could be extended to the European context to reduce administration costs and facilitate cross-border transport tremendously. X-trans.eu is one milestone towards increased European interoperability and thus crucial for the implementation of the European eGovernment Action Plan 2011-2015

What are the key success factors?

- Applying and implementing common technology and standards on an international level
- Involving the stakeholders from the beginning (stakeholder management)
- Development of defined standards and processes for securing a high level of interoperability
- Providing high data security standards for the exchange of data between the private sector and the public administrations
- Establishing of trust and reliability by means of a tailored communication strategy
- Achieve a critical mass of users by covering a possibly broad spectrum of enterprises needs

3.6 Key enablers: technical preconditions to enhance eGovernment services in Europe

Basically, eGovernment is using ICT to improve services for its users as well as increasing the efficiency of the service provider. Of course 'ICT' covers many aspects, and in the context of the eGovernment Action plan includes interoperability and open specifications, key enablers and innovative technical approaches (Cloud, IPv6, SOA – but also open and big data, mobile and social media). All these aspects are vitally important to fully exploit the potential of ICT; to do 'more with less'.

The eGovernment Benchmark assesses the availability of 5 key enablers:

- ***Electronic Identification (eID):*** a government-issued, electronic identification solution to determine if the user is who he claims to be. Allowing users to use their eID enables online transactions, saving time and reducing costs for all involved.
- ***Electronic Documents (eDocuments):*** an electronic document reduces offline paper processes by allowing citizens and businesses to send authenticated documents online.

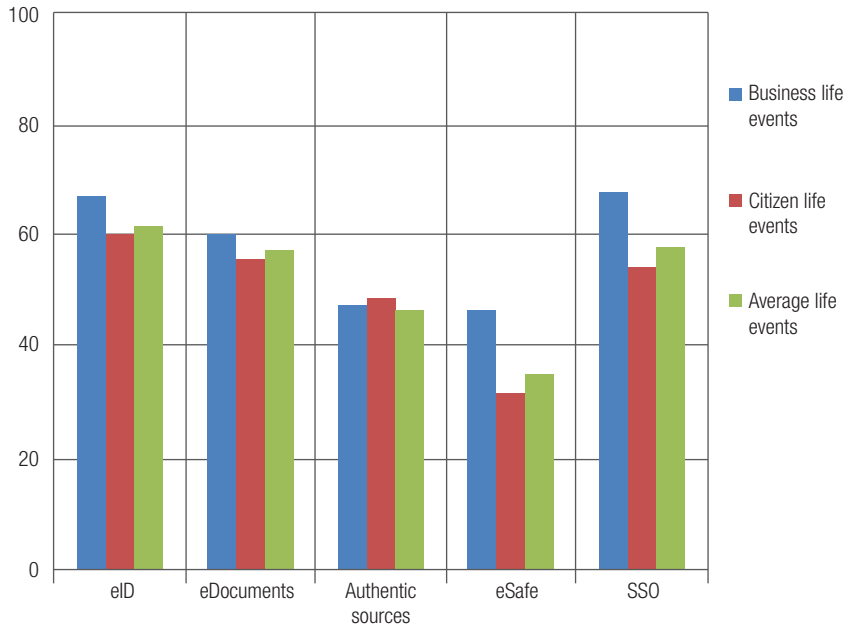
- ***Authentic Sources:*** are base registries used by governments to automatically validate or fetch data relating to citizens or businesses. It facilitates pre-filling of online forms and the implementation of the 'once-only principle' that implies governments re-use data to deliver services automatically (without the user having to do anything).
- ***Electronic Safe (eSafe):*** a virtual repository for storing, administering and sharing personal electronic data and documents. It can be used to securely store and re-use personal documents in public service processes.
- ***Single Sign On (SSO):*** a functionality that allows users to get access to multiple websites without the need to log in multiple times.

The evaluation encompasses to what extent these enablers are available within the life events under assessment.

3.6.1 Further implementation needed to exploit technology's full potential

Figure 3.23 shows the availability of each of the key enablers, i.e. eID, eDocuments, Authentic scources, eSafe and SSO, in citizen and business life events for the EU28+. All key enablers, except for Authentic sources, are available to a higher extent in business life events compared to citizen life events. The key enabler most available in both kinds of life events is eID (Business life events: 67%, Citizen life events: 60%), followed by Single Sign On (Business life events: 68%, Citizen life events: 54%). The key enabler least available is eSafe, Business life events scoring 46 per cent and Citizen life events scoring 32 per cent on the availability of eSafe.

Figure 3.23 Availability of each of the key enablers across life events 2013-2013: eID, eDocuments, Authentic sources, eSafe, SSO (28+, %)



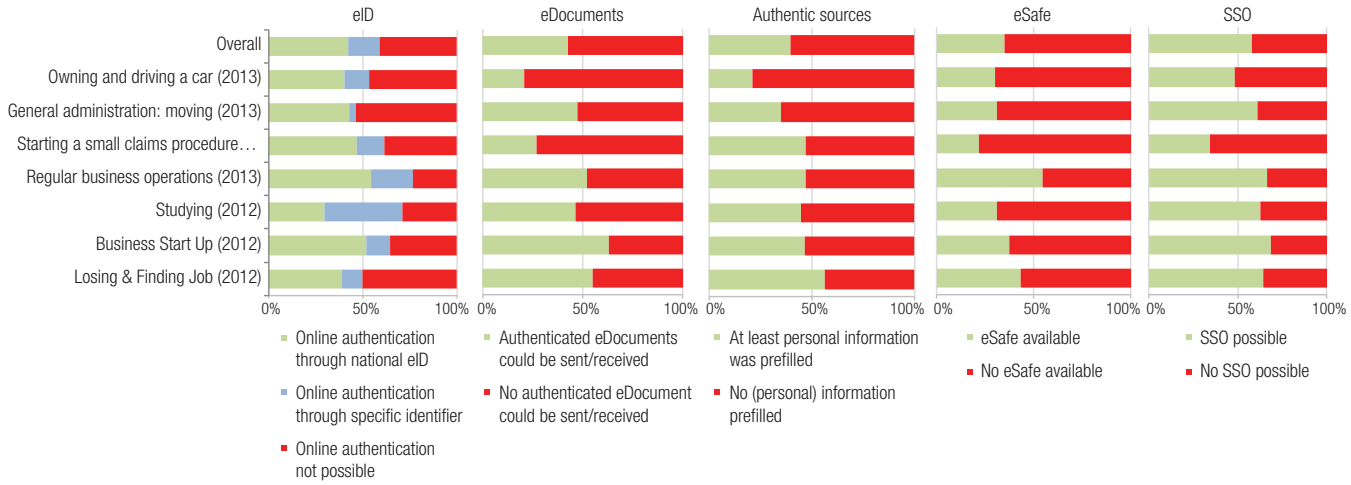
These enablers should be seen in parallel with their intended outcome: faster, better and cheaper online services. Bringing basic, transactional services online requires online authentication of some sort, preferably a national solution to avoid users keeping multiple authentication means at the same time. Currently, the user centricity of national services is 70%, and 46% for cross-border services (EU28+). Both – but especially the latter – indicate room for improvement.

This also applies if one takes into account that in the EU28+ on average 3 per cent of services is provided automatically, meaning the user does not have to do anything to receive the service. Authentic sources are the key enabler that could increase this percentage. If public administrations re-use stored personal data across government domains and tiers, it would allow to reduce burdens and deliver services automatically (or make certain services redundant).). This can only be realised when administrations collaborate, share and put the end-user first. It requires strong governance and leadership to break through silos – not just the technological knowledge and expertise. Moreover, it requires governments to take down legal barriers, which is at least as big a challenge.

3.6.2 Implementation of key enablers is scattered

Figure 3.24 shows that implementation is scattered – some life events are strong on one enabler, but lag as regards another.

Figure 3.24 Integration key enablers per life event 2012-2013: eID, eDocuments, Authentic sources, eSafe, SSO (EU28+, %)



It shows the availability of five key enablers per life event. For all life events, except for 'Losing and finding a job' eID is the most available, with an average of 59 per cent. Although the availability scores for eID are similar, the extent to which *national* eIDs are used differs per life event. Whereas for services in the life event 'General administration – Moving' almost only national eIDs are used, in the life event 'Studying' specific identifiers are the primary form of identification.

The availability of eDocuments is highest for the Business life events and 'Losing and finding a job', with respectively 63 per cent, 52 and 55 per cent. Authentic sources is the least available, being implemented for only 40 per cent of the services. Authentic sources is the most available for the services in the life event 'Losing and Finding a Job' with a score of 56 per cent. eDocuments and Authentic sources are the least available in the life event 'Owning and driving a car', being available for 21 per cent of the services.

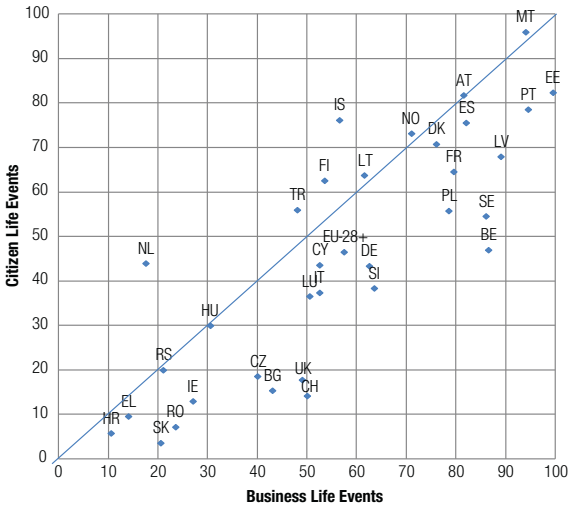
In the life event 'Starting a small claims procedure' eDocuments is also only to a limited extent implemented. For this life event however, eDocuments is crucial for citizens and judicial authorities to exchange data, such as evidence, in a secure way. The European Commission tries to stimulate the implementation of eDocuments or eDelivery through the large scale pilot e-Codex[10].

The key enabler eID is the least available in the life event 'General administration: Moving', within which eID is used for 46 per cent of the services. The use of eID in combination with Authentic sources within this life event could make it easier for citizens to register their address without having to de-register at their old municipality and would make it possible to automatically notify other public (and private) authorities.

Furthermore, the figure shows the EU28+ average availability of eSafe and Single Sign On for each of the life events. In all life events Single Sign On is better available than eSafe. Both key enablers are least available in the life event 'Starting a small claims procedure', eSafe being available in 22 per cent of the cases and Single Sign On in 34 per cent of the cases. eSafe is most available in the life event 'Regular Business Operations', 'Losing and Finding a job' and 'Business Start Up', with an availability of respectively 55, 43 and 38 per cent. Single Sign On is also most available in these three life events, with respectively 67, 65 and 69 per cent.

A similar view is shown when looking at the implementation within countries. Nations are scattered across the spectrum: from low to high scores, and from business-oriented to both to – citizen oriented.

Figure 3.25 Implementation level of key enablers in business vs citizen life events



10 http://www.e-codex.eu/about-the-project/technical-background.html

Figure 3.25 shows how countries have made key enablers available within business and citizen life events. The EU28+ average availability of key enablers for business and citizen life events is respectively 57 and 47 per cent. This means that in only half of the cases where key enablers could be used, they are actually implemented. In exception of seven countries, all countries score higher on the availability of key enablers in business life events than on citizen life events. The deviation between the two kinds of life events within one country runs up to 40 Percentage points. Only five countries score higher than 75 per cent on the availability of key enablers in both business and citizen life events. These are: Malta, Estonia, Portugal, Austria and Spain.

Netherlands and Austria – DigiD and Mobile Phone signature

Enabling user friendly services through key enablers

What is it?

DigiD is the Dutch government's authentication system for citizens. For 11 mln citizens who have activated their account, DigiD is the key to a wide range of public e-services. Like the prefilled income tax form offered by the Tax Agency, which citizens only need to check, accept or modify; the e-services of the Social Employee Agency, which unemployed people need to use when they register as job seeker or apply for unemployment benefits; or the digital certificate request or notification of change of address at the municipality. Although not obligatory by law the DigiD has become the standard. More than 600 government organisations or private organisations performing public tasks are connected to the DigiD service managed by Logius.

When someone logs on a government website using his DigiD, DigiD will feed the Citizens Service Number (unique identifying number) back to the respective organisation. Using this number, the organisation is able to find out from its own administration or personal records base register whom it is dealing with and which information already is available. DigiD is available at two different levels: basic (user name and password: DigiD) and middle (DigiD + sms-authentication)) representing stork QAA level 2/3[1]. In 2013 more than 117 mln DigiD transactions were conducted.

The Austrian government has started authenticating citizens through the mobile channel. Although qualified electronic signatures have a great potential to foster trust and security in online transactions, in particular against the background of growing numbers of incidents of identity thefts and phishing, the take-up and usage by the broad public has been remarkably low in Austria over the last ten years. The main reason for this could be found in the in the lack of usability of signature smart-cards and the need for additional hard- and software usually not part of the off-the-shelf PCs and notebooks. Therefore they developed the Austrian mobile phone signature - an easy-to-use qualified electronic signature as the way to foster trust and security, reliability and authenticity for E-Government and beyond.

With the mobile phone signature developed in 2009 and rolled-out since 2010, Austria literally achieved in squaring the circle: with this innovative solution a qualified electronic signature can be created in the easiest possible way by simply using a standard mobile phone. Barriers from the need of soft- or hardware installation and additional investments completely fall away. Since 2010, more than 280.000 citizens have used the mobile phone signature. The number of users is continuously increasing.

What are the benefits?

Both DigiD and the Austrian Mobile phone signature foster trust and security in online transactions and make accessing eGovernment services and obtaining eGovernment services easier for citizens.

What are the key success factors?

Key success factors for DigiD were:

- DigiD was developed by large executive agencies as common solution, creating a broad usage among citizens – among others by obligatory use for digital tax filing- and then made available to other government organisatons.
- The solution is easy to acquire free of costs for citizens, and students need it , get used to it, and keep it
- Broad acceptance of Digid is a pushfactor for new digital services, both for smaller orgiansations and more workprocesses

04 Regular business operations

”Doing business is what European companies are set up for. Less bureaucracy for a company means more time for the core business. It means less expenses and more efficient management and use of resources. Better regulation and reducing administrative burdens, in particular for SMEs, are therefore a priority goal for the Commission.”

Antonio Tajani, European Commission Vice-President Enterprise and Industry

4.1 Introduction to life event

The reduction of the administrative and regulatory burden on businesses is a top-priority for the European Commission[12]. In order to have a healthy and competitive European economy, there should be a favourable European business climate. Entrepreneurs on the one hand should want to invest in and start a business in such a favourable climate and, on the other hand, should be empowered to maintain and grow their business.

In 2012 the eGovernment Benchmark already measured to what extent governments allow entrepreneurs to *start up* their businesses quickly and easily through eGovernment services. In 2013, the eGovernment Benchmark measures eGovernment services that support entrepreneurs in executing their *regular business operations* in an efficient and low burden manner. Currently, about 50 per cent[13] of new businesses fail during their first five years. Part of this failure is due to the lack of a growth enabling ecosystem. Especially Small and medium-sized enterprises (SMEs) experience a heavy burden of regulatory and administrative costs. For them these costs can be up to ten times higher than for large companies[14]. As SMEs make up 99 per cent of European businesses[15] a considerable reduction of administrative and regulatory burden is needed to create a resilient European economy.

Electronic services are an important part of this reduction and constitute the backbone of a business-friendly ecosystem. A comprehensive, well-structured and need-based/ personalised online information provision (e.g. through a Single Point of Contact) saves businesses costs in searching for information[16]. By increasing the transparency with regards to government procedures, policy making and legislation, the trust of entrepreneurs in government in general can grow. Effective support in terms of the provision of online business networks or training and coaching facilities helps companies to overcome the first barriers of running a (new) business. Simplified VAT registration and other tax procedures would remove high compliancy costs for businesses and would facilitate cross-border commerce.[17] The same goes for the ability to comply with other administrative requirements on a remote basis, such as submitting financial reports, submitting company data, paying social contributions and reporting illnesses.

11 http://ec.europa.eu/enterprise/newsroom/cf/itemdetail.cfm?item_id=7156

12 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2007:0023:FIN:en:PDF

13 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:EN:PDF , p.10, 11

14 http://ec.europa.eu/enterprise/policies/sme/business-environment/administrative-burdens/

15 http://europa.eu/legislation_summaries/enterprise/business_environment/index_en.htm

16 http://ec.europa.eu/enterprise/policies/sme/files/support_measures/regmod/regmod_en.pdf (mei 2007, many examples)

17 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:EN:PDF , p.10, 11

The 2013 eGovernment Benchmark measures the maturity of a set of electronic government services for Regular business operations on the national, regional, local and cross-border level with the aim to stimulate governments to improve their business climate. The services are measured from the perspective of the user, the entrepreneur. The services measured within this life event are depicted in the below figure.

The next paragraphs present the results of the 2013 eGovernment Benchmark assessment of services for Regular Business Operations in European countries. The results address four different aspects of eGovernment services, all equally important to facilitate businesses in their daily business operations:

- **User centricity:** Are businesses able to obtain transactional services remotely and are the services easy to understand and quickly obtainable? Are businesses supported in their daily business operations? How far are public services re-using information already provided by businesses, thus speeding up the time for applications for instance?
- **Transparency:** Can businesses easily find information on the use of their company –and sometimes personal – data, the roles and responsibilities of public organisations and the way the service is organised? Can businesses influence policy making or public organisation performance?
- **Business Mobility:** Can businesses comply with administrative requirements from abroad and are the administrative requirements clear from a cross-border point of view?
- **Key enablers:** Are services for businesses provided seamlessly by using technical enablers such as eID, Single Sign On and eDocuments.

Key findings

- *More than 80% of governments have demos, FAQs and contact details in place, showing businesses how to comply with administrative procedures.*
- *Our research shows that countries focus on bringing business services online, yet forget to apply a user friendly design of those services. This will cause businesses to perceive services as burdensome and complicated.*
- *The transition from partially online services to fully transactional services seems the biggest challenge, as only 5 of 33 countries have achieved a saturated level of online basic services (compared to 11 of extended services).*
- *With a score of 42%, governments score lowest on the availability of Authentic sources. Better re-use and exchange of information between government authorities and better utilisation of key enablers could open up the way to more automated services*
- *Only 34% of governments publish the results of user satisfaction measurements. Service performance improvement could be incentivised by gaining more insight in and being more transparent on the performance of and satisfaction with government authorities.*
- *Businesses are supported through online discussion fora by 74% of the governments, stimulating the creation of business networks and helping businesses overcome barriers in an easily accessible manner.*
- *Twenty-six per cent of governments provides information on policy making processes and 30% of governments enables businesses to participate in them. Government policy actions could benefit from more participation of businesses in an early stage of the policy making process, by being more interactive and transparent.*
- *The EU28+ average score for online availability of cross-border services is 49%. Face-to-face contact with governments is thus still necessary and barriers for cross-border commerce remain.*

User centricity indicates to what extent (information about) a service is provided online and how this is perceived.

The indicator consists in four components:

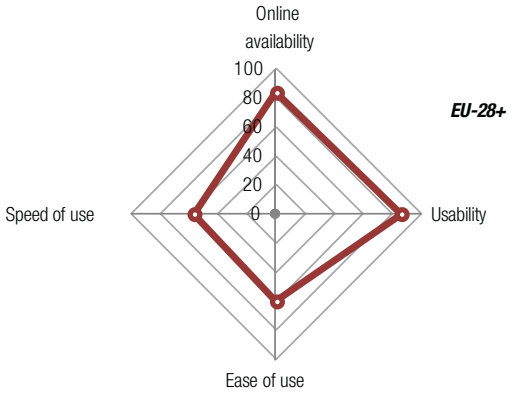
- Online Availability
- Usability
- Ease of use
- Speed of use

For further explanation on the indicators see Annex I

4.2 User centric government

Figure 26 shows the average score of the EU28+ for each of the four elements of user centricity of the government services related to the Regular Business Operations life event. The ***Online availability*** and Usability of services score relatively high with respectively ***83 per cent*** and ***86 per cent***. This means that for most services at least information is available online and that businesses are well guided in using the government services through for example demos, FAQs and clear contact details. This information saves businesses costs for elaborate horizon scanning.

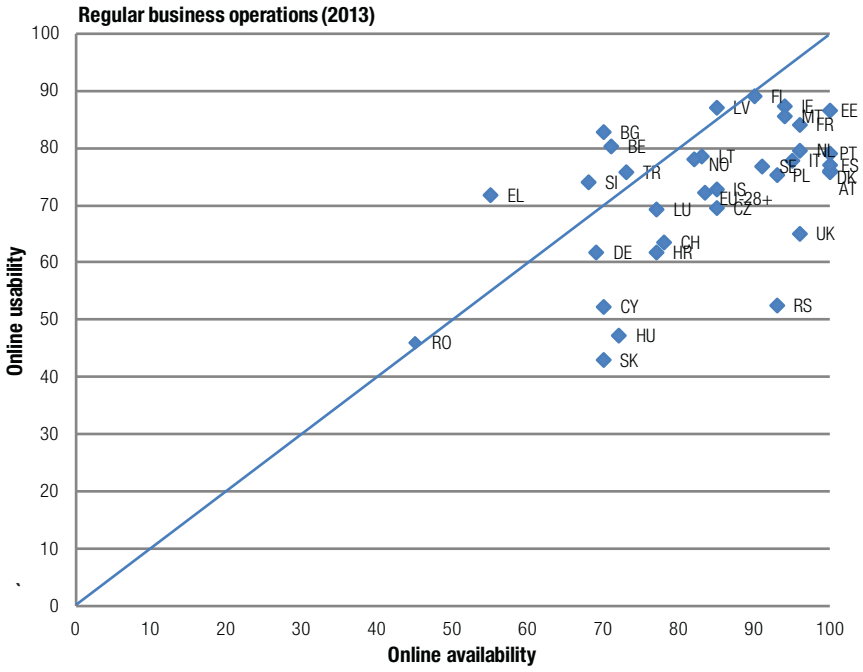
Figure 26 Four components of User Centricity of Regular Business Operations: Online availability, Usability and Speed of use in % (EU28+)



The ***Ease of use*** and ***Speed of use*** of online government services in this life event are rated much lower with respectively ***60 per cent*** and ***57 per cent***. Whereas the Online availability and Usability scores are found by looking at what is available on government websites, the Ease and Speed of use scores are composed of personal assessments made by the mystery shoppers themselves, following strict guidelines on how to assess on a 10-point scale. For the ease of use indicator, mystery shoppers assessed the overall smoothness of the online services: how easy can information be found, can the service process be understood easily, how does the service compare to other services (both government and commercial). For the speed of use indicator the mystery shoppers assessed whether they were able to complete the required process steps within a reasonable amount of time. The scores together provide insight in the user satisfaction and the benefits eGovernment users perceive. The scores indicate that the user-experience with eGovernment services related to Regular Business Operations is still lagging behind compared to what is made available by governments online. In other words, it is likely businesses still experience a considerable burden in complying with administrative government requirements and government services remain a barrier for running a business smoothly.

If we look at the scores on Usability and Online availability for services related to the Regular Business Operations life event per country (Figure 27), we see that the main area for improvement for countries is in making the services easier to use, while most countries are successful in making them available. The average score for ***Online availability*** is ***83 per cent***, while the average score for ***Usability*** is ***72 per cent***. The highest score for Online availability is 100 per cent (which is achieved by five countries), the highest score for Usability is 89 per cent (which is achieved by one country, followed by three countries with a score of 87 per cent).

Figure 27 Correlation Online Availability versus Usability of Regular Business Operations in % (per country)



In the exception of seven countries, all countries score higher on Online availability than on Usability. The difference between these two scores for some countries is significant. For 8 countries the score on Online availability is more than 20 Percentage points higher than that on Usability, the highest difference between these two scores being 40 Percentage points. implementing online services take the user experience in limited extent into account, while in this stage a high usability of services could boost the initial uptake.

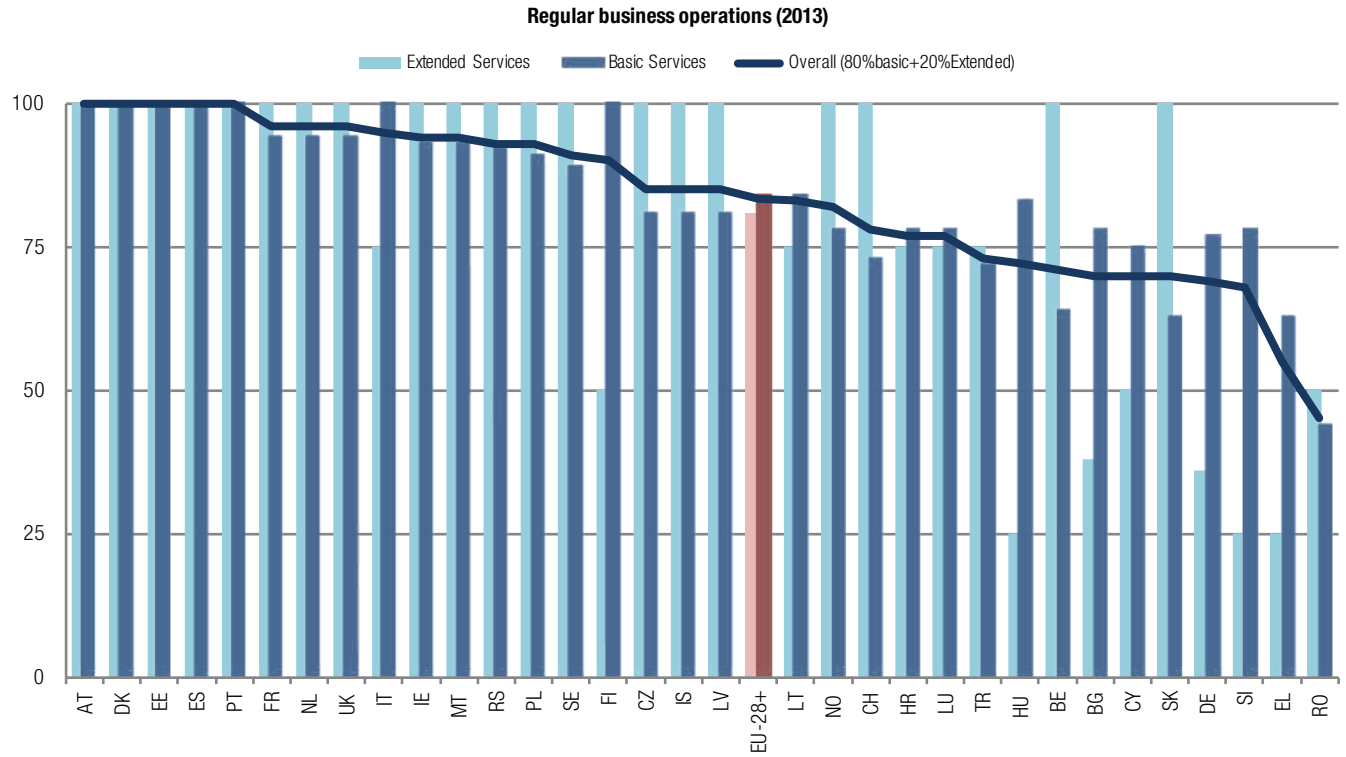
Online availability: indicates if a a service is online. Ranging from offline (0%), only information online (50%), fully online (100%).

For further explanation on the indicators see Annex I

4.2.1 Online availability

Figure 28 shows the scores on Online availability of basic and extended services for the life event of Regular business operations in percentages per country. The EU28+ average Online availability of government services is 83 per cent (81% for extended services versus 84% for basic services). Five countries score a 100 per cent on both basic and extended services. Fifteen countries do score 100 per cent on Online availability of extended services, but score lower on the basic services. Two countries score 100 per cent on Online availability of basic services, but lower on extended services. The lowest score for basic services is 44 per cent (1 country) and the lowest score for extended services is 25 per cent (3 countries).

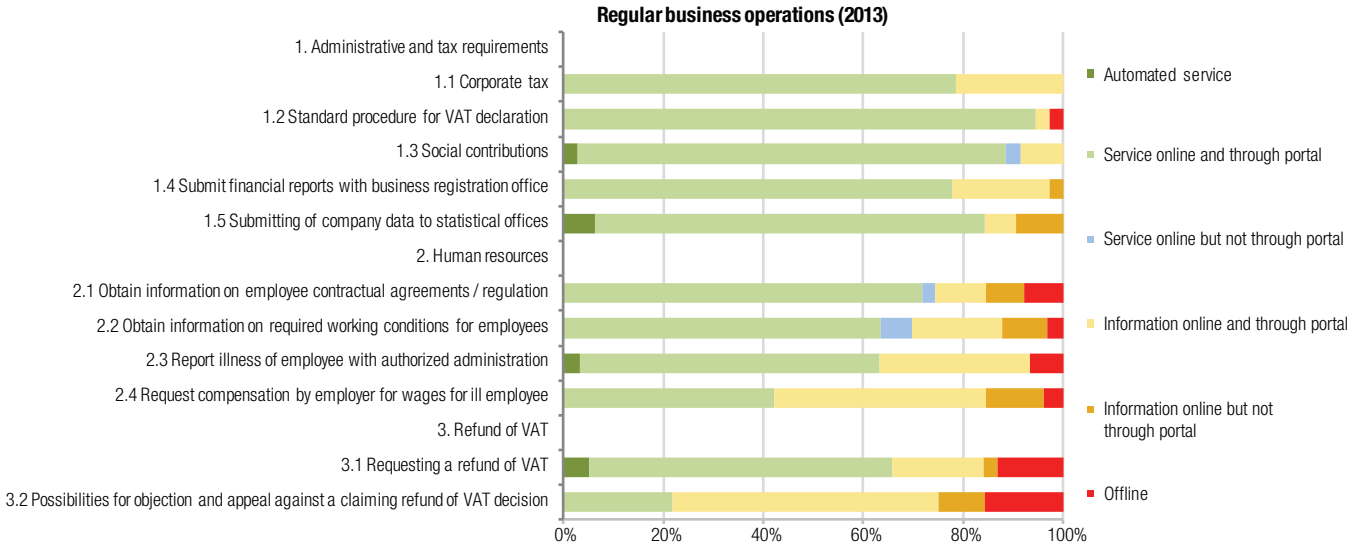
Figure 28 Online availability of basic and extended services for Regular Business operations per country (%)



The scores for online availability of basic and extended services indicate that the basic level of Online availability of basic services is higher. Especially the countries in the lower range, often score much higher on basic services than on extended. On the other hand, the countries performing just under the top level countries, have a higher online availability of extended services. This indicates the last hurdle of providing basic services completely online, i.e. the transition from partially online services to fully transactional services is most difficult. However, this is the transition that makes remote administrative procedures and thus a burden reduction for businesses possible.

Figure 29 shows how services are made available within the life event of Regular Business Operations. Most services are provided online through both the government website and portal in more than 60 per cent of the countries. In almost all cases, when a service is provided online, it is also provided via the government portal. If provided through both the national portal and the service provider, companies can probably find the right service easily, without having to spend too much time looking.

Figure 29 How services are made available for the Regular Business operations life event (EU28+, %)



The service with the highest online channel availability is 'Declaring Corporate tax', which is fully available online in 79 per cent of the countries and for which information is provided online in 21 per cent of the countries. The service with the lowest channel availability is 'Possibilities for Objection and appeal against a claiming refund of VAT'. This service is fully provided online in only 21 per cent of the countries and information nor service is online in 16 per cent of the countries.

Although to a limited extent, 4 of 14 services are provided automatically in Europe, which means the business does not have to do anything in order to obtain the service. The most automatically provided services are 'Submitting of company data to statistical offices' and 'Requesting a refund of VAT', which are provided automatically in respectively 6 and 5 per cent of the cases. However, these percentages are still very low, which indicates the smooth exchange between government authorities and the smart re-use of data remains difficult to implement for governments.

Portugal - Monthly Statement of Remuneration (DMR)

Filling the gap of eGovernment services in the social security domain

What is it?

The Monthly Statement of Remuneration (DMR) is a service that allows employers, regardless of the number of employees, to be compliant with the obligation of delivering to Social Security statements of remuneration (DR) about their workers - but totally online.

What are the benefits?

Through the creation of a specific online channel of information, it is possible to directly exchange information with the 2 public entities as well as consult relevant information provided to fulfil the process.

What are the key success factors?

- The delivery of the monthly statements of remuneration shall be made through a single access channel called Monthly Statement of remuneration (DMR)
- Access to the applications shall be made from the new DMR, with the possibility of access to Social security portal or the finance portal, in order to make possible the fulfilment of the obligation to deliver the statement of remuneration.
- The DMR assumes the utmost importance in the context of the reporting obligations that companies must deliver to Finances, not only for information that includes, as its monthly periodicity.
- Totally integrated process between Social Security an Finances, provided by a single point of contact

4.2.2 Usability of services

Figure 30 shows that most countries score higher on Usability than on Ease and Speed of use. ***Half of the countries (17) score 100 per cent on Usability.*** The highest score on Ease and Speed of use is much lower at 78 per cent. The lowest scores on Usability and Ease/Speed of use are respectively 43 and 29 per cent. The EU28+ average scores on Usability and Ease/Speed of use are respectively 86 and 58 per cent.

Usability: indicates if support, help and (interactive) feedback functionalities are online.

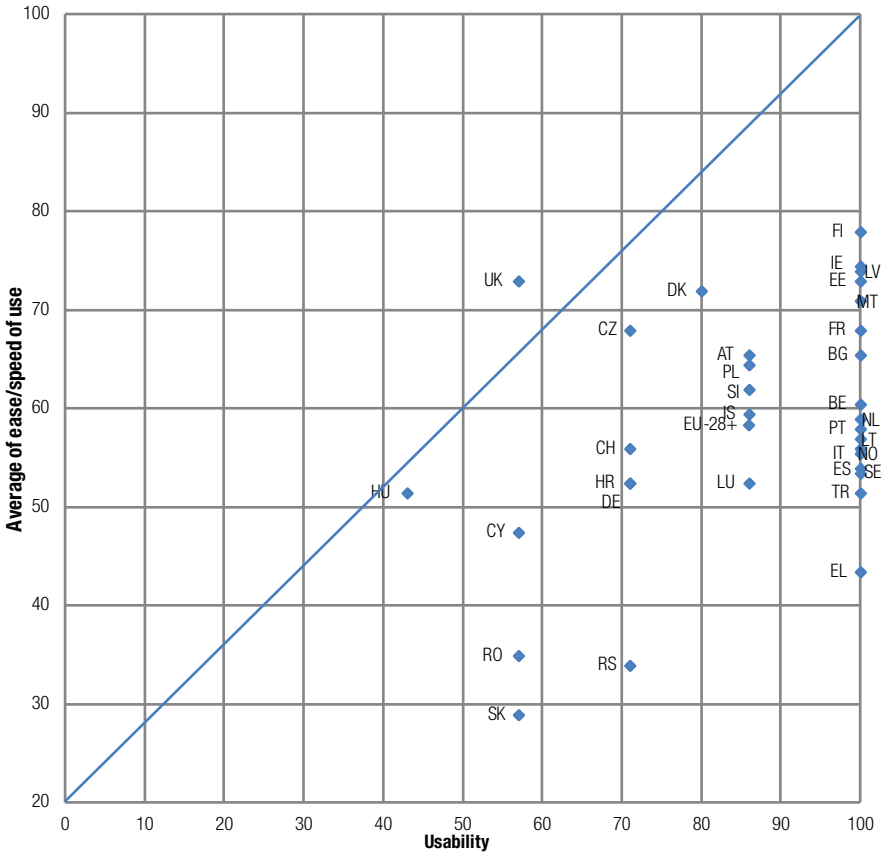
Ease of use: quality assessment researchers indicating how intuitive and smooth the process steps can be completed.

Speed of use: quality assessment researchers indicating if the process steps could be completed within reasonable amount of time.

For further explanation on the indicators see Annex I

Only two countries score higher on Ease and Speed of use than on Usability of their services. Some countries have indicated to deliberately put less efforts into the usability/ provision of information on the services than into making the services run smoothly, as they believe smooth services do not need further explication. However, these countries do not necessarily score higher on the ease and speed of use of services.

Figure 30 Usability versus Average Ease/Speed of use for Regular Business Operations per country (%)



The relatively high score on Usability shows most countries provide businesses guidance on how to obtain a service. However, if it comes to interactive and more open support of businesses the scores are considerably lower. While 97 per cent of governments provide contact details, only 74 per cent provide a discussion forum. This is a missed opportunity, as especially starting businesses can benefit a lot from being coached and guided live by governments and from exchanging experiences with other companies. Such fora can also help to create close business networks and to build a better relationship between government and businesses. In some countries however, this kind of support could be provided by other private or semi-private companies.

Finland - Enterprise Finland portal

Increasing the user friendliness through loose integration

What is it?

The My Enterprise Finland service is a part of the Services for enterprises package, which was created by the Ministry of Employment and the Economy, Finland. It provides tools whether one is planning on becoming an entrepreneur or one is already an entrepreneur and needs tools to assist with the everyday running of the company, such as the possibility of compiling personal reminders of the obligations related to running a business. The service offers a wealth of location-specific and national business sector information. This service was created in a project of the Action Programme on eServices and eDemocracy (SADe), which develops comprehensive services for citizens, companies and the authorities.

Enterprise Finland has reacted to the dissatisfaction of companies by making different organisations that provide business services operate under one brand (loose integration). The organizations in the back-office are still separate entities, but all channels are provided centrally under one brand and the digital services are developed together. In order to (loosely) integrate the authorities, the organisation models were updated and people were trained to know the services provided by the others and to be able to work with the system.

What are the benefits?

By loosely integrating business services, the original entities still remain to exist, but services are better aligned. For the entrepreneur, services become better accessible (through the one brand and one portal) and easier to use (as the services are designed in the same way). Customer-focused and interoperable services enhance the quality and cost-efficiency in the public sector.

What are the key success factors?

The key success factors are:

- Common technology and standards are needed;
- A continuity of finance is needed;
- The development has to have a clear owner;
- ICT development is a development of processes and operation. Systems have to support the processes
- A knowledge gap between software developers and operational employees should be taken into account and acted upon.
- The customers should be engaged in the development from the beginning

Poland – Point of Single Contact

Providing services through life events

What is it?

The average entrepreneur in Poland is subject to a number of various legal obligations, which are associated with the need to fulfill appropriate administrative procedures. The Polish Ministry of Economy has therefore developed the Point of Single Contact (www.biznes.gov.pl) under the Services Directive. The portal provides information through "life events" ("life situations") under which future and current entrepreneurs can find step by step explanations on what actions, interactions and procedures are required in a specific industry (eg open a barber shop, travel agency, transportation of people and goods, etc.) and a specific life situation (eg starting a business, obtaining permits, concessions, licenses, reporting and tax duties, etc.). Descriptions can be generated in PDF for further use.

Currently on the website are available around 40 descriptions of the most common life situations. In 2014, another 80 descriptions of popular life situations will be available for the portal users. Ultimately, procedural information will be combined with e-services that enable the implementation of a specific case /administrative procedures/ over the Internet, depending on the readiness of the office. Even if the office does not allow the conduct of procedures electronically, the citizen will receive a full set of information - what, where, how and with which form. The system will also help in filling out forms.

Furthermore, the Polish government wants to encourage intermediaries (accountants, consultants, training companies, banks, municipal information centers, etc.) to use the portal. To facilitate this, special roles in the system will be created for them, which will allow for the service and support for multiple businesses with a single account user (a functionality similar to the role of the proxy in Central Registration and Information on Businesses www.firma.gov.pl).

The www.biznes.gov.pl website builds on feedback from users. There is a form available in which the user may enter additional proposals for procedures or life situations that cause difficulties and should be properly described or deregulated. The user can also provide feedback and suggestions for improvement of functionality and ergonomics of the portal.

What are the benefits?

By providing clear instructions for entrepreneurs through a single portal, entrepreneurs can easily find and understand what procedures they should follow. By actively involving the intermediaries the broad array of users is addressed. The involvement of users in the future development of services assures the service provision answers to the user needs.

What are the key success factors?

- Usability of services
- Availability of online egovernment services 24/7/365
- User support through Call Center, Chat, Contact Form and expert system of Virtual Clerk

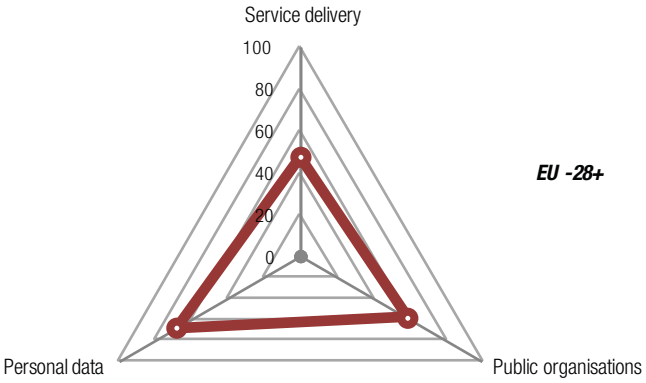
Transparency indicates to what extent governments are transparent as regards a) their own responsibilities and performance, b) the process of service delivery and c) personal data involved.

For further explanation on the indicators see Annex I

4.3 Transparent government

Figure 31 shows the EU28+ scores on ***transparency of Service delivery, Personal data and Public organisations*** are respectively ***47, 59 and 68 per cent***. Although they do not differ to a great extent, it is clear that transparency of Service delivery and Personal data are lagging behind compared to transparency of Public organisations. The transparency of Personal data however is considerably higher than it was in the 2012 measurement for the business life event 'Starting up a business', having increased with 24 Percentage points. With regards to personal data, governments have especially improved the possibilities for businesses to contact the government online when data is incorrect or wrongfully used, either by enabling them to modify their data themselves or by having an online notification service online.

Figure 31 Three components of Transparency for Regular Business Operations: Service delivery, Public organisations and Personal data (EU28+, %)



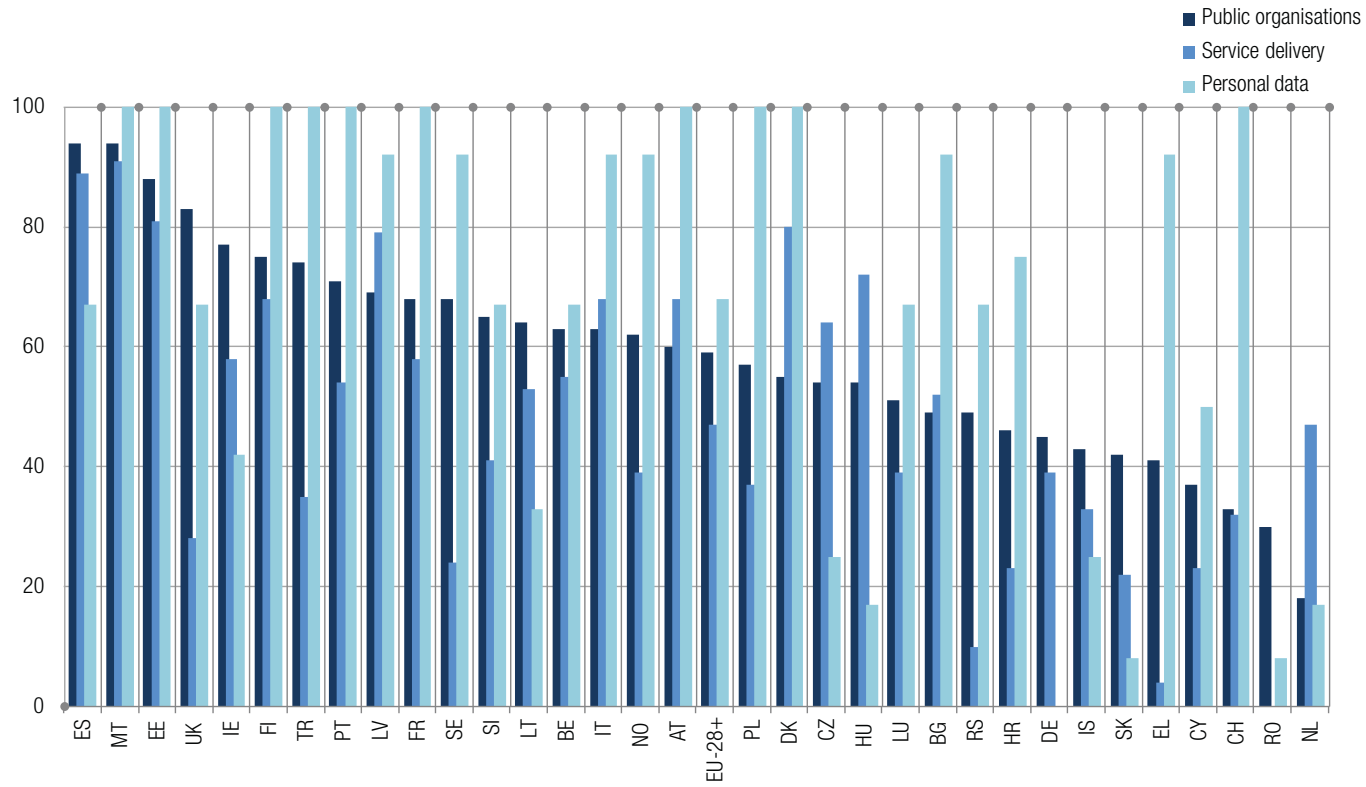
With regards to transparency of service delivery, we see governments are especially reluctant to share information on the overall length of the process, maximum delivery timelines and service performance. These questions scoring on average 18 Percentage points less than the others on service delivery. The same pattern is visible in the scores for Transparency of Public organisations. Although governments actively communicate on their mission, goals and financials, they again hardly publish on their performance, not in terms of reports from external controllers, nor in terms of performance assessments and user satisfaction figures. On average, the scores for these questions are 43 Percentage point lower than those for the other questions. This could indicate governments are not aware of what their actual turnaround for treating a service and performance is. It could also mean that they do not want to publish this kind of information. However, having insight in service and organisational performance and being transparent on it could be an incentive for government organisations to step up their game with regards to the efficiency of their service delivery and organisational processes.

Finally, in only 30 per cent of the cases, public organisations communicate on businesses' ability to participate in policy making processes. Government policy actions could benefit from more participation of businesses in an early stage of the policy making process. It could lead to public-private partnerships, which in turn could improve the service provision, reduce public costs and spark innovation. Empowering businesses to participate in policy making processes is key to achieve a resilient innovative and competitive Europe.

Figure 32 shows that there is a big difference in maturity level between the three elements of transparency within and among countries, with regards to the Regular Business Operations life event. The deviation between the highest scoring country and the lowest scoring country on Transparency of Personal data is 92 Percentage points. On Transparency of Service delivery the difference is 91 Percentage points and on Transparency of Public organisations 76 Percentage points.

Also, countries that score high on one element of transparency do not necessarily score highly on the others. The biggest deviation within one country is 68 Percentage points between the highest and lowest score for transparency. The big differences between and within countries with regards to transparency show that there is no integrated approach to transparency on the EU-level or the national level. Three countries show less deviation between the three elements of transparency: Belgium (67-55%), Estonia (100-81%) and Malta (100-91%).

Figure 32 Three components of Transparency for Regular Business Operations: Service delivery, Public organisations and Personal data per country (%)



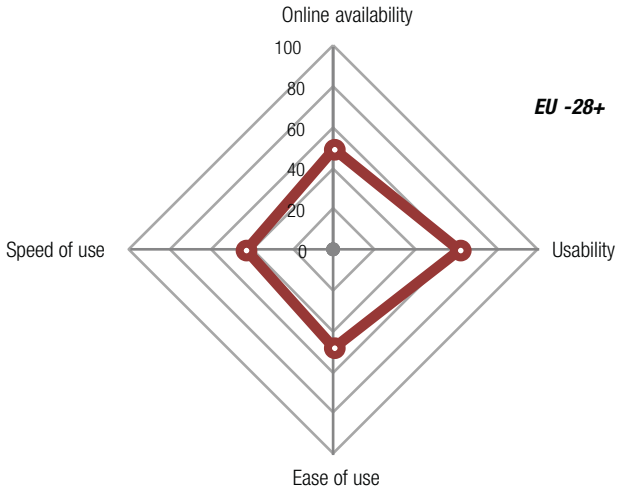
Single Market mobility indicates to what extent EU citizens can use online services in another country. It measures the availability and usability of cross-border eGovernment services.

For further explanation on the indicators see Annex I

4.4 Single Market

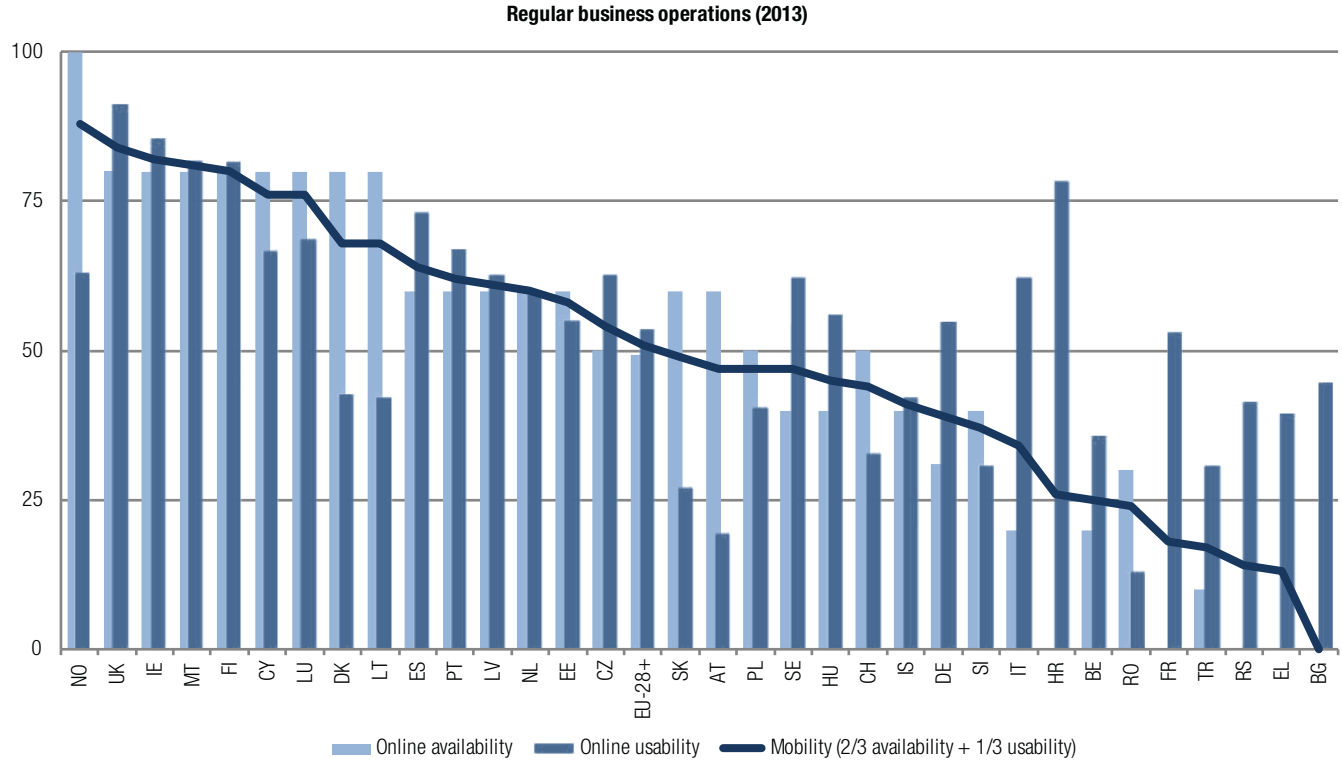
Cross-border mobility of businesses is one of the key pillars of EU policy to increase the competitiveness of Europe. Figure 33 shows the EU28+ scores for Online availability, Usability, Ease of use and Speed of use of cross-border services within the Regular business operations life event. The cross-border services score highest on Usability with 62 per cent, while the Online availability, Ease of use and Speed of use score respectively 49, 48 and 43 per cent.

Figure 33 Cross-border Online availability, Usability, Ease of use and Speed of use for Regular business operations (EU28+, %)



If we look at the scores for Online availability and Usability of cross-border services per country (Figure 34), we see the scores between countries vary greatly. The online availability varies from 100 per cent (1 country) to 0 per cent (4 countries). The scores for Usability vary from 91 per cent to 13 per cent. The scores show that countries often do provide information to foreign entrepreneurs on how to obtain the service, how to complain or where to seek help. However, the service itself can hardly be obtained from across borders and foreign entrepreneurs find it hard to fully understand how the administrative procedures work. Only one country provides the cross-border services fully online. This country however, scores much lower on its online provision of help to foreign entrepreneurs (usability).). The EU ambition of reaching a digital Single Market is thus far from being achieved. Based on our analysis, one of the main barriers to online service and information provision seems to be language issues, i.e. the provision of information in at least one other language than the native one.

Figure 34 Cross-border Online availability and Usability for Regular Business operations per country (%)



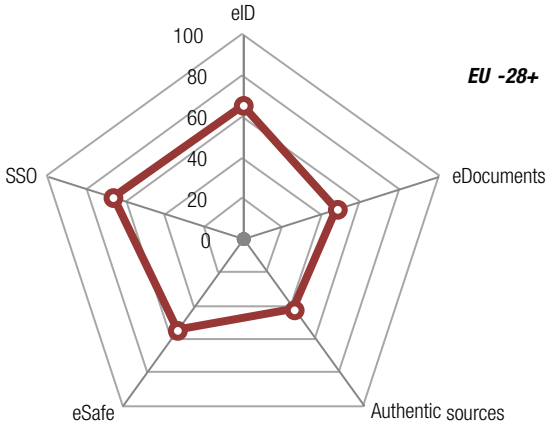
Key enablers indicates the extent to which 5 technical pre-conditions are available online: eID, eDocuments, Authentic Sources, eSafe and Single Sign On.

For further explanation on the indicators see Annex I

4.5 Key enablers

Key enablers are essential to provide fully transactional eGovernment services and can considerably decrease the administrative burden on businesses. Figure 35 shows the availability of the main key enablers within the Regular Business Operations life event i.e. eID, eDocuments, Authentic sources, eSafe and Single Sign On.. The key enablers most available are eID (66%), Single Sign On (67%) and eSafe (55%). eDocuments and Authentic sources are available to a lesser extent with respectively 48 and 42 per cent.

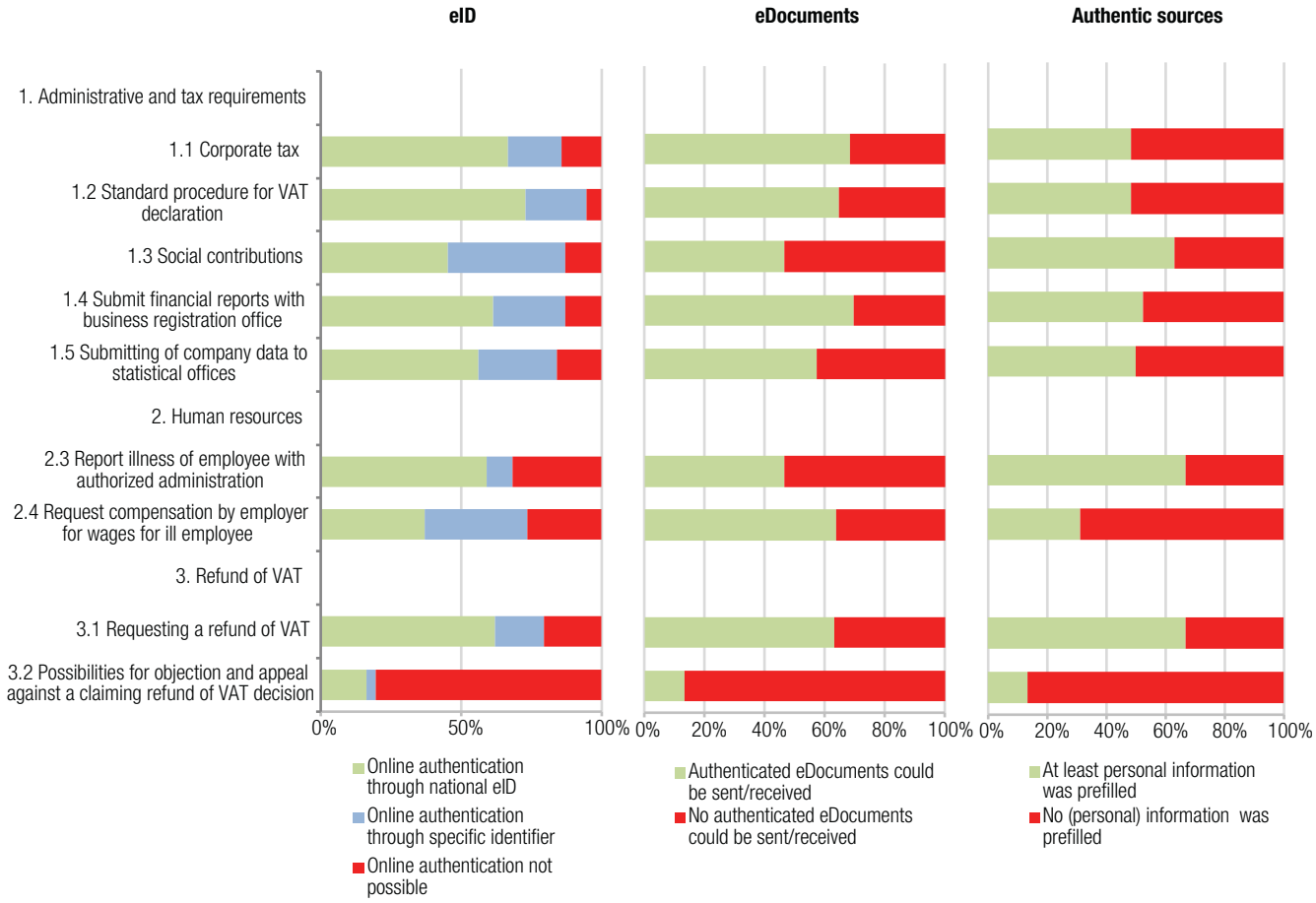
Figure 35 Availability of key enablers within the Regular Business Operations life event (EU28+, %)



The availability of the key enablers differs per service and per key enabler. Figure 36 shows the average availability of eID, eDocuments and Authentic sources per service. The availability of all three key enablers is lowest for the service 'Objection and appael against a claim for refund of VAT decision'. The scores on the general online availability show that in most countries only information is available online for this service. Smart use of key enablers would enable the full provision of the service online and would decrease the barrier for businesses to object against a VAT claim.

The availability of eID is highest for the service 'VAT declaration' with 95 per cent (of which 22% with a specific ID). This service is fully available online in almost all countries. The availability of eDocuments is highest for 'submitting financial reports to business registration office' with 70 per cent. The availability of Authentic sources is highest for 'reporting illness of an employee at the authorized organisation' and 'Requesting a refund of VAT' with 67 per cent. As some countries already show, the latter opens up opportunities for governments to automate services, thereby reducing costs for both businesses and governments.

Figure 36 Integration of key enablers per service within the Regular Business Operations life event (EU28+, %)



Portugal - Simplified Business Information (IES)

Enabling once only submitting of company data online

What is it?

The Simplified Business Information (IES) is a delivery system, electronically and totally paperless solution of declarative accounting requirements, tax and statistics.

Until the entry into operation of IES, companies were required to provide the same information on their annual accounts to various public entities, through dif

- Perform the annual accounts and the corresponding registration paper along the commercial register offices;
- Deliver the annual statement of accounts and tax information to the Ministry of Finance (General Directorate of Taxes Current Tax and Customs Authority - AT);
- Deliver annual information accounting on their accounts to the National Statistics Institute (INE) for statistical purposes;
- Deliver annual statistical information on the nature of your accounts to the Bank of Portugal (BoP).

Essentially, the fulfillment of each of these obligations entailed the need for companies to transmit substantially identical information on their annual accounts to four different entities (commercial register offices, tax authorities, National Statistics Institute and Bank of Portugal) and through four different means.

With IES, all information that companies have to pay respect to their annual accounts is transmitted in a single moment, and before a single entity, by completing unique forms submitted electronically, approved by Order no. º 208/2007, February 16, as amended by Ordinance No. 8/2008, of January 03, Administrative Rule no. 64-A/2011 of 3 February and Decree n. º 26/2012, of January 27.

What are the benefits?

The IES decreases the administrative burden on entrepreneurs, by enabling them to deliver all information for different authorities at once and electronically.

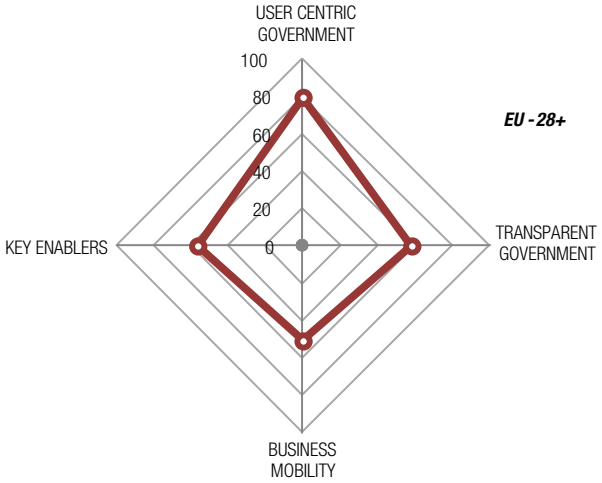
What are the key success factors?

- With the simple delivering of the IES declaration and the payment of the price, the companies fulfill the obligation to register their information.
- The accountability is done electronically and automatically, together with compliance with other tax liabilities and statistical nature.
- The remaining steps are taken by the computer application that immediately promotes the registration of the act and automatically generates the text to be published on the official website for publications of companies 'acts.
- In the first year of implementation of the IES, the number of registry of annual accounts was much higher than in previous years. After that, 322.540 companies complied their obligation of registration of annual accounts totally online.
- Costs reductions related to annual accounts documents

4.6 Overall

Figure 37 shows the scores of all four top level benchmarks, i.e. User centricity, Transparency, Business Mobility and Key enablers. The EU28+ scores highest on User centricity with 80 per cent. The scores for Transparency, Business Mobility and Key enablers are similar and much lower, with respectively 58, 51 and 56 per cent. This indicates that governments in Europe to a large extent succeed in providing the necessary information for businesses to comply with administrative procedures. However, the step towards fully transactional services proves a difficult one. This could be caused by the limited implementation or utilisation of key enablers within this life event. In order to enable businesses to comply with administrative requirements remotely and to really reduce the costs for businesses (especially SMEs), administrative procedures should be further simplified. A better insight in, and open attitude towards, government service performance could provide the incentive for this process of simplification and in turn would increase trust of businesses in governments. Furthermore, governments could take up a greater role in the support of businesses, for example through the creation of online business networks and discussion fora or by more actively involving them in the policy making process. The element requiring most attention are the cross-border services. Due to the low online availability of (transactional) services for foreigners, doing business across borders remains difficult. A single market starts with good facilitation of cross-border commerce by governments. However, although information is often available online, seamlessly obtaining cross-border services seems far from reality.

Figure 37 Four top-level benchmarks Regular Business Operations: User centricity, Transparency, Mobility and Key enablers (EU28+, %)



05 General administration: Moving

"Free movement is the EU Treaty right which citizens value the most and see as the most important achievement of EU integration. It goes to the heart of Union citizenship. In addition, 67% think that free movement is an asset for their country's economy."[18]

Vice-President Viviane Reding, the EU's Justice Commissioner

5.1 Introduction to life event

In the current tight labour market, it is important citizens can study, work, live and even retire wherever they want. Mobility is one of the key pillars of an advantageous Europe. Citizens should be able to move and reside freely within their country and across borders, without having to spend too much time and resources on understanding administrative procedures and interacting with public services.

to take stock.'
y, 22 June 2012,
ope well-placed?

'For many people (...) the best government is one that goes unnoticed.'[19] Countries should therefore strive to reduce administrative burdens for citizens, by smart use of available information (e.g. through once-only registration) and by implementing interoperable services that allow for safe and smooth remote information exchange. These interoperable services go beyond just the municipalities or national registration agencies. Often information on residency is linked to several rights and obligations, such as pension or health insurance. Smooth information exchange with other authorities, such as schools, the tax agency, utilities, land registers, post and health care is thus just as important when moving. Here the notion of public service encompasses all services of general interest. This requires flexible public organisations that approach unique situations in an integral and effective way. An integral approach to general administration would remove administrative barriers and stimulate citizen mobility both nationally and cross-border. Moreover, from the perspective of governments a better use of information can be more cost effective in the use of resource, but also help prevent double registrations and errors, thereby also reducing the risk of criminal activities such as illegal housing, illegal citizenship and benefit fraud.

Besides facilitating moving by simplified administrative procedures, government authorities also have the task to increase social cohesion. For citizens from abroad, as well as country residents, this starts with informing them on their rights and obligations in the country of residence. However to actually build a community, citizens (both foreign and national) should be stimulated to actively participate in society. Information provision on local facilities, such as schools, sports and cultural activities, can help citizens to find their way in the local community.

The 2013 eGovernment Benchmark measures the maturity of a set of electronic government services for Moving on the national, regional, local and cross-border level with the aim to stimulate governments to facilitate citizen mobility. The services are measured from the perspective of the user and are depicted in the figure below.

18 http://europa.eu/rapid/press-release_SPEECH-13-789_en.htm

19 eGovernment Action Plan, p. 13

The next paragraphs present the results of the 2013 eGovernment Benchmark assessment of services for General administration/ Moving activities in European countries. The results address four different sides of eGovernment services, all equally important to facilitate citizen mobility:

- **User centricity**: Are citizens able to obtain transactional services remotely and are the services easy to understand and quickly obtainable? Are citizens able to find their way quickly in the local community?
- **Transparency**: Can citizens easily find information on the use of their personal data, the roles and responsibilities of public organisations and the way the service is organised? Can citizens influence policy making or public organisation performance?
- **Citizen Mobility**: Can citizens comply with administrative requirements from abroad and are cross-border services designed in such a way citizen mobility is stimulated?
- **Key enablers**: Are services for citizens provided seamlessly by using technical enablers such as eID, Single Sign On and eDocuments?

Key findings

Enabling once only submitting of company data online

- A large majority of countries (77%) have extensive information on local facilities online, which means that citizens looking for another place to live or having just moved to another place, can easily find their way in the local community.
- To register in a new municipality or to obtain permits, face-to-face contact is still necessary in more than half of the countries.
- The public procedures for moving are perceived as unnecessarily burdensome and complex, scoring respectively 58 and 54% on Ease and Speed of use.
- In 34% of the cases, citizens only have to change their address at one authority, the other authorities being notified automatically.
- Only 27% of governments informs citizens regarding to which public organisations their address change is communicated.
- In 20 of 33 countries, citizens can still not obtain services from abroad without having to physically visit the public authority.
- Countries that have specific agencies/ cooperations in place for cross-border mobility, score higher on online availability of cross-border services for moving

User centricity: indicates to what extent (information about) a service is provided online and how this is perceived.

The indicator consists in four components:

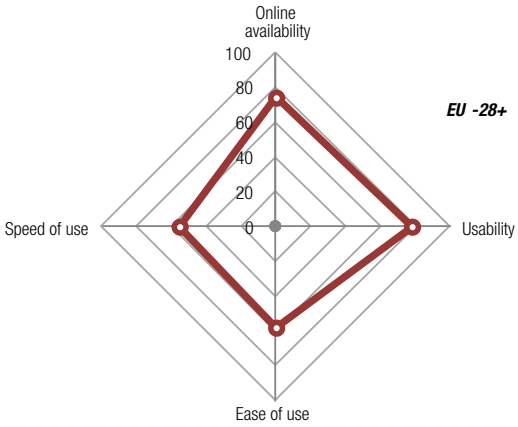
- Online Availability
- Usability
- Ease of use
- Speed of use

For further explanation on the indicators see Annex I

5.2 User centric government

Figure 38 shows the scores for Online availability, Usability, Ease of Use and Speed of use in percentages for all eGovernment services measured within the Moving life event. The Online availability and Usability of services score highest, with respectively 74 and 78 per cent. The scores indicate that citizens who move within a country are likely to find the information they need online, although for some services face-to-face contact is still necessary. The administrative procedures are explained and there are help functionalities, whether online or through contact details, in place. However, the procedures are still experienced as unnecessarily burdensome and complex, scoring just above average with 58 and 55 per cent on Ease of Use and Speed of Use. The experienced complexity of services can hamper broad uptake of digital services and thus decreases the added value of online service provision.

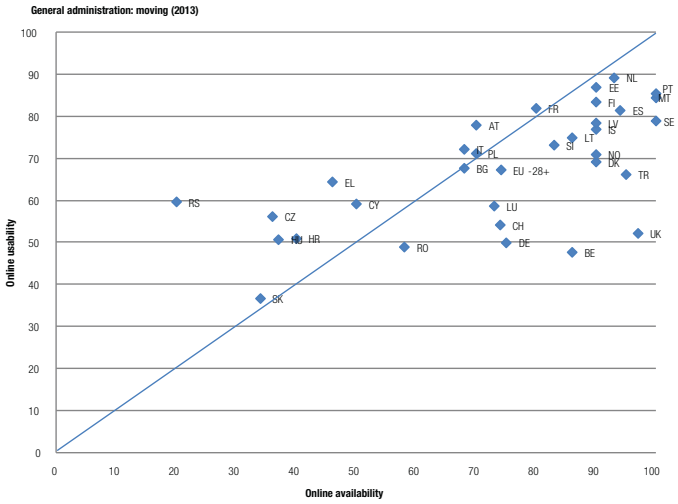
Figure 38 Four components of User Centricity of General Administration-Moving: Online availability, Usability and Speed of use in % (EU28+)



If we look at how individual countries score on the Online Availability (X-axis) and Usability (Y-axis)) for the services related to the Moving life event (Figure 39), we see a scattered image. The average score for ***Online availability*** is ***74 per cent,*** while the average score for ***Usability is 67 per cent.*** The highest score for Online availability is 100 per cent (which is achieved by three countries), the highest score for Usability is 89 per cent (which is achieved by one country). The lowest scores for Online Availability and Usability are respectively ***20 and 37 per cent***. The difference in Online availability between countries is thus bigger than that in Usability. The correlation of scores shows that almost all countries score better on either of the two indicators. Eleven countries score better on Usability, 20 countries score better on Online availability and 1 country scores the same on both indicators. The difference between these two scores for some countries is significant, 9 countries for which the difference is more than 20 Percentage points, the highest difference between these two scores being 45 per cent.

In general, as countries achieve a higher level of saturation with regards to online availability of Moving services, the usability of their services stays behind. Only two countries scoring higher than 85 per cent on online availability manage to keep up with a similar high level of usability. Again, as in the life event of 'Regular Business Operations', this could indicate countries first focus on getting the service online, from a providing point of view, before designing the service according to user needs.

Figure 39 Correlation Online Availability versus Usability of General Administration-Moving in % (per country)



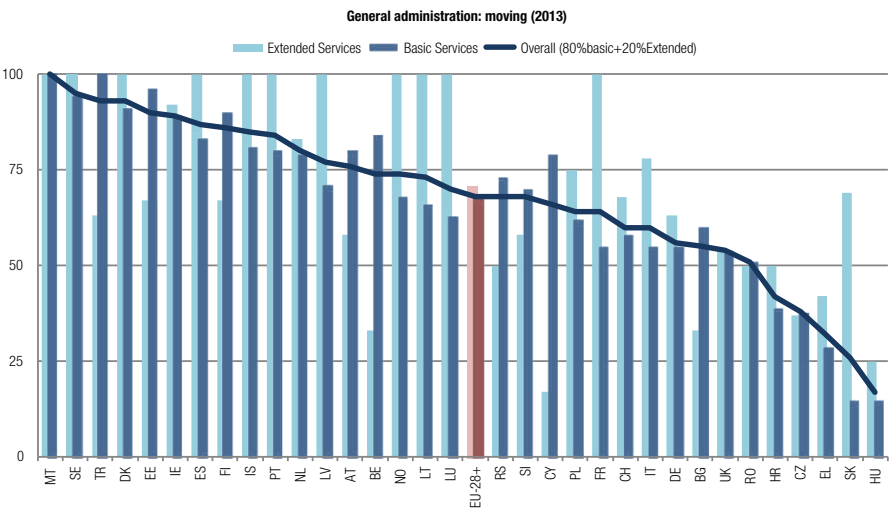
Online availability: indicates if a a service is online. Ranging from offline (0%), only information online (50%), fully online (100%).

For further explanation on the indicators see Annex I

5.2.1 Online availability

Figure 40 shows the scores on Online availability of basic and extended services for the Moving life event in percentages per country. The EU28+ average Online availability of government services is 68 per cent (71% for extended services versus 67% for basic services). 11 countries score 100 per cent on online availability of their extended services, while only 2 countries score 100 per cent on the online availability of their basic services. Only one country scores 100 per cent on both. In general, the deviation in the online availability of basic services and extended services differ greatly within countries and between countries. The difference in online availability of basic services between countries is 85 Percentage points. The difference in online availability of extended services between countries is 75 Percentage points. The highest deviation, within one country, between the two kinds of services is 62 Percentage points.

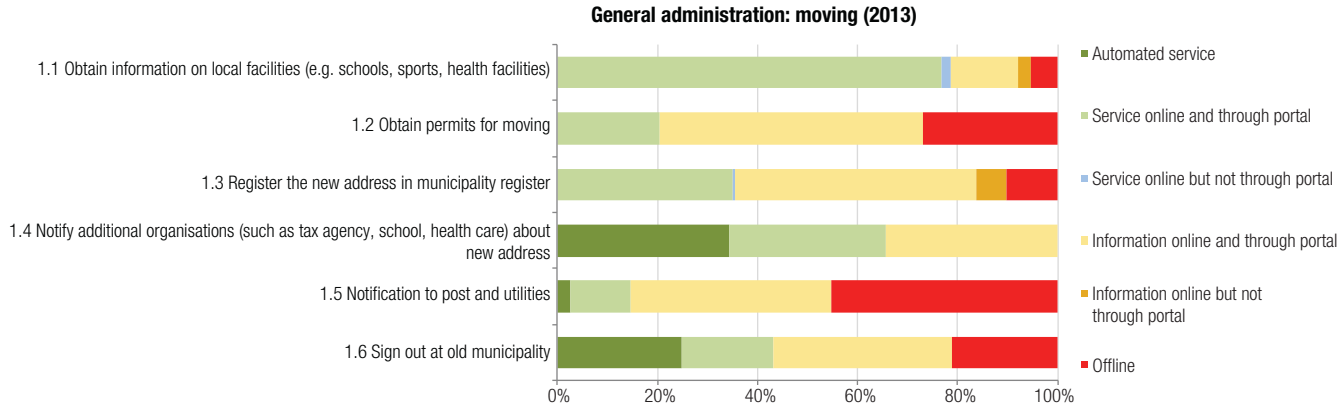
Figure 40 Online availability of basic and extended services for General administration - Moving per country (%)



The big differences in Online availability between countries and within, might be caused by the way countries have organised their registration. Countries that organise the registration of citizens on the national, centralised level, might find it easier to provide services as 'Registration of a new address', 'Signing out at the old municipality' and 'Notifying additional organisations' fully online or automated, as their information flows are already integrated. However, if each municipality or region has its own citizen register, moving from one municipality to the other requires more administrative procedures. For these countries it might be easier to achieve a saturated level of informational/extended services than of transactional/basic services.

Figure 41 shows the EU28+ channel availability of services within the Moving life event. The service with the highest overall online availability (i.e. which is provided fully online in most of the countries) is 'Obtain information on local facilities' . A large majority of countries (77%)have extensive information on local facilities online, which means that citizens looking for another place to live or having just moved to another place, can easily find their way in the local community. In 2 per cent of the cases the extensive information is also available through the country's portal and 16 per cent of the countries provide at least some information through their government website and/or portal.

Figure 41 Channel availability per service for the General Administration - Moving life event (EU28+, %)



Three of 6 services are provided automatically in Europe. Especially the services 'Notify additional organisations (e.g. tax agency) about a new address' (provided automatically in 34 % of the cases) and 'Sign out at old municipality' (provided automatically in 25 % of the cases) are provided automatically relatively often. In these cases information flows are fully integrated and citizens only have to modify their data once in order for all public authorities to be notified. In some countries (3%), even non-public authorities, such as post and utilities, are notified of a change of address automatically, which saves citizens a considerable amount of time.

A service which is hardly available online is 'Obtaining permits for moving'. Fifty-three per cent of the countries only provide information online on 'Permits for moving' and 27 per cent of the countries does not mention this service online at all. This might be caused by the sometimes unique nature of such permits, only being needed for certain areas in the municipality, certain vehicles or at certain times. Burdensome for all moving citizens is that in respectively 10 per cent and 21 per cent of the cases nothing can be found online on how to register a new address or how to sign out at the old municipality. This could mean that a citizen has to physically visit a public building both at his old and new municipality multiple times in order to change his address. One can imagine that this costs a lot of time and money, especially if the old and new address are miles apart.

Usability: indicates if support, help and (interactive) feedback functionalities are online.

Ease of use: quality assessment researchers indicating how intuitive and smooth the process steps can be completed.

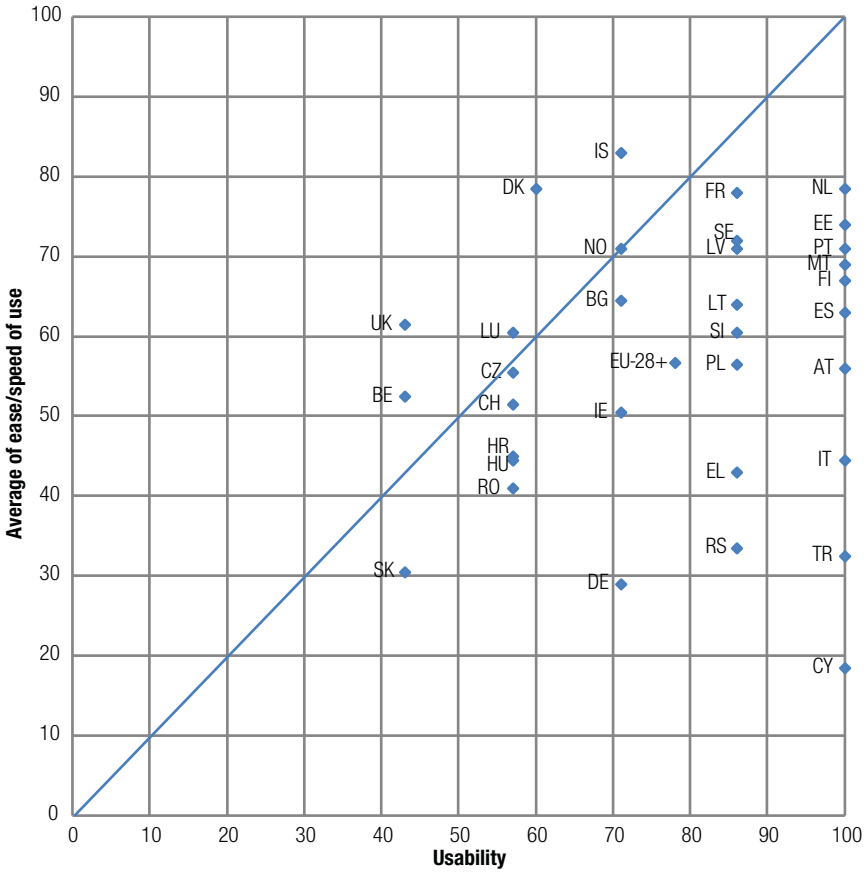
Speed of use: quality assessment researchers indicating if the process steps could be completed within reasonable amount of time.

For further explanation on the indicators see Annex I

5.2.2 Usability of services

Figure 42 shows that most countries score higher on Usability than on Ease and Speed of use. The EU28+ average scores on Usability and Ease/Speed of use are respectively 78 and 57 per cent. Ten countries score 100 per cent on Usability, while the highest score on Ease and Speed of use is 83 per cent. The scores indicate that, although governments provide guidance on how to obtain a service, obtaining a service is not experienced as a smooth and user-friendly process.

Figure 42 Usability versus Average Ease/Speed of use for General Administration - Moving per country (%)



In general the countries that score high on Ease and Speed of use also score relatively high on the availability of extended services, while countries that score low on Ease and Speed of use score relatively low on the availability of extended services (compared to their basic services). This indicates that citizens experience the user friendliness to be higher if more elaborate information and additional services (e.g. the notification of [semi-]private organisations) are provided.

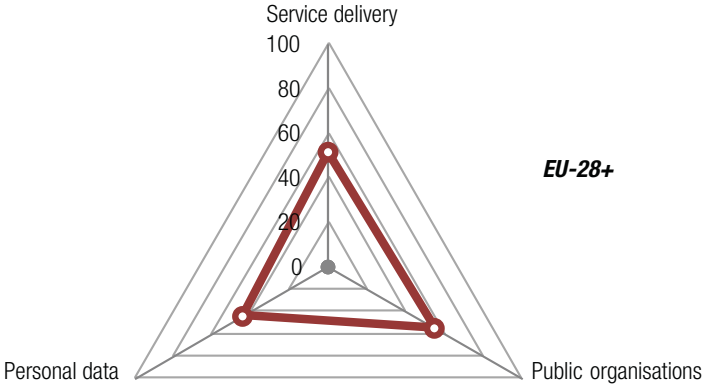
Transparency indicates to what extent governments are transparent as regards a) their own responsibilities and performance, b) the process of service delivery and c) personal data involved.

For further explanation on the indicators see Annex I

5.3 Transparent government

Figure 43 shows the EU28+ scores on ***transparency of Service delivery, Personal data and Public organisations*** are respectively ***52, 44 and 55 per cent***. One can thus say that the overall level of transparency for the Moving life event leaves considerable room for improvement. Especially the low score for personal data is striking regarding the nature of this life event, in which most services have to do with the registration and communication of personal details.

Figure 43 Three components of Transparency for General Administration - Moving: Service delivery, Public organisations and Personal data (EU28+, %)



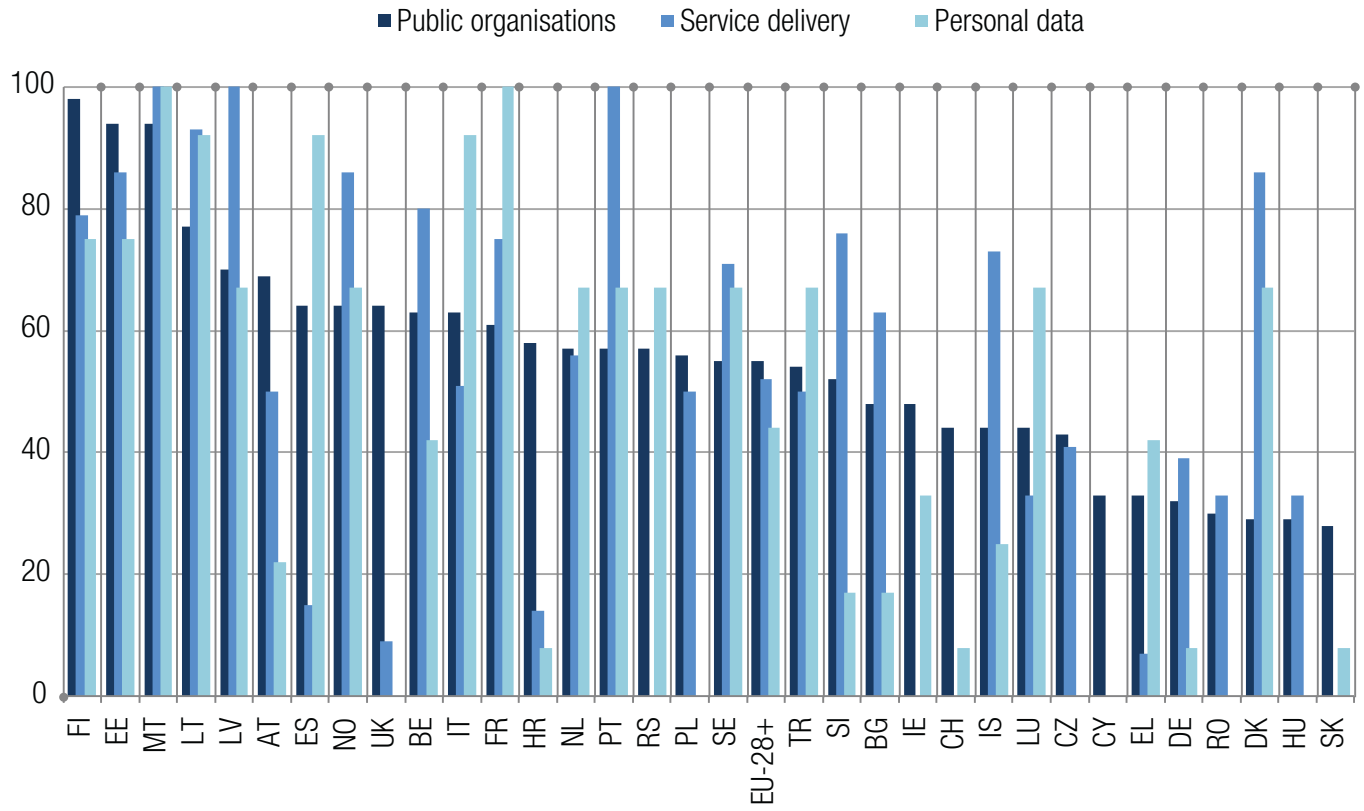
If we look at the scores for personal data in more detail, we see countries score especially low on the availability of a procedure for complaints of citizens about the storage/ usage of their data. In 71 per cent of the cases information on such a procedure cannot be found online. Also, citizens are hardly informed to which public organisations their address change is communicated (27%). Furthermore, in less than half of the cases (41%) the citizen is able to modify his/her own data online. The control of citizens on their personal data with regards to this life event is thus limited, posing a risk for their trust in the government.

With regards to the transparency of public organisations, more than 90 per cent of countries communicate on their organisational structure, mission and responsibilities and provide the citizen the opportunity to ask for additional information. However, if it comes to stimulating citizen participation, only 32 per cent of countries enables the citizen to participate in policy making processes. Citizens/users are thus just to a limited extent engaged in governmental processes. Also, less than 30 per cent communicates on its performance, whether financial performance (by external controllers) or organisational performance (in terms of user satisfaction).

Figure 44 shows that there is a big difference in maturity level between the three elements of transparency within and among countries, with regards to the Moving life event. The deviation between the highest scoring country and the lowest scoring country on Transparency of Personal data is 100 Percentage points. On Transparency of Service delivery the difference is also 100 Percentage points and on Transparency of Public organisations 70 Percentage points.

Furthermore, countries that score high on one element of transparency do not necessarily score highly on the others. The biggest deviation within one country is 77 Percentage points between the highest and lowest score for transparency.

Figure 44 Three components of Transparency for General Administration - Moving: Service delivery, Public organisations and Personal data per country (%)



Single Market mobility indicates to what extent EU citizens can use online services in another country. It measures the availability and usability of cross-border eGovernment services.

For further explanation on the indicators see Annex I

5.4 Single Market

To realise a true single market, citizen mobility across borders is key. The European Commission aims to remove digital barriers and facilitate citizen mobility through seamless online public services. Citizens should be able to access public services from abroad as easily as from the country of service provision. Figure 45 shows the EU28+ scores for Online availability, Usability, Ease of use and Speed of use of cross-border services within the Moving life event. It shows that a lot still needs to happen in order for services to be cross-border by default. The services assessed score 48 per cent on Online availability, which means that foreigners might be able to find information on Moving services, but that in most cases they are not able to obtain the service from across borders. Also, citizens find cross-border services difficult to understand and unnecessarily burdensome, scoring respectively 48 and 43 per cent on Ease and Speed of use. Governments often do provide supportive functionalities for foreigners to help them in obtaining the services when moving, resulting in a usability of 63 per cent.

Figure 45 Cross-border Online availability, Usability, Ease of use and Speed of use for General Administration - Moving (EU28+, %)

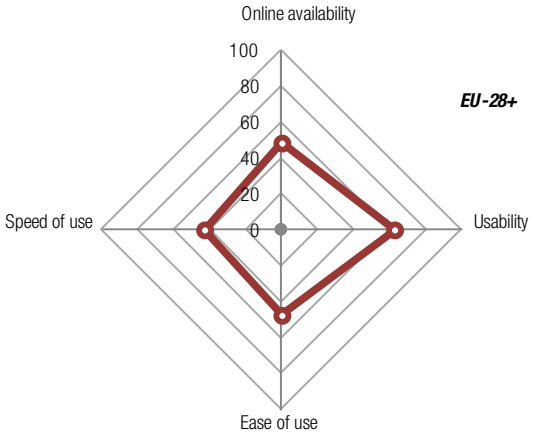
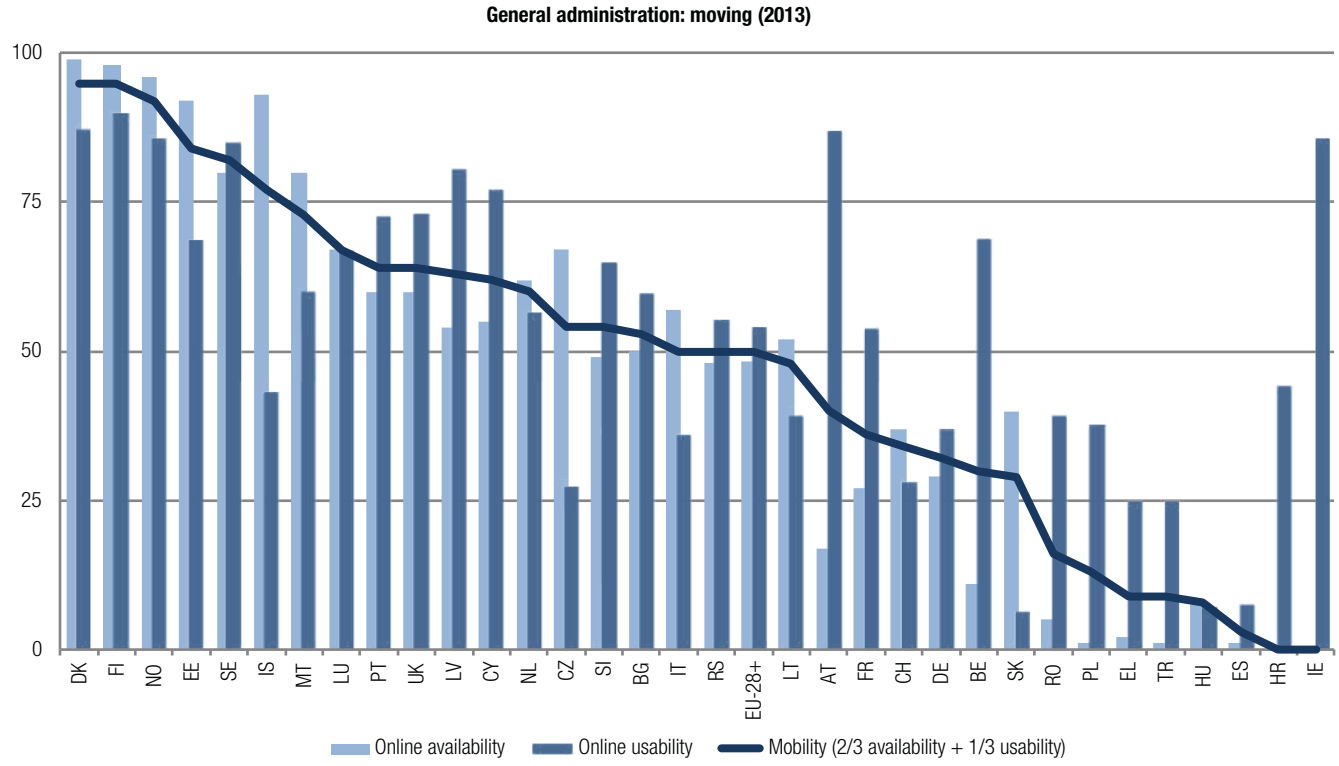


Figure 46[20] depicts the scores for Online availability and Usability of cross-border services within the Moving life event for each country. The scores between countries vary greatly, the online availability varying from 99 per cent (1 country) to 1 per cent (3 countries). The scores for Usability vary from 90 per cent to 7 per cent. The Nordic countries score exceptionally high on Online availability of cross-border services compared to other countries. They have multiple programmes in place to stimulate cross-border cooperation and cross-border movement. Examples are websites with public service and legislative information for multiple Nordic countries, a multi-country cooperation to help people and companies take part in cross-border activities and funding programmes to stimulate transnational collaboration.[21] The relatively high scores of these countries show that focused cooperation structures help to boost cross-border service provision, thereby facilitating citizen mobility.

20 In Croatia and Ireland, the services for the Moving life event are not relevant and their online availability was thus not measured. The general availability of support and feedback functionalities (usability) was measured. As the indicator 'Citizen mobility' is computed from both the 'Online availability' and 'Usability' indicator, this indicator could not be computed for Croatia and Ireland (as data for one of the indicators is not available).

21 http://www.norden.org/en/about-nordic-co-operation/organisations-and-institutions/cross-border-co-operation

Figure 46 Cross-border Online availability and Usability for General Administration - Moving per country (%)



Benelux- Germany and Sweden-Denmark – Information portals for cross-border workers

Enabling once only submitting of company data online

What is it?

Both the Benelux-German region (http://startpuntgrensarbeid.benelux.int/nl/) and the Swedish-Danish (http://www.oresunddirekt.dk/) region have online information portals in place to provide people who work in one country and live in the other or for people who would like to move from one country to the other with information on for example rights and obligations, taxes, health care, housing, jobs, social security and family affairs. They describe the most important procedures for specific life events and refer to the responsible government authority.

What are the benefits?

By providing clear information to citizens on the procedures in the neighboring country, it is easier for citizens to start working or living in another country, It therefore facilitates the European Single Market. It also decreases the risk of citizens not complying with a foreign country's regulation or of erroneous procedures.

What are the key success factors?

- Constantly provide up to date clear and concise cross-border information
- Consequent further development of the information portal from the user perspective
- Providing links to the relevant websites and online eGovernment services

Key enablers indicates the extent to which 5 technical pre-conditions are available online: eID, eDocuments, Authentic Sources, eSafe and Single Sign On.

For further explanation on the indicators see Annex I

5.5 Key enablers

Key enablers can considerably smoothen public service provision and allow citizens to obtain services remotely. eID, eDocuments, Authentic services and Single Sign On are available for Moving services in more than half of the cases. They are applicable, with an availability of respectively 77, 83, 69 and 61 per cent. eSafe is least available in 31 per cent of the cases (Figure 47).

Figure 47 Availability of key enablers within the General Administration - Moving life event (EU28+, %)

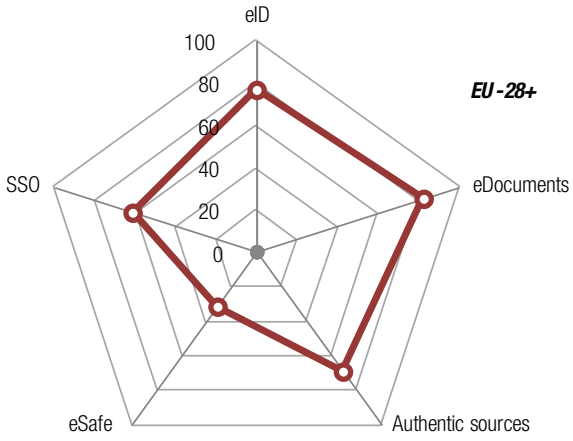
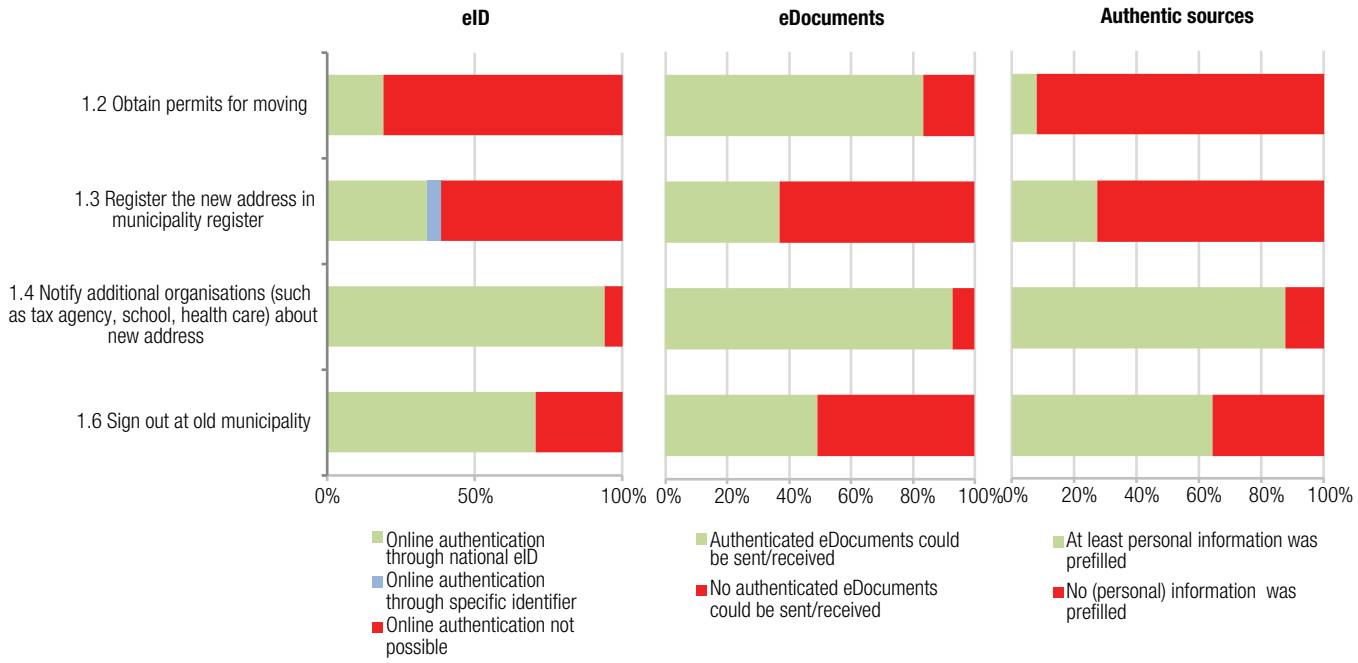


Figure 48 shows the average availability of eID, eDocuments and Authentic sources per service. The availability of the key enablers differ per service and per key enabler. For the service 'Obtain permits for moving' both eID and Authentic sources are hardly available, in only respectively 19 and 8 per cent of the cases. For the service 'Register the new address in the municipality register' the overall availability of key enablers is also low, scoring 39 per cent on eID, 37 per cent on eDocuments and 27 per cent on Authentic sources. This explains why these services are to a lesser extent available online.

The service for which the three key enablers are most available is 'Notify additional organizations (e.g. tax agency) about new address', scoring 94 per cent on eID, 93 per cent on eDocuments and 88 per cent on Authentic sources. The question is why it is possible to implement key enablers for this service while it remains difficult for the related service of registering a new address. The difference might have to do with the government level on which the service is provided, the registration of a new address being mainly provided on the local level, while the notification service is provided on the national level. The difference between locally and nationally provided services indicates countries still lack an integral approach to key enablers.

Figure 48 Integration of key enablers per service within the General Administration - Moving life event (EU28+, %)



The Netherlands and Spain – Electronic Citizen Registration

Once only data provision through interoperable public registration systems

What is it?

Both Spain and the Netherlands have made changing the address easier for citizens by increasing the interoperability between public administrations. A citizen only needs to indicate his change of address online once in a simple and secure way, after which other organizations are automatically notified. In Spain, the service of 'Changing the address' has been rewarded by the Spanish Conference of Interoperability and Security and is already used by over 8.000 citizens a month.

In the Netherlands the registration of an address is part of a broader system of base registries, that is in a far stage of development and use. The system consists of 13 base registries and common information services & standards. 8 of the base registries are operational as well as the common information services & standards. In 84% of executive agencies' work processes, data from base registers is used. The base registries form the foundation of the ambition of once only data provision and reuse of data within the government. The registries comprise data of persons, legal entities (eg companies), buildings , vehicles, incomes, maps etc that are broadly used in the government. Each base register has a foundation in law. Common principles in these laws are: Once only data provision/ multiple re-use, obligatory use by all government bodies and feedback mechanism in case of errors.

What are the benefits?

A common registration across government agencies is considered to have a great administrative burden reduction and efficiency potential for both citizens and governments. And it can also be effective in other sense. In the Netherlands, ambulances save lives in case of a disaster thanks to better information about the environment; municipalities can generate more tax income thanks to better information about the addresses, buildings and real estate value and municipalities can procure cheaper contracts for waste collection thanks to better estimates of buildings and households in their neighbourhoods.

What are the key success factors?

For the Dutch system of base registries, key success factors were:

- It is crucial to make transparent and available to all government bodies and beyond, which data can be re-used and their semantics/ definition etc.
- Make financial arrangements beforehand about cost of use, maintenance and innovation/development on basis of a government wide business case. The costs and benefits are usually not evenly spread.
- At the core it is a technological challenge but making organisations cooperate

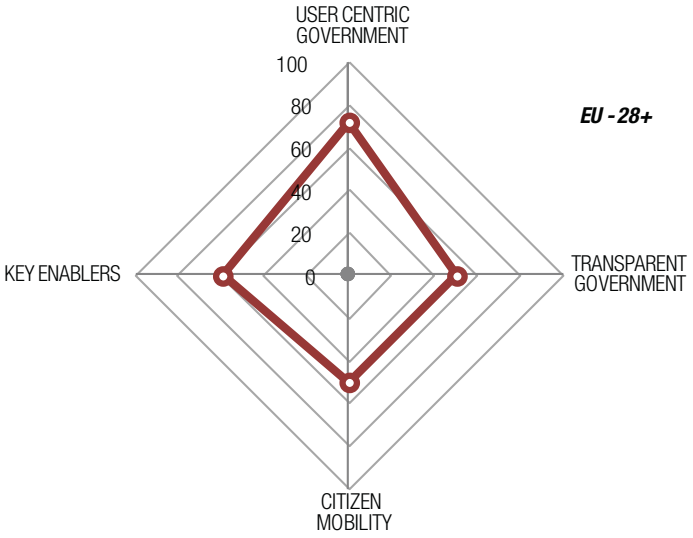
For the Spanish service "Changing the Address", key success factors were:

- the cooperation of all the levels of Administration in Spain, central, regional and local.
- The adherence of all municipalities to the system, so the entire population in Spain can be covered.
- the service should be quite simple and have a high usability.
- As the service requires usage of the eID or a similar authentication system base on electronic certificates, some training to the citizens is necessary.

5.6 Overall

Figure 49 shows the scores of all four top level benchmarks, i.e. User centricity, Transparency, Business Mobility and Key enablers. The EU28+ scores highest on User centricity with 72 per cent, meaning citizens moving homes can find information on administrative requirements online, but often do need to physically go to the public authority in order to obtain the service. The need for face-to-face contact for transactional services might be explained by the limited implementation of key enablers on the local level, the overall score for availability of key enablers for Moving services being 59 per cent. The lack of an integral approach to service provision could also explain the low average availability (50%) of cross-border services, while the Nordic countries, having a more structured approach to cross-border mobility, do manage to reach an online availability of cross-border services of up to 99 per cent. The EU28+ average for Transparency is 50 per cent, scoring relatively high on the provision of information on the mission and responsibilities of public authorities, but lower on citizens' ability to track their personal data, modify their data or participate in policy making processes.

Figure 49 Four top level benchmarks for the Moving life event: User centricity, Transparency, Citizen mobility and Key enablers (28+, %)



06 Owning and driving a car

6.1 Introduction to life event

"Cars are an important means of getting around and are, therefore, instrumental to the right of freedom of movement by their users"[22]

The number of passenger cars in Europe has continuously risen in the last decade.[23] In 2012 12.1 million passenger cars were newly registered in the EU27+. In total 242.2 million passenger cars were driving in Europe, counting up to 483 passenger cars per 1000 European citizens.[24]

This means that, on a regular basis, almost half of the European citizens probably has to deal with the administrative procedures related to owning and driving a car, such as paying road and vehicle tax, obtaining parking permits and periodic motor vehicle tests. Through smooth eGovernment services these re-occurring activities can be made less burdensome for citizens.

For citizens moving from one country to the other, the registration of a car is especially experienced as burdensome. Each year, some 3.5 million vehicles are moved to another Member State and need to be re-registered. A public consultation initiated by the European Commission in 2011 shows that more than 78 per cent of the citizen respondents experience long procedures and extra costs as effects of trying to move cars from one Member State to another. The European Commission has therefore proposed (to come into effect in 2014) for the car registration offices to directly exchange technical information so citizens and companies do not have to go through bureaucratic procedures for re-registration. This way, citizen mobility and cross-border trade is stimulated. The Commission has also proposed to take measures to make the registration of stolen cars impossible, which would prevent citizens from buying stolen cars and might make it less rewarding for criminals to steal cars.[25]

A better car registration would not only decrease the administrative burden for citizens and governments, but would also reduce tax evasion and in turn increase governments' tax revenues.[26] In 2012, the EU15 generated 384.6 billion Euros from taxation of motor vehicles.[27] However, governments miss an estimated 10 per cent of tax revenue because of VAT fraud[28] when products, such as cars, are imported. On general tax evasion it is estimated European governments lose up to 1 trillion Euros per year.[29] Governments can thus gain considerably from fighting tax evasion.

22 http://ec.europa.eu/taxation_customs/taxation/other_taxes/passenger_car/index_en.htm

23 http://data.worldbank.org/indicator/IS.VEH.NVEH.P3/countries?order=wbapi_data_value_2010%20wbapi_data_value%20wbapi_data_value-last&sort=desc&display=default

24 http://www.acea.be/statistics/tag/category/key-figures

25 http://europa.eu/rapid/press-release_IP-12-349_en.htm?locale=en

26 http://www.europarl.europa.eu/news/en/news-room/content/20130521IPR08701/html/MEPs-call-for-EU-wide-action-to-collect-tax-lost-to-fraud-and-evasion

27 http://www.acea.be/statistics/tag/category/key-figures

28 http://ec.europa.eu/taxation_customs/taxation/vat/control_anti-fraud/index_en.htm

29 http://ec.europa.eu/taxation_customs/taxation/tax_fraud_evasion/a_huge_problem/index_en.htm

The growing number of vehicles also means more CO2 emission. Cars are responsible for around 12 per cent of total EU CO2 emissions[30]. To reduce the CO2 emission from vehicles, the EU sets emission limits for car manufacturers and requires countries to ensure that relevant information, such as a car's fuel efficiency and CO2 emissions, is provided to consumers.[31] By making this kind of information easily accessible online, citizens can take into account the effects on the environment when buying a new car. Finally, governments can reduce emissions and fuel consumptions by setting speed limits.[32] In order for citizens to keep to these limits they often take additional measures, such as driving fines.

The 2013 eGovernment Benchmark measures the maturity of a set of electronic government services citizens might need to obtain when Owning and driving a car, ranging from registering a car to paying driving fines. The services measured within this life event are depicted in the below figure.

The next paragraphs present the results of the 2013 eGovernment Benchmark assessment of services within the Owning and Driving a car life event in European countries. The results address four different sides of eGovernment services, all equally important to facilitate citizen mobility:

- **User centricity:** Are citizens able to obtain transactional services remotely and are the services easy to understand and quickly obtainable?
- **Transparency:** Can citizens easily find information on the use of their personal data, the roles and responsibilities of public organisations and the way the service is organised? Can citizens influence policy making or public organisation performance?
- **Citizen Mobility:** Can citizens comply with administrative requirements from abroad and are cross-border services designed in such a way citizen mobility and cross-border trade is stimulated?
- **Key enablers:** Are services for citizens provided seamlessly by using technical enablers such as eID, Single Sign On and eDocuments.

Key findings

- Countries firstly reach a saturated level of online availability of Owning and driving a car services, before reaching a saturated level of online usability. It thus seems governments still primarily focus on making services available, before making them user friendly.
- In only 23% of the countries, citizens can register their new or second hand car online.
- In 39% of the countries, citizens cannot consult the vehicle details in the car register online nor find information online on how to access the car register, considerably weakening the position of the consumer when buying a second hand car.
- The majority of countries do not publish information on organisational and service performance, EU28+ scores on related questions ranging from 9 to 22%.
- In almost half of the countries, cross-border services for Owning and driving a car are not available online at all.The citizens moving the 3.5 million vehicles to another Member State each year, are thus likely to experience considerable administrative burden to comply with government requirements.

30 http://ec.europa.eu/clima/policies/transport/vehicles/cars/index_en.htm

31 http://ec.europa.eu/clima/policies/transport/vehicles/index_en.htm

32 http://www.eea.europa.eu/themes/transport/speed-limits

User centricity: indicates to what extent (information about) a service is provided online and how this is perceived.

The indicator consists in four components:

- Online Availability
- Usability
- Ease of use
- Speed of use

For further explanation on the indicators see Annex I

6.2 User centric government

Figure 50 shows the scores for Online availability, Usability, Ease of Use and Speed of use in percentages for the eGovernment services within the life event of Owning and driving a car. The scores of 68 per cent for Online availability and 75 per cent for Usability show that car owners can find information on the necessary procedures related to Owning and driving a car and that they are able to identify who to contact and where to go when they need additional help. However in most cases they are not able to actually obtain the services online. In other words, face to face contact or paper is still needed in order to obtain the services. Furthermore, procedures and information might be scattered across multiple organisations and still primarily provided from the perspective of government authorities instead of from the end user. This could cause the scores for Ease and Speed of use to be relatively low with respectively 56 and 53 per cent.

Figure 50 Four components of user centricity for Owning and driving a car: Online availability, Usability, Ease of use and Speed of use

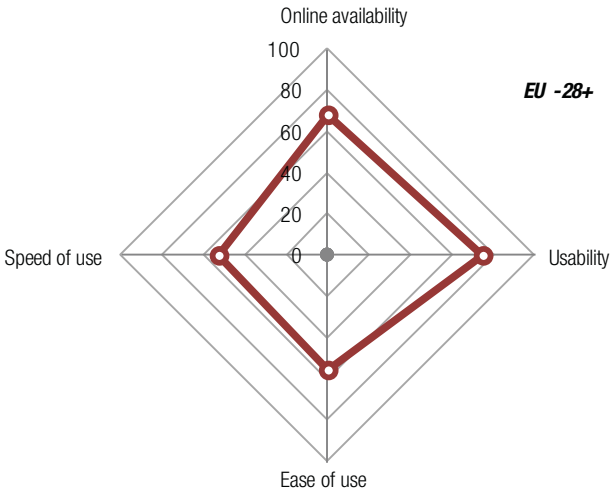
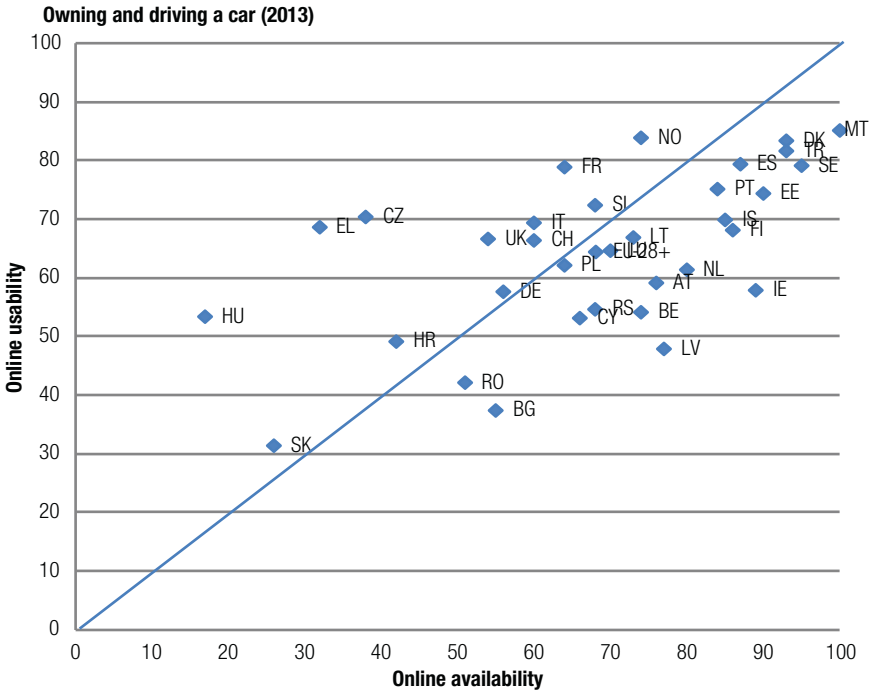


Figure 51 depicts the scores on Usability (Y-axis) and Online Availability (X-axis) for each of the EU28+ countries for the services related to the Owning and driving a car life event. It shows that most countries score better on Online availability (21) than on Usability (12). However, the difference between the two indicators is limited in most cases. The average score for ***Online availability*** is ***68 per cent*** and the average score for ***Usability*** is ***65 per cent***. The highest score for Online availability is 100 per cent, the highest score for Usability is 85 per cent. The lowest scores for Online Availability and Usability are respectively **17** and **32 per cent**.

The scores indicate that all countries achieve a basic level of usability, providing information on who to contact to obtain a service. However, as countries develop their online services they seem to reach a saturated level of online availability, before reaching a saturated level of online usability. It thus seems governments still primarily focus on making services available, before making them user friendly.

Figure 51 Correlation Online availability versus Online usability for Owning and driving a car per country (%)



Online availability: indicates if a a service is online. Ranging from offline (0%), only information online (50%), fully online (100%).

For further explanation on the indicators see Annex I

6.2.1 Online availability

Figure 52 shows the scores on Online availability of basic and extended services for the life event of Owning and driving a car in percentages per country. The EU28+ average Online availability of government services is 74 per cent, 78% for basic services versus 60% for extended services. Three countries score a 100 per cent on both basic and extended services. Nine more countries score a 100 per cent on basic services and seven score a 100 per cent on extended services. Most countries score considerably higher on basic services, with a difference of up to 69 per cent.

Countries thus at least have information available on the most common services with regards to Owning and Driving a car, e.g. services for registering a car, obtaining a parking permit, paying vehicle/ road tax and dealing with driving fines. However, less occurring services such as accessing the car register are available to a lesser extent.

Figure 52 Online availability of basic and extended services for Owning and driving a car per country (%)

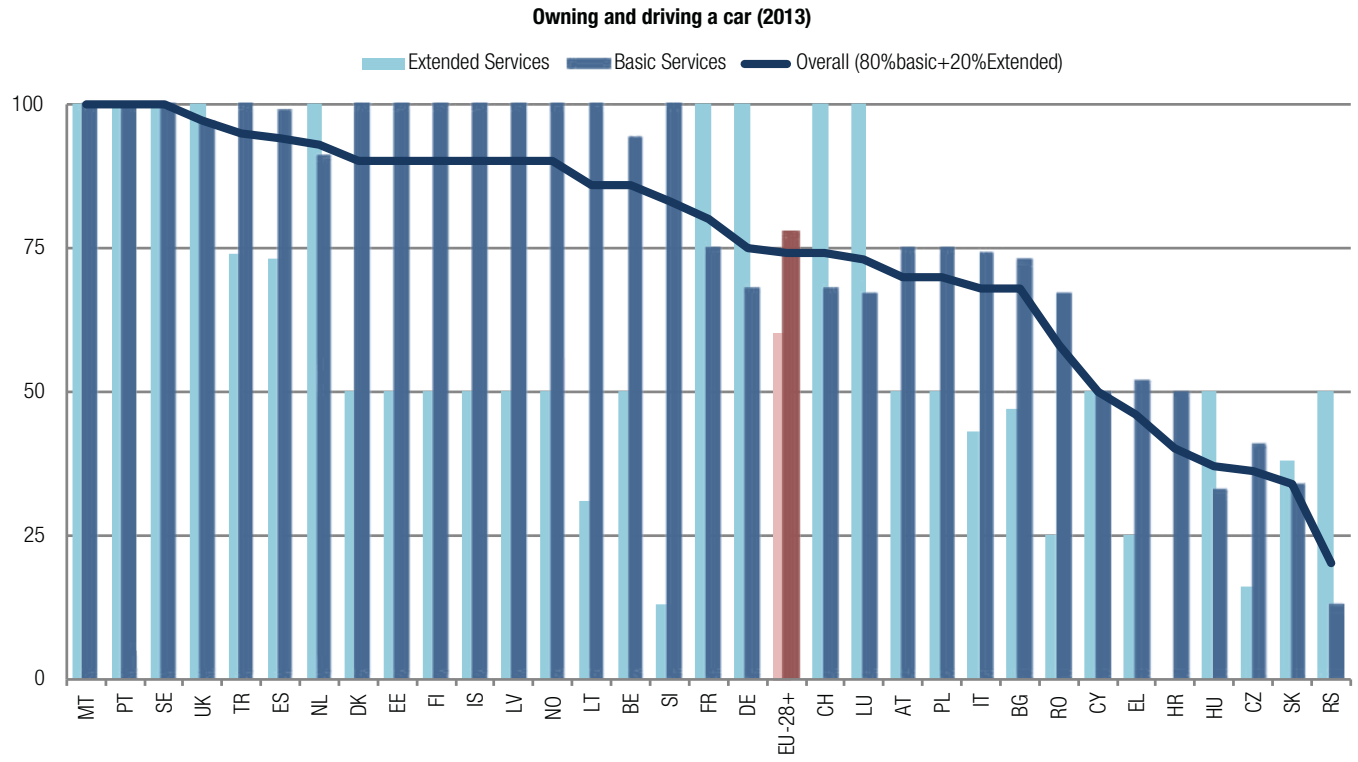
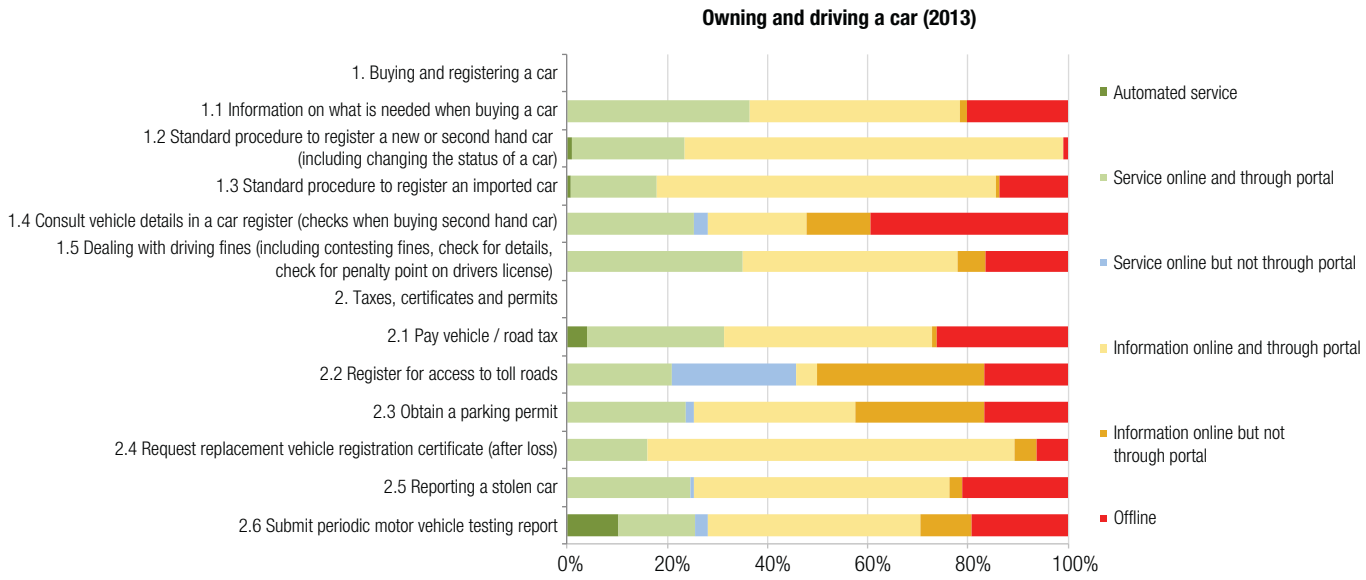


Figure 53 shows the EU28+ channel availability of services within the life event of Owning and driving a car. None of the services is fully online in more than 50 per cent of the countries. In most countries information is available online on all life event services. The service 'Register for access to toll roads' has the highest online availability, being fully online in 46 per cent of the countries. The service 'Dealing with driving fines' is fully available online in 35 per cent of the cases.

Looking at available information online, the service 'standard procedure to register a new or second hand car' scores highest, the service being fully available online in 23 per cent of the countries, and on which information is online in 76 per cent of the countries. The service provided automatically most is 'submit periodic motor vehicle testing report'. This can be explained by the fact that this service is often obtained by an intermediary, such as the mechanic.

The service least provided online, either fully or in terms of information, is 'consult vehicle details in a car register'. This service is completely offline in 39 per cent of the countries. Not being able to access the car register online firstly weakens the position of consumers when buying a second hand car (as they do not know the vehicle's details). Secondly, it increases the risk of false information being registered (as citizens cannot check their information easily). A digital car register would also make it easier for countries to exchange technical information, in turn decreasing the administrative burden when moving a vehicle from one country to the other.

Figure 53 Channel availability per life event service (EU28+, %)



Portugal and Slovakia: Online Vehicle portal

Providing citizens easy access to vehicle details

What is it?

Both Portugal and Slovakia provide easy access to vehicle details. In Slovakia, since 1 June 2010, the Ministry of Interior has begun to issue a registration certificate of the vehicle as a smart card equipped with a contact chip. It provides access to the electronic services of the national vehicle registration. Through the specialised kiosks located at district transport inspectorates, citizens can obtain comprehensive information on vehicle data, emission controls, technical reviews and car insurance. The contact chip will contain details of the vehicle, as prescribed in EU Directive no. 1999/37.

In Portugal, the Vehicle Online Portal service has been created, allowing access to the acts relating to the daily lives of citizens and businesses, like the registry of the sale of a car, in a way of greater convenience and simplicity.

With the Online Vehicle project it is now possible for a citizen to among others request through the Internet the registry of his vehicle and respective tows, and to receive the Vehicle Registration plate/ Single Document Certificate in his residence or registered head office. It is also possible to request the vehicle´s property transfer (for example, to register the new vehicle´s owner, upon the purchase of a new or used vehicle) and other registry acts on vehicles and respective tows.

The registry can be requested by any person who has a digital certificate as, for example, the Citizen Card. It can also be requested by intermediaries, such as lawyers, notaries, dealers and solicitors holding a digital certificate.

What are the benefits?

The online portals of Slovakia and Portugal provide citizens easy access to information on their vehicle and related services, avoiding the need for travel and reducing associated costs. This kind of information can be important when buying or selling a vehicle, but also to comply with regulation and procedures related to Owning and Driving a car.

What are the benefits?

The online portals of Slovakia and Portugal provide citizens easy access to information on their vehicle and related services, avoiding the need for travel and reducing associated costs. This kind of information can be important when buying or selling a vehicle, but also to comply with regulation and procedures related to Owning and Driving a car.

What are the key success factors?

For the online vehicle portal in Portugal, the key success factors were:

- The project “Online Vehicle” allows everyone to request and obtain through the Internet registries regarding vehicles, at a single place and with reduced costs.
- The registry’s fee and any other costs are paid via home banking or ATM, without going to a register office.
- Totally automated process. After performing the registry, the DUA/Certificado de Matrícula (Single Vehicle Document/Certificate of Registration) is sent to the residence or registered head office of the respective holder.
- Costs reductions related to prefilled documents.
- For the smart card in Slovakia, the key success factors were:
- Basic condition for similar projects is incontestable, unambiguous and understandable legislation.
- Simple and fast access to information concerning vehicle data, emission controls, technical reviews and car insurance and transparency of information.
- Online portal positively contributed to the use of new technical and technological instruments.

Usability: indicates if support, help and (interactive) feedback functionalities are online.

Ease of use: quality assessment researchers indicating how intuitive and smooth the process steps can be completed.

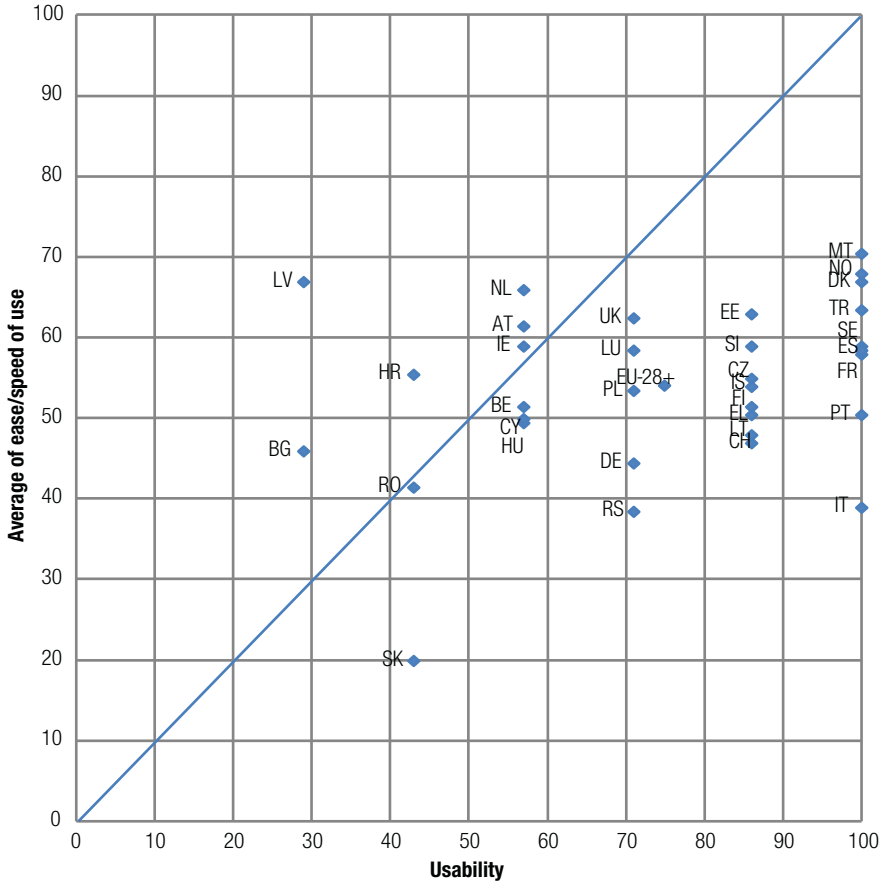
Speed of use: quality assessment researchers indicating if the process steps could be completed within reasonable amount of time.

For further explanation on the indicators see Annex I

6.2.2 Usability of services

Figure 54 shows that most countries score higher on Usability than on Ease and Speed of use. The EU28+ average score on Usability is 75 per cent versus 54 per cent on Ease/Speed of use. ***Nine countries score 100 per cent on Usability,*** which means they provide citizens with clear guidance on how to obtain a service and ask for feedback on their online services. The highest score on Ease and Speed of use is much lower at 71 per cent.

Figure 54 Correlation Usability versus average Ease/Speed of use per country (%)



These scores indicate that although most countries provide general information on how to obtain a service, the users do not experience the services itself to be easy and quick to use. The services for Owning and driving a car are thus not as smooth as expected by users, while the number of citizens who have to use these services, i.e. the number of car owners in Europe, is continuously growing.

Transparency indicates to what extent governments are transparent as regards a) their own responsibilities and performance, b) the process of service delivery and c) personal data involved.

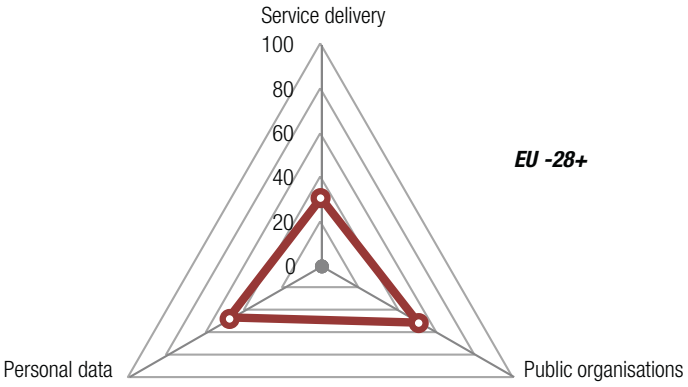
For further explanation on the indicators see Annex I

6.3 Transparent government

Figure 55 shows the EU28+ scores on ***transparency of Service delivery, Personal data and Public organisations*** are respectively ***31, 47 and 51 per cent.*** On all dimensions, the services in the life event of Owning and driving a car thus perform below par.

For transparency of public organisations countries score particularly low on the publication of performance figures. Whether it is through reports from official external financial controllers (e.g. Court of Auditors) or external quality assurances (available in 17% of the cases), through publication of performance monitoring methods and results (22 and 20%), through output figures, i.e. the amount of fines given (9%) or through monitoring methods of the certified organizations that perform the Motor Vehicle tests (15%). The same goes for transparency of service performance, where the lowest score is for the publication of the service performance (20%). The low level of publication of performance could mean governments prefer to keep these figures for themselves, while publication could increase the trust of citizens in the professionalism of government authorities. Not publishing the information could also mean countries do not measure their performance in the first place. Insight in performance however is key to leverage government efforts in performance improvement.

Figure 55 Transparency of Service delivery, Personal data and Public organisations (EU28+, %)

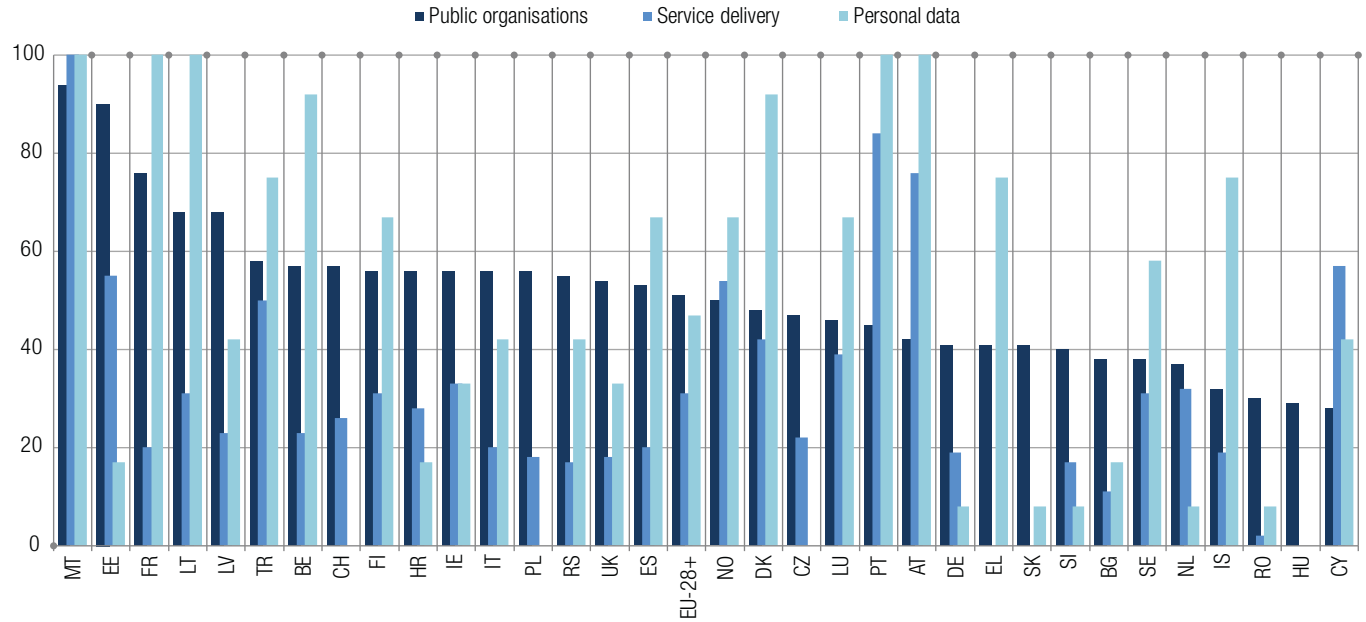


Finally, governments score relatively low on the empowerment of citizens in terms of enabling them to complain when they do not agree with the handling of personal data by governments (available in 34% of the cases). Also, the government scores low in terms of letting citizens participate in policy making process (available in 21% of the cases). Following, a gap remains between citizens and government.

Figure 56 shows that there is a big difference in maturity level between the three elements of transparency within and among countries, with regards to the life event of Owning and driving a car. The deviation between the highest scoring country and the lowest scoring country on Transparency of Personal data is 100 Percentage points. On Transparency of Service delivery the difference is 100 Percentage points and on Transparency of Public organisations 66 Percentage points.

Also, countries that score high on one element of transparency do not necessarily score high on the others. The biggest deviation within one country is 80 Percentage points between the highest and lowest score for transparency. This indicates that countries do not implement measures across the whole range of transparency, but often focus on one specific element of transparency.

Figure 56 Transparency per country: Service delivery, Personal data and Public organizations (%)



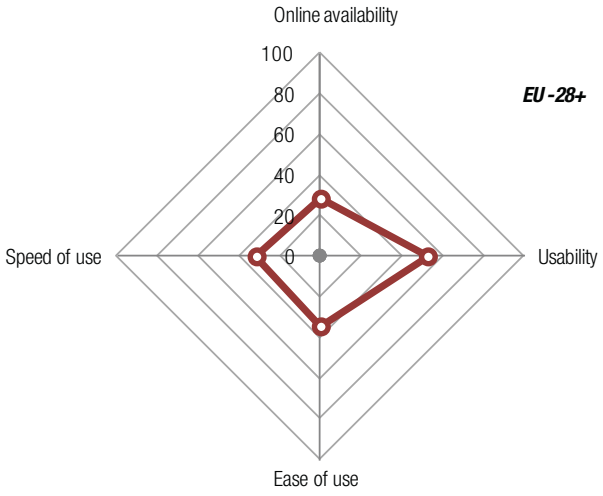
Single Market mobility indicates to what extent EU citizens can use online services in another country. It measures the availability and usability of cross-border eGovernment services.

For further explanation on the indicators see Annex I

6.4 Single Market

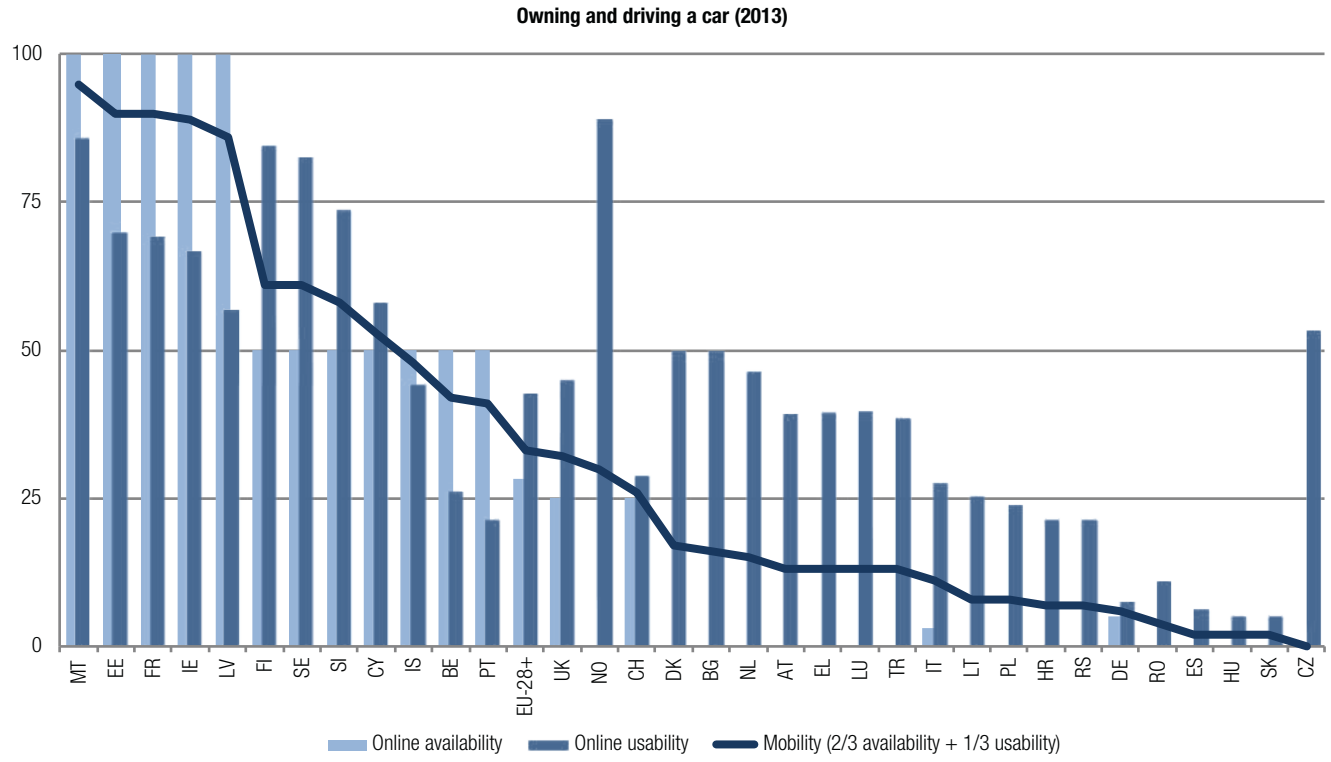
Figure 57 shows the EU28+ scores for Online availability, Usability, Ease of use and Speed of use of cross-border services within the Owning and driving life event. The Online availability of services for owning and driving a car for citizens abroad is much lower than the Online availability of national services; respectively 28 per cent and68 per cent. The citizens moving the 3.5 million vehicles to another Member State each year are thus likely to experience considerable administrative burden. They can probably find contact information of the responsible authority or an online help functionality, scoring 53 per cent on usability. However, citizens find it difficult to understand how the services work exactly and need a lot of time to obtain the service they need, scoring 34 and 32 per cent on Ease and Speed of use. Many times they will not be able to find information on what administrative requirements the other country poses with regards to Owning and driving a car, let alone being able to obtain the services online from abroad. These results are in line with the public consultation described in this chapter's introduction, showing that more than 78 per cent of the citizen respondents experience long procedures and extra costs as effects of trying to move cars from one Member State to another. The relatively low scores on cross-border services for Owning and driving a car hamper the freedom of movement and of cross-border trade of European citizens.

Figure 57 Cross-border Online availability, Usability, Ease of use and Speed of use for Owning and driving a car (EU28+, %)



If we look at the scores for cross-border services per country (Figure 58), we see that in almost half of the countries, services for Owning and driving a car are not available online at all. On the other hand five countries score a 100 per cent on Online availability. All countries do have information online that can help citizens to contact the right authority, although this is limited. In general, for the life event Owning and driving a car there thus has not been achieved a basic level of online maturity of cross-border services yet.

Figure 58 Online availability and Usability for cross-border services for Owning and driving a car per country (%)



Key enablers indicates the extent to which 5 technical pre-conditions are available online: eID, eDocuments, Authentic Sources, eSafe and Single Sign On.

For further explanation on the indicators see Annex I

6.5 Key enablers

Figure 59 shows the availability of the main key enablers, i.e. eID, eDocuments, Authentic sources, eSafe and Single Sign On, within the Owning and driving a car life event. The key enablers most available are eID (59%) and Single Sign On (48%). eDocuments and Authentic sources score respectively 41 and 34 per cent. eSafe is least available at 30 per cent.

Figure 59 Availability of key enablers: eID, eDocuments, Authentic sources, eSafe and SSO (EU28+, %)

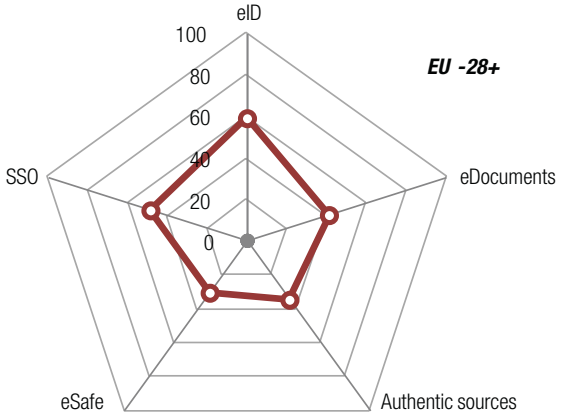
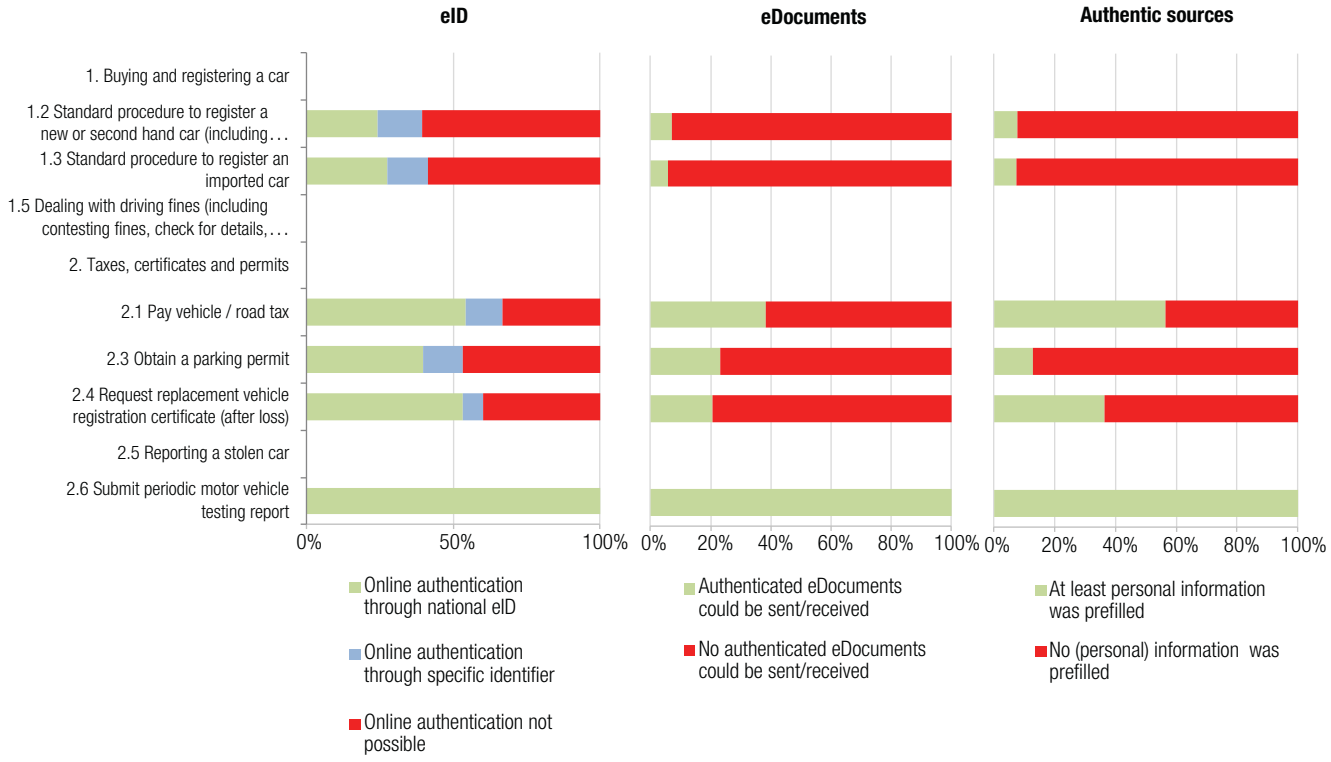


Figure 60 shows the average availability of eID, eDocuments and Authentic sources per service. The service for which all three key enablers are available in all countries is 'Submit periodic vehicle testing report' . For all services the availability of eID is higher than that of eDocuments and Authentic sources. eDocuments and Authentic sources are hardly available for the services 'Standard procedure to register a new or second hand car' (unavailable in 93 and 92 per cent of the countries) and 'Standard procedure to register an imported car' (unavailable in 94 and 93 per cent of the countries). eID is also least available for the service 'Standard procedure to register a new or second hand car', not being available in 59 per cent of the countries.

Figure 60 Integration of key enablers per services: eID, eDocuments and Authentic sources (EU28+, %)



The relatively low use of Key enablers (especially authentic sources and SSO) for the registration services shows that the involved public organisations have not yet structured their back-office procedures in a way the information can easily be re-used. In order for countries to exchange technical information in the car register with other countries, as the European Commission proposes, the back-office procedures first need to be streamlined and integrated across national government authorities.

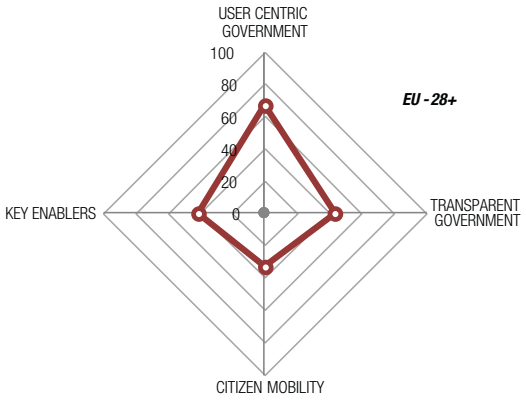
6.6 Overall

Figure 61 shows the scores of all four top level benchmarks, i.e. User centricity, Transparency, Citizen Mobility and Key enablers. The EU28+ scores highest on User centricity but with only 67 per cent. This means car owners can find information on the necessary procedures related to Owning and driving a car, but in most cases they are not able to actually obtain the services online, face-to-face contact and paper still being necessary. This might be caused by the low adoption of key enablers, being available in only 41 per cent of the cases where they could be used. Furthermore, car owners experience the services to be lengthy and difficult to understand.

If car owners want to move their vehicle abroad they can hardly find related services online with an EU average score of 33 per cent on Citizen mobility.

With regards to transparency (43%), governments within the Owning and driving a car life event do communicate on their roles, responsibilities, service structure and the personal data that is held by the governments. However, most governments do not communicate on their service and organisation performance, nor do they empower citizens by engaging them in the policy making processes.

Figure 61 Four top level benchmarks for Owning and driving a car: User centricity, Transparency, Citizen mobility and Key enablers (EU28+, %)



07 Starting a small claims procedure

7.1 Introduction to life event

"At a time when the European Union is facing big economic challenges, improving the efficiency of justice in the EU is key to restoring growth and boosting trade. Today, we are acting to simplify the procedure for resolving low-value disputes in our Single Market. Consumers and SMEs should feel at home when they buy cross-border."[33]

Vice-President Viviane Reding, the EU's Justice Commissioner

An effective Small claims procedure, whether on the national or European level, is key to improve citizens' access to justice and for citizens to make better use of their rights as consumers. One of the policy goals of the European Commission therefore is to simplify and speed up small claims procedures by improving the communication between judicial authorities and by making smart use of ICT. The eventual goal is to reduce administrative burden for all user groups: courts, judicial actors and end users.

With this aim, the European Small Claims Procedure for cross-border claims under 2000 Euros has been applied since 2009.[34] According to research done by the European Commission, the procedure has already reduced the cost of litigating cross-border small claims up to 40%. Moreover, the duration of litigation has diminished from 2 years and 5 months to an average duration of 5 months.[35] However, the optimal gain of this procedure has not yet been reached. According to a Eurobarometer survey[36], three quarters of the respondents has never heard of the small claims procedure in their country and even less (12%) has heard from the *European* (cross-border) small claims procedure. This indicates governments, including judicial authorities, do not sufficiently provide information on when and how to start a small claims procedure.

Nonetheless, three per cent of the respondents has actually used the national procedure and 1 per cent has used the European procedure. Most survey respondents indicated that in order to stimulate them to use the Small claims procedure (national and cross-border), they should be able to carry out the proceedings remotely, in writing and online. This is likely to change with the introduction of the European e-Justice Portal.[37] More and more online procedures via the interconnection of countries judicial authorities are intended. Indeed, the European Commission has proposed to improve the European Small claims procedure by using standard online forms, enabling the launch of the procedure online, making e-mail a legally valid means of communicating and paying court fees electronically.[38]

33 http://europa.eu/rapid/press-release_IP-13-1095_en.htm

34 Denmark has an opt-out to the treaty regarding the judicial co-operation on the European Small Claims procedure. In Denmark 'small case' procedures are provided by domain specific complaints boards for demands up to 50.000 DKK, as opposed to judicial courts. Results for this life event thus might deviate from other countries.

35 http://europa.eu/rapid/press-release_IP-13-1095_en.htm

36 http://ec.europa.eu/public_opinion/archives/ebs/ebs_395_sum_en.pdf

37 https://e-justice.europa.eu/home.do?action=home&plang=en

38 http://ec.europa.eu/justice/civil/commercial/eu-procedures/small_claims/

The next paragraphs present the results of the 2013 eGovernment Benchmark assessment of services for Small claims procedures in European countries. The results address four different sides of eGovernment services, all equally important to facilitate citizens in redress:

- **User centricity:** Are citizens able to obtain transactional services remotely and are the services easy to understand and quickly obtainable?
- **Transparency:** Can citizens easily find information on the use of their personal data, the roles and responsibilities of public organisations and the way the service is organised? Can citizens influence policy making or public organisation performance?
- **Citizen Mobility:** Can citizens comply with administrative requirements from abroad and are cross-border services designed in such a way that the single market is stimulated?
- **Key enablers:** Are services for citizens provided seamlessly by using technical enablers such as eID, Single Sign On and eDocuments?

Key findings

- *Only ten of thirty-three countries score above 70% for Online availability. The other twenty-two countries are lagging far behind, with scores below 60%.*
- *In only 31% of the cases citizens can start a small claims procedure online.*
- *Supporting services during the procedure, such as the ability to share evidence with the court or to obtain information on the case handling (e.g. court date, handling judge) are provided in respectively 19 and 40% of the cases.*
- *Most countries provide information on how citizens can consult their case file and the data stored about their case. However, often they cannot get access to the data through the government website.*
- *Most countries are not yet able to support citizens from abroad when they seek right, as more than half of the countries (19) score lower than 25% on Online availability of cross-border services for Starting a small claims procedure.*
- *The availability of eDocuments is lowest ranging from 28 to 25% availability per service in the EU28+, while the safe exchange of data (e.g. evidence) is a key condition for online justice services.*

User centricity: indicates to what extent (information about) a service is provided online and how this is perceived.

The indicator consists in four components:

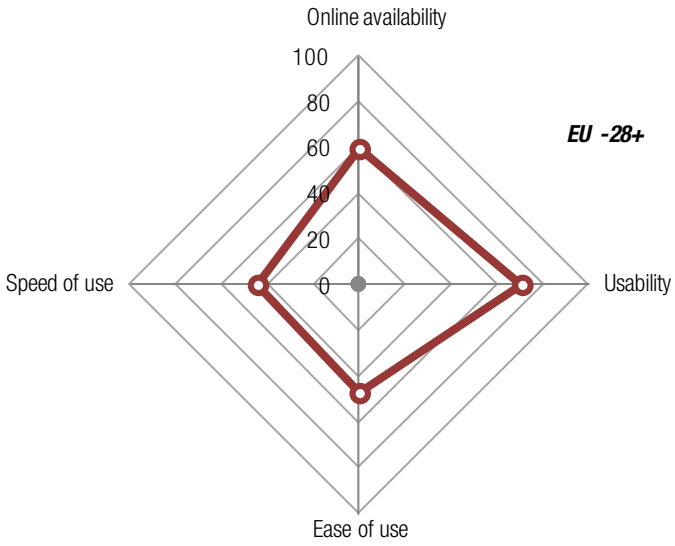
- Online Availability
- Usability
- Ease of use
- Speed of use

For further explanation on the indicators see Annex I

7.2 User centric government

Figure 62 shows the scores for Online availability, Usability, Ease of Use and Speed of use in percentages for the eGovernment services within the life event of Starting a small claims procedure. The Online availability and Usability of services score highest, with respectively 59 and 71 per cent. The scores for Ease of Use and Speed of Use are much lower with respectively 47 and 44 per cent.

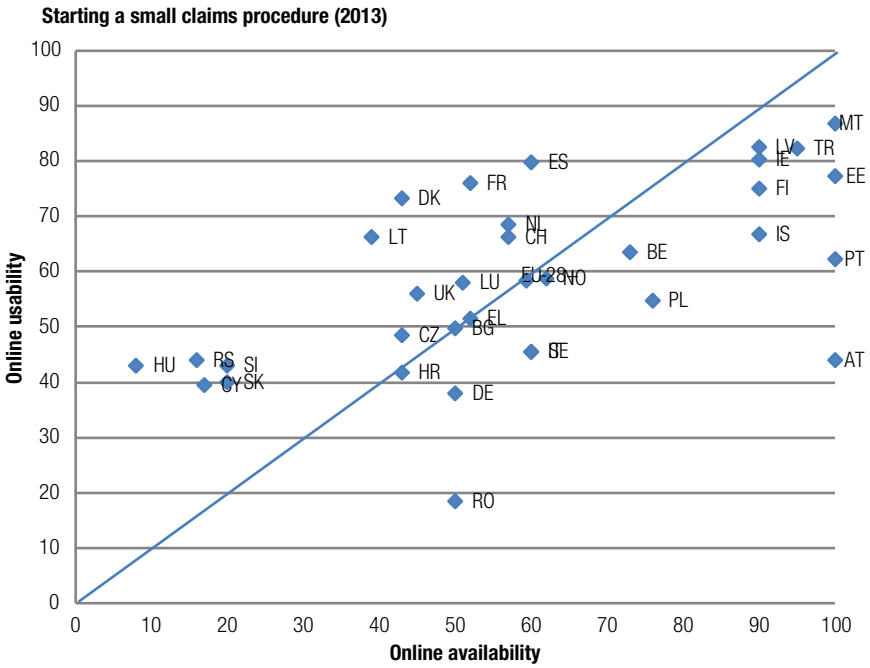
Figure 62 Four components of user-centricity of Starting a Small claims procedure: Online availability, Usability, Ease of Use and Speed of Use (EU28+, %)



The results of the User centricity measurements indicate that although citizens can find general information on Small claims procedures, they often cannot or only partly obtain the services online. The limited online availability and the way the services are structured cause the users to experience the online Small claims procedure as a lengthy and difficult process.

Figure 63 depicts the scores on Online Availability (X-axis) and Usability (Y-axis) for each of the EU28+ countries for the services related to the life event of starting a Small claims procedure. The EU28+ average scores for Online availability and Usability are similar, respectively ***59 per cent and 58 per cent***. Compared to the other life events, there are more countries (14) that score higher on Usability compared to Online availability. With a minimum score of 19 per cent on Usability - compared to 8 per cent on Availability - the basic level of Usability is higher across countries.

Figure 63 Correlation Online availability versus Online usability per country (%)



The relatively higher scores on Usability might be explained by the implementation of the European e-Justice portal in 2010[39]. This portal developed by the European Commission aims to improve the access to justice by providing information on national and European justice systems and procedures. The activities with regards to the portal motivate countries to describe their procedures in a structured and uniform way and stimulates them to provide easy online access to their justice systems (e.g. through a national e-Justice portal).

However, the scores also show that there remains a gap between information provision and actually being able to obtain a service for Small claims procedures online. Only ten of thirty-three countries score above 70 per cent for Online availability. The other twenty-two countries are lagging far behind, with scores below 60 per cent.

The difference between the scores for Online availability and Usability (regardless which scores better) can be significant. For fifteen countries the difference between the two indicators is more than 20 Percentage points, the highest difference between these two scores being 56 Percentage points. For citizens to start a Small claims procedure smoothly and easily, both Usability and Online availability are important. After all, citizens should be able to find the procedure, understand how it works and obtain it remotely.

39 https://e-justice.europa.eu/home.do?action=home

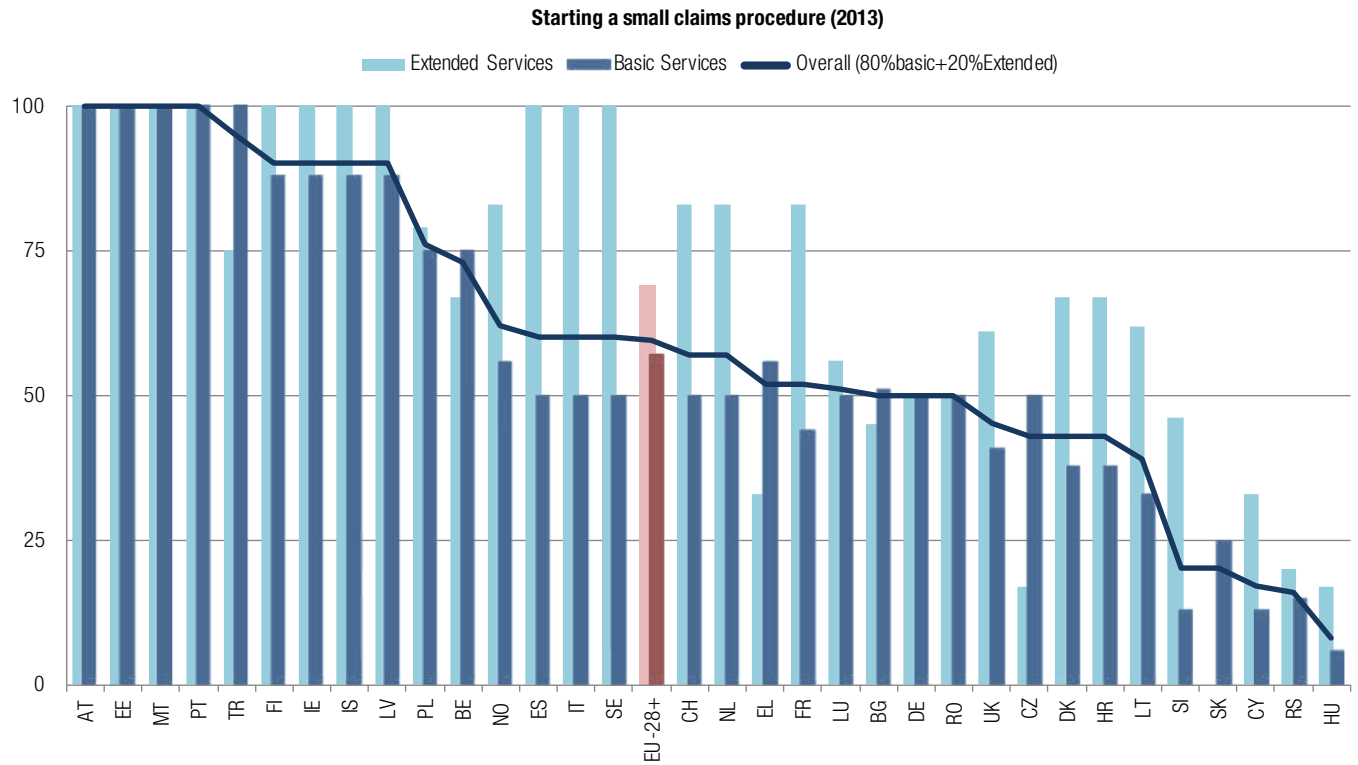
Online availability: indicates if a a service is online. Ranging from offline (0%), only information online (50%), fully online (100%).

For further explanation on the indicators see Annex I

7.2.1 Online availability

If we look at the Online availability per type of service, i.e. basic and extended services (Figure 64)[40], we see that most countries score higher on the availability of extended services within the Small claims procedure life event. The EU28+ average score for extended services is 69 per cent and for basic services 57 per cent. Some countries score up to 50 Percentage points higher on extended services than on basic services. Countries thus first seem to focus on getting all information online, before they move towards full online service provision. The lack of nationally implemented key enablers in the justice field, the decentralised way justice is organised or the lack of supporting legislation might be barriers to the implementation of interactive remote services. Four countries have managed to achieve a score of 100 per cent on both basic and extended services.

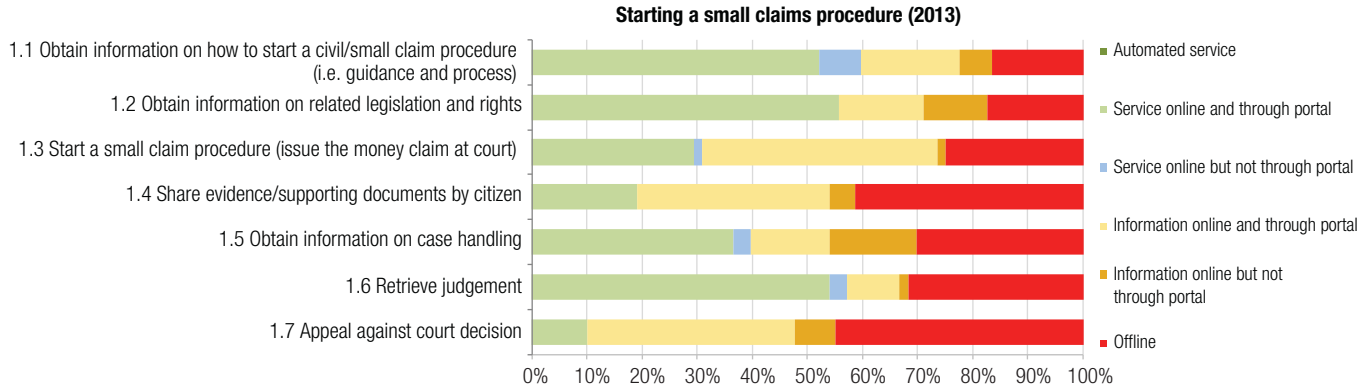
Figure 64 Online availability of basic and extended services per country (%)



40 The Estonian website for the Justice life event (www.kohus.ee) has been updated after the benchmark measurements have been performed in 2013.

Figure 65 shows the EU28+ channel availability of services within the life event of Starting a smalls claim procedure. In at least half of the cases citizens can obtain extensive information online, both through the website of the responsible authority and through the government portal. This information is on how to start a small claims procedure, but also related legislation and the judgement on the claim. However, these are services which are mostly obtained before and after the small claims procedure takes place. If citizens want to actually start a small claims procedure online, this can be done online in only 31 per cent of the cases. Supporting services during the procedure, such as the ability to share evidence with the court or to obtain information on the case handling (e.g. court date, handling judge) are also provided online to a limited extent, in respectively 19 and 40 per cent of the cases. The service with the lowest online channel availability is 'Appeal against court decision' which is provided only offline, in 45 per cent of the countries. In other words in 45 per cent of the cases citizens cannot find information nor the actual service on how to appeal against a court decision online.

Figure 65 Channel availability per service within Starting a small claims procedure (EU28+, %)



Usability: indicates if support, help and (interactive) feedback functionalities are online.

Ease of use: quality assessment researchers indicating how intuitive and smooth the process steps can be completed.

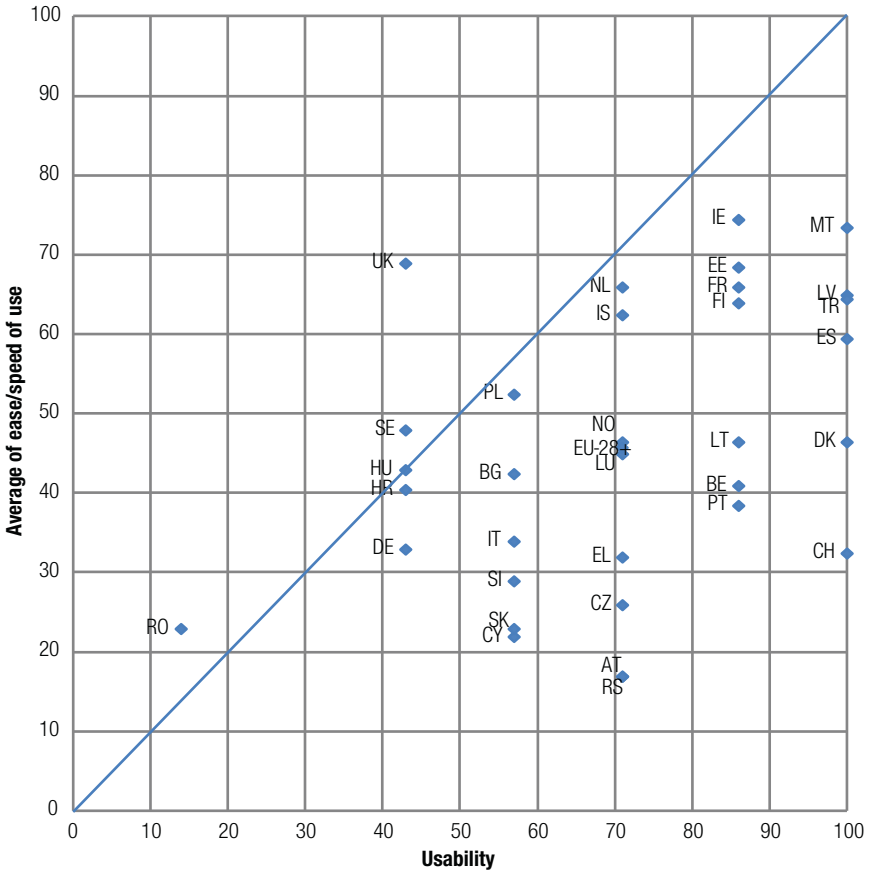
Speed of use: quality assessment researchers indicating if the process steps could be completed within reasonable amount of time.

For further explanation on the indicators see Annex I

7.2.2 Usability of services

Figure 66 shows that most countries (in exception of four) score considerably higher on Usability than on Ease and Speed of use. The ***EU28+ average scores on Usability and Ease/Speed of use are respectively 71 and 46 per cent.*** Six countries score 100 per cent on Usability. The highest score on Ease and Speed of use is much lower at 75 per cent. This means that in most countries citizens can find at least contact details or support functionalities, such as demos, online to help them start a small claims procedure. However, they find the service s could be more self-explanatory and quicker to obtain, not having to move from one website to the other or from one channel to the other, knowing right away what information to have ready in order to obtain the service and being able to set expectations on how much time is needed to finalise the service.

Figure 66 Correlation Usability versus Average Ease/ Speed of use for Starting a small claims procedures per country (%)



Transparency indicates to what extent governments are transparent as regards a) their own responsibilities and performance, b) the process of service delivery and c) personal data involved.

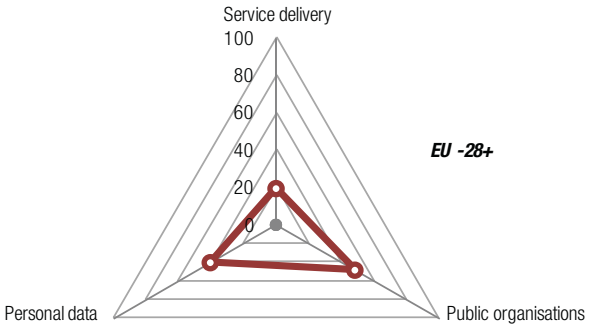
For further explanation on the indicators see Annex I

7.3 Transparent government

Figure 67 shows the EU28+ scores on Transparency of Service delivery, Personal data and Public organisations. Transparency on Public organisations and Personal data score respectively 48 and 40 per cent, while the average Transparency of Service delivery is much lower at 19 per cent. All three scores show a lot still needs to be improved in order for the justice domain to be truly transparent.

With regards to Transparency of Public organisations, we see that most countries provide information on the organisational structure, roles and responsibilities, the citizens' right to access information and they enable citizens to ask for additional information. Around 50 per cent of countries provide information on budgets and enable the citizen to complain when certain information is not provided. Countries score lowest on the availability of external reports of for example financial controllers (17%) and on the availability of results of user satisfaction measurements (12%).

Figure 67 Three components of transparency for Starting a small claims procedure: Service delivery, Public organizations and Personal data (EU28+, %)

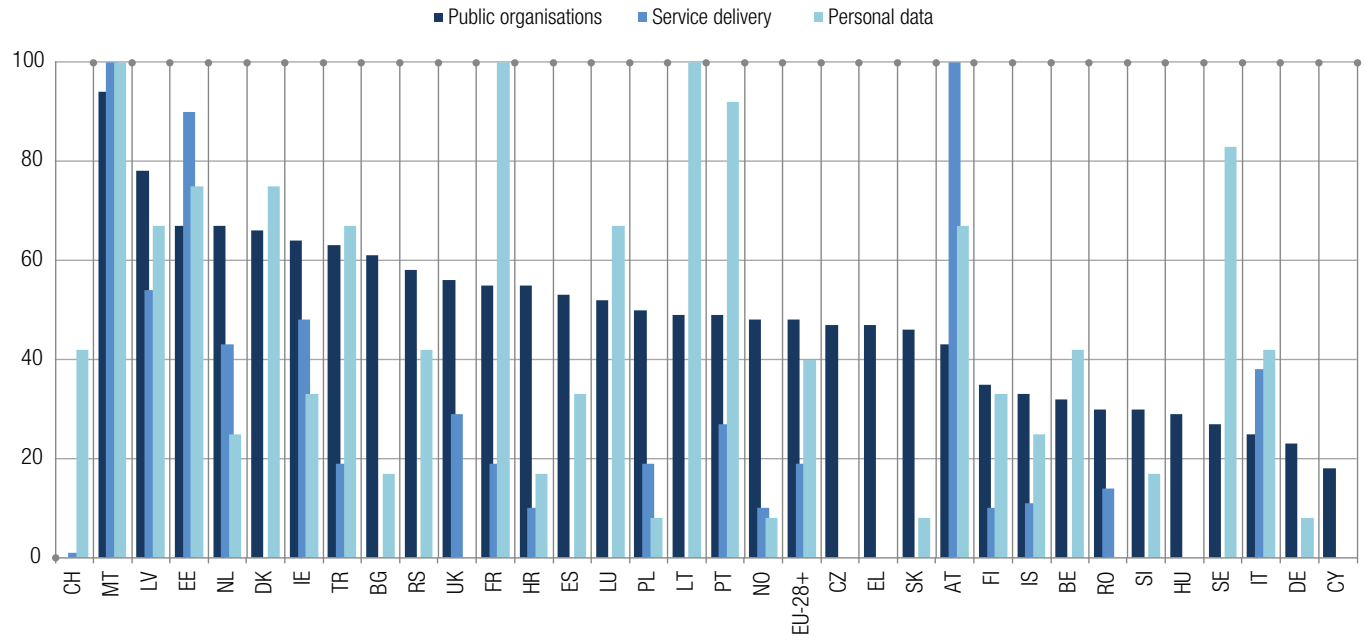


The same can be seen with regards to Transparency of Service delivery. Public service providers hardly share the results of evaluation studies or performance measurements related to the provision of Small claims procedures (16%). Furthermore, less than one-fourth of the countries provide information on the length of the process for obtaining a service or the delivery timelines. Also in less than 20 per cent of the cases, citizens are able to track their progress in obtaining a service or to save (partly) filled forms as a draft.

For Transparency of Personal data, most countries provide information on how citizens can consult their case file and data stored about their case. However, often they cannot get access to the data through the government website, nor are they pro-actively informed about the data the government holds on them. In only 35 per cent of the cases citizens can modify their own data online. Thirty-one per cent of the countries informs the citizen on how to complain about the handling of their data.

Figure 68 shows that there is a big difference in maturity level between the three elements of transparency within and among countries, with regards to the life event of Starting a small claims procedure. The deviation between the highest scoring country and the lowest scoring country on Transparency of Personal data is 100 Percentage points, on Transparency of Service delivery 100 Percentage points and on Transparency of Public organisations 82 Percentage points.

Figure 68 Three components of Transparency per country: Public organisations, Service delivery and Personal data (%)



Also, countries that score high on one element of transparency do not necessarily score high on the others. The biggest deviation within one country is 100 Percentage points between the highest and lowest score for transparency. All countries have at least a basic level of transparency of public organisations, the lowest scoring country having a score of 25 per cent. Most countries scoring low on Transparency of Public organisations score even lower on the other two elements of transparency, which indicates the Transparency of Public organisations (including judicial authorities) is first priority of most countries. ***Transparency of Service delivery seems to have much lower priority, as nineteen of thirty-three countries score 10 per cent or lower on this element of transparency.*** This means that citizens who Start a small claims procedure are likely to feel uncertain on how the judicial procedures will move forward, when they can expect what from the public authorities and what is expected from them when. Managing the expectations of citizens and informing them on the timelines of the procedures is key to empower citizens to make best use of their rights.

Estonia - Justice portal Kohus.ee

Improving the user experience through renewal

What is it?

The justice portal www.kohus.ee is a website for Estonian first and second instance courts. It comprises the primary information about Estonian court system, how to have recourse to the court, court proceedings and links to the different databases. The main target groups of the website are people who want to have recourse to the court or are parties to a proceeding, lawyers, court officers, students, law-students and people who are seaching information about courts.

What are the benefits?

After renewal 2013 the portal has new design complying with brand design of Estonian courts, more logical structure and more information about different court proceedings. Users can find all needed electronic standard formats of documents and calculator for state fee in civil proceeding. The information is in logical order helping the user through the process. For example: having recourse to the court → state fees → legal assistance → formalisation of documents → judicial proceedigs → court decision. Users can easily find the information they search (including searching for court officers). The website has many links to different databases and other sites, where users can find more relevant information. The website has also a link to the Youtube-video, where users can watch a teaching video about civil proceeding. After renewal the website supports the communication strategy of Estonian courts of being open and human and help people to defend their rights (versus being closed, anonymous, unknown and penaliser). Website users can give feedback about the website to the main administrator of site.

What are the key success factors?

- Attractive design complying with courts brand design and communication strategy.
- Logical structure helping user to find the right information.
- More information about different court proceedings.
- Links to different databases and other websites, also to Youtube and Facebook canals.
- Electronic standard formats of documents.
- The website has one main administrator, but web administrators are in every court. Web administrators develop the website further and change the information with main administrator. User feedback is crucial in this process.

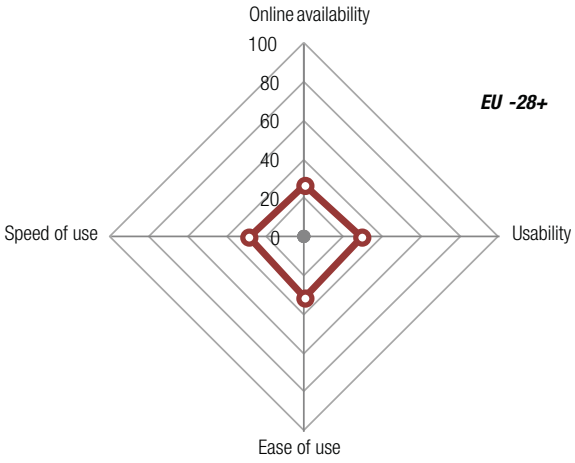
Single Market mobility indicates to what extent EU citizens can use online services in another country. It measures the availability and usability of cross-border eGovernment services.

For further explanation on the indicators see Annex I

7.4 Single Market

When we compare the scores for national services for Starting a small claims procedure explained in the previous sections, with the scores for cross-border services presented in Figure 69, we see the cross-border services within this life event are considerably less mature. ***For Starting a small claims procedure, the EU28+ average score on Online availability is 27 per cent, Usability 29 per cent, Ease of use 31 per cent and Speed of use 29 per cent.***

Figure 69 Cross-border Online availability, Usability, Ease of use and Speed of use of services for Starting a small claims procedure (EU28+, %)



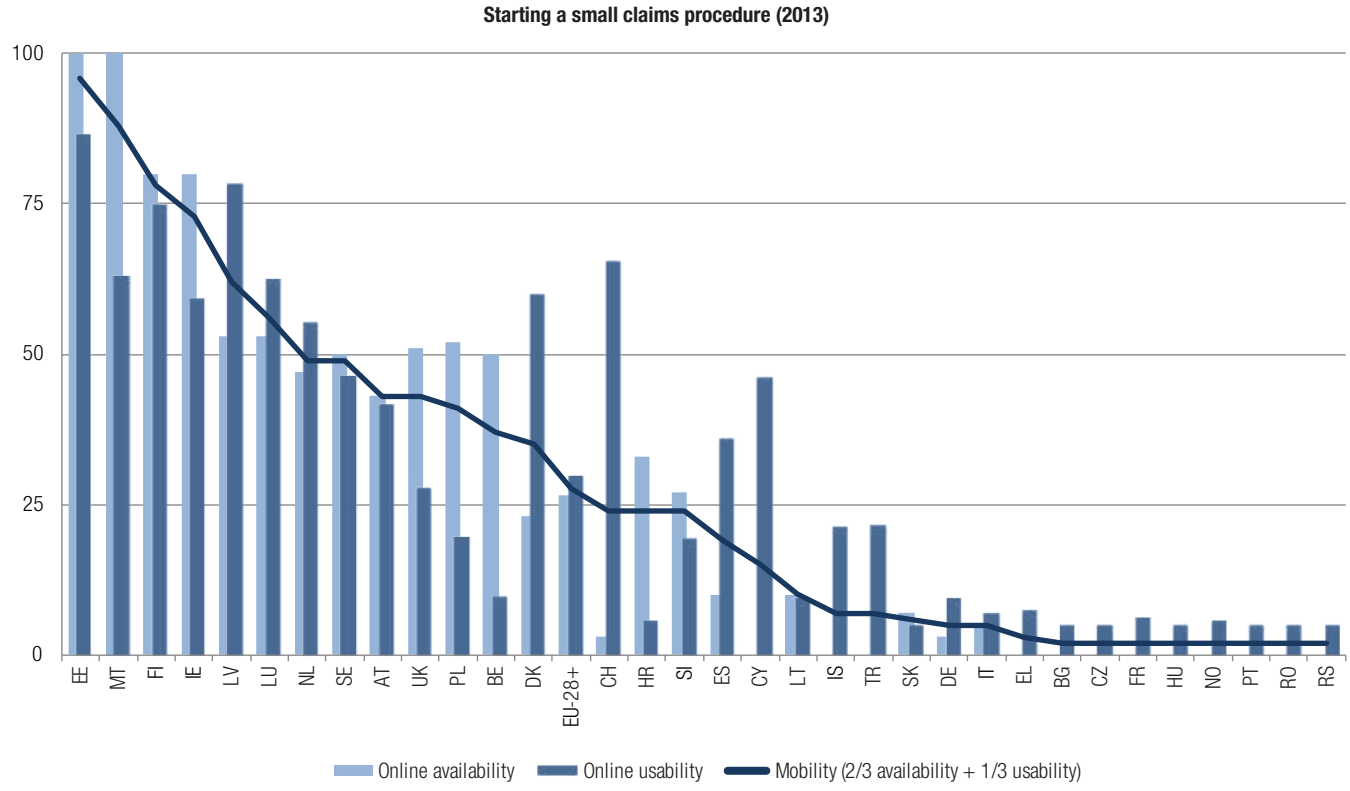
Looking at the scores for Online availability and Usability of cross-border services per country (Figure 70), we see more than half of the countries (19) score lower than 25 per cent on Online availability, 16 countries score lower than 10 per cent on Online availability. The scores are similarly low for Usability on which also more than half of the countries (19) score lower than 25 per cent and 15 countries score lower than 10 per cent. Two countries have achieved a 100 per cent availability of cross-border Small claims procedures.

The relatively low scores on both the informational and transactional level indicate that most countries are not yet able to support citizens from abroad when they seek their rights. Although they might be able to find general information on the cross-border Small claims procedures, they have difficulties finding their way to the competent court, the right forms and services through the national websites in a language they understand, let alone being able to obtain the services remotely. Most probably, this results in citizens making the decision not to move forward with the Small claims procedure.

Providing easier access to cross-border justice is a key condition to make the Single market a reality. However, as the demand for cross-border Small claims procedures is currently low (1% of the population according to the Eurobarometer survey[41]), national governments might not feel this is a priority. The European Commission efforts in this field are thus vital to further boost the national implementation of cross-border services for Starting a small claims procedure.

41 http://ec.europa.eu/justice/civil/commercial/eu-procedures/small_claims/

Figure 70 Online availability versus Online usability of cross-border services for Starting a small claims procedure (EU28+, %)



Key enablers indicates the extent to which 5 technical pre-conditions are available online: eID, eDocuments, Authentic Sources, eSafe and Single Sign On.

For further explanation on the indicators see Annex I

7.5 Key enablers

Figure 71 shows the availability of the main key enablers, i.e. eID, eDocuments, Authentic sources, eSafe and Single Sign On, within the life event of Starting a small claims procedure. The key enablers most available is eID with 56 per cent. eDocuments, Authentic sources and Single Sign On score respectively 35, 33 and 34 per cent. eSafe is least available with 22 per cent. A higher level of implementation of key enablers, especially of eID and eDocuments, is needed to achieve the European Commission's goal of making the Small claims procedure fully available online.

Figure 71 Availability of key enablers within the life event of Starting a small claims procedure (EU28+, %)

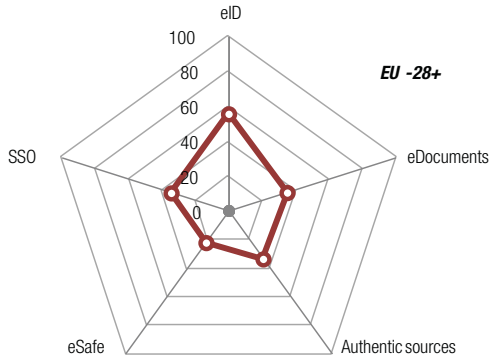
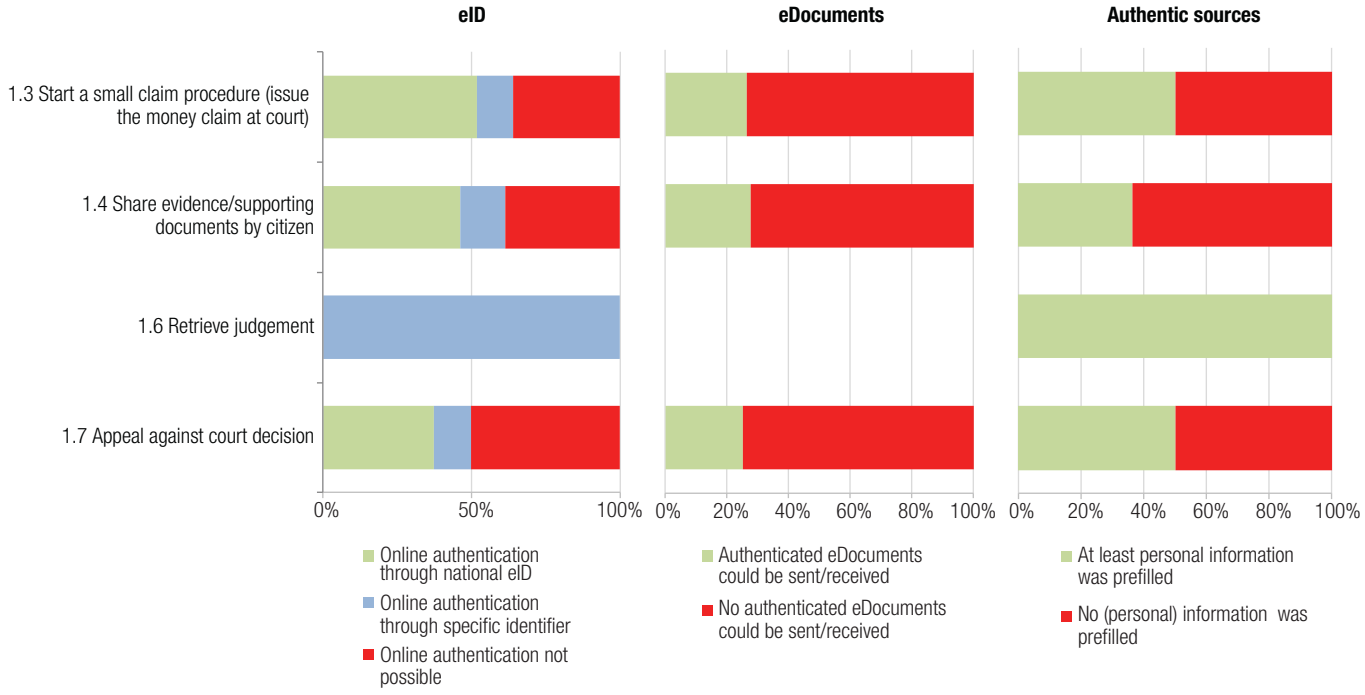


Figure 72 shows that the availability of both eID and Authentic sources is highest for the service 'Retrieve judgement' with 100 per cent. However, in none of the countries a national ID can be used to retrieve judgement. For all services, the availability of eDocuments is lowest ranging from 28 to 25 per cent availability in the countries. Especially for sharing evidence, the ability to electronically exchange documents in a safe way is essential in order to provide the Small claims procedure fully online.

The European Commission Large Scale Pilot e-Codex[42], running until 2015, focuses on the development of a secure and reliable "platform" to (electronically) exchange documents and data between citizens, businesses, governments and judicial authorities on a cross-border level. A broad roll out of this e-Delivery solution will increase the level of integration of eDocuments and will help governments to provide the Small claims procedure fully online on the national and cross-border level.

Figure 72 Integration of key enablers per service: eID, eDocuments and Authentic sources

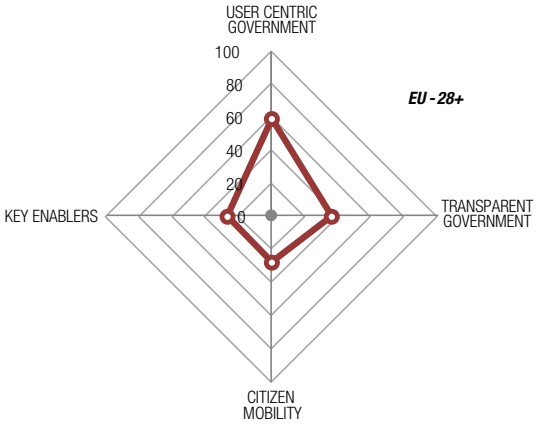


42 http://www.e-codex.eu/home.html

7.6 Overall

Figure 73 shows the scores of all four top level benchmarks, i.e. User centricity, Transparency, Business Mobility and Key enablers. The EU28+ scores highest on User centricity but with only 59 per cent. This means that citizens can find information on how to start a Small claims procedure, but are not able to fully obtain it online. The main barrier preventing countries to take the step toward transactional services might be the limited implementation of key enablers (27%) in the justice domain. The score of 28 per cent on citizen mobility shows that the road towards transactional online services for Small claims procedures is still long. The limited cross-border access to justice in combination with the limited transparency (36%) on the procedures within this life event, might prevent citizens from doing business and commerce cross-border, thereby hampering the European Single market.

Figure 73 Four top level benchmarks for Starting a small claims procedure: User centricity, Transparency, Mobility and Key enablers (EU28+, %)



08 Country reports

Country reports are published in a separate document on the EC website

Annex I
Explanation of indicators in common language

User centricity

The top-level benchmark ***User centricity indicates to what extent (information about) a service is provided online and how this is perceived.***

It consists in 4 indicators. Two indicators look into what is provided for online by governments:

1. **Online availability: indicates if a service is online. Ranging from offline (0%), only information online (50%), fully online (100%).**

   Measures the extent to which citizens and businesses can finalise a process step/ obtain a service within a life event online. A 100% score for Online availability means the service can be obtained online *from* start to finish and can be accessed through the website of the responsible authority and through a central government portal. If not through portal, the service scores 75%. A 50% score on Online availability means that although *information* can be found online on both the website of the responsible authority and through a central government portal (if not through portal: 25%), the citizen or business still needs to use paper or physically visit the authority to actually obtain the service.

2. **Usability: indicates if support, help and (interactive) feedback functionalities are online.**

   Measures the extent to which the central government portals *facilitate* the citizen or business in obtaining the service. By facilitation, we mean the citizen or business is able to identify and contact the responsible authority, to receive support (e.g. through FAQs, demos, chat functionality, social media) and to provide feedback online. The indicator consists of 7 parameters, the score indicates how many of these are online.

Two indicators assess how these functionalities are perceived:

3. **Ease of use: quality assessment researchers indicating how intuitive and smooth the process steps can be completed.**

   It assesses the extent to which the citizen or business is able to find his way through the process steps in a life event *smoothly.* The mystery shoppers therefore evaluate the complete life event (beginning to end) on a scale of 1-10, addressing the extent to which he has reached his *goal*, he was able to *understand* what he was supposed to do to obtain the service, he found the succession of process steps *logical* and he was *actively engaged* to improve the service.

4. **Speed of use: quality assessment researchers indicating if the process steps could be completed within reasonable amount of time.**

   Assesses the extent to which the citizen or business is able to complete the required process steps in a life event within a *reasonable amount of time.* The mystery shopper therefore evaluate the complete life event (beginning to end) on a scale of 1-10, addressing the extent to which he could quickly *submit his information* to the authority (or information was pre-filled), the *time* he needed to obtain the service and the extent to which the services were structured *efficiently.*

   Indicators 2, 3 and 4 are aggregated into one synthetic indicator called **Online Usability**. Together with the indicator for **Online Availability,** the **User Centricity benchmark** is composed.

Transparency

The top-level benchmark ***Transparency*** **indicates to what extent governments are transparent as regards a) their own responsibilities and performance, b) the process of service delivery and c) personal data involved.**

The Transparency benchmark is composed of three indicators:

1. **Transparency of Public Organisations: indicates to what extent governments are transparent as regards their own responsibilities and performance.**

   Measures the transparency of government organisations which are *end responsible* for the policies, regulations and services in a life event, but are not necessarily the service provider. Mystery shoppers assess the extent to which the organisations provide information on their responsibilities, the organisational structure, regulation and policy making processes and monitoring methods and results.

2. **Transparency of Service Delivery: indicates to what extent governments are transparent as regards the process of service delivery.**

   Measures the transparency of the life event's service providers with regards to the *service delivery process,* i.e. the length of the process, the progress made, the delivery timelines and the service performance.

3. **Transparency of Personal data: indicates to what extent governments are transparent as regards personal data involved.**

   Measures the transparency of the central government portals with regards to how governments *store Personal data,* and the level of access of citizens and business to their personal data and possibilities to modify data and notify or complain to the government on the quality or the use of their personal data.

Single market mobility

The top-level benchmark ***Single Market mobility*** **indicates to what extent EU citizens can use online services in another country.** It measures the availability and usability of cross-border eGovernment services, i.e. if services in country A can be used by someone from country B . For this benchmark, the same indicators as for User centricity are used:

1. **Online availability: indicates if a service is online. Ranging from offline (0%), only information online (50%), fully online (100%).**

   Measures the extent to which citizens and businesses can finalise a process step/ obtain a service within a life event online from abroad. A 100% score on Online availability means the service can be obtained online from *start to finish* and can be accessed through the website of the responsible authority. A 50% score on Online availability means that although information can be found online, the citizen or business still needs to use paper or physically visit the authority to actually obtain the service.

2. **Usability: indicates if support, help and (interactive) feedback functionalities are online.**

   Measures the extent to which the central government portals *facilitate* the foreign citizen or business in obtaining the service. By facilitation, we mean the citizen or business is able to identify and contact the responsible authority, to receive support (e.g. through FAQs, demos, chat functionality, social media) and to provide feedback online.

3. **Ease of use: quality assessment researchers indicating how intuitive and smooth the process steps can be completed.**

   Assesses the extent to which the foreign citizen or business is able to walk through the process steps in a life event *smoothly.* The mystery shopper therefore scores all services within one life event on a scale of 1-10, addressing the extent to which he has reached his *goal,* he was able to *understand* what he was supposed to do to obtain the service, he found the succession of process steps *logical* and he was *actively engaged* to improve the service.

4. **Speed of use: quality assessment researchers indicating if the process steps could be completed within reasonable amount of time.**

   Assesses the extent to which the foreign citizen or business is able to complete the required process steps in a life event within a *reasonable amount of time*. The mystery shopper therefore scores all services within one life event on a scale of 1-10, addressing the extent to which he could quickly *submit his information* to the authority (or information was pre-filled), the *time* he needed to obtain the service and the extent to which the services were *structured efficiently.*

Indicator 2, 3 and 4 are aggregated into one synthetic indicator called cross border index for **Online Usability**. Together with the cross border index for **Online Availability**, the **benchmark** of Single Market Mobility is composed.

Key enablers

The top-level benchmark ***Key enablers indicates the extent to which 5 technical pre-conditions are available online.*** It measures the extent to which governments have the technical pre-conditions in place to realise efficient and effective online services. The Mystery shoppers assess the availability of five Key enablers in each of the life events:

1. **Electronic Identification (eID):** the Mystery shoppers indicate for each life event service whether there is a need for authentication and if yes, if the citizen or business is able to *authenticate online* through a national eID (usable for multiple services provided by multiple government authorities) or through a specific identifier (usable for only one service or only one government authority).

2. **Electronic documents (eDocuments):** the Mystery shoppers indicate for each life event service whether there is a need for *sending or receiving a document* and whether this can be done directly online (not through e-mail) in a secure way (i.e. the digital documents are authenticated).

3. **Authentic Sources:** the Mystery shoppers indicate for each life event service whether he should provide personal information (e.g. through a form) and whether this *information is automatically pre-filled* by the service provider (based on data from authentic sources such as National register, Tax registers, Company registers etc.)

4. **Elecronic Safe (eSafe):** the Mystery shoppers indicate per central government portal if an eSafe solution is available for *secure storage and retrieval of eDocuments.*

5. **Single Sign On (SSO):** the Mystery shoppers indicate per central government portal if by logging in once he can *gain access to other participating systems* (i.e. multiple eGovernment services/websites) without being prompted to log in again.

European Commission

Delivering on the European Advantage?

'How European Governments can and should benefit from innovative public services'

eGovernment Benchmark

Background report

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