eGovernment Benchmark 2024
Background Report

Advancing public digital service delivery

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1. Introducing the eGovernment Benchmark

*"The eGovernment Benchmark is key to **tracking continued improvements** in online public services."*

European Commission, Directorate-General for Communications Networks, Content and Technology

1 Introducing the eGovernment Benchmark

1.1. A Deep-Dive into eGovernment Technologies and Policy Domains

In the pursuit of delivering efficient and adaptable public services that align with evolving public needs, governments worldwide have embraced the journey toward digitalization. This profound transformation of the public sector has risen to the forefront of the EU Commission's political agenda, exemplified by the ambitious objectives outlined in the Digital Decade Policy programme.

As we draw closer to the Digital Decade's milestones in 2030, the significance of the eGovernment Benchmark as a vital tool for monitoring the digital evolution of the public sector becomes ever more pronounced. The eGovernment Benchmark background report discerns recent technological advancements and delineates areas for enhancement through its comprehensive comparative analysis spanning numerous countries within the EU and beyond. Throughout the report, readers will find how countries rank, as well as concrete examples, best practices, and success stories from top performers. Overall, this report aims to help professionals in various disciplines of eGovernment gain a clearer understanding of the current state of play in eGovernment by outlining:

The extent to and way in which different **technologies** are being implemented in government services:

> Chapter 2 presents findings for specific technologies, such as for mobile technologies, personal data solutions, electronic identification, and so on. These findings are particularly relevant for policymakers responsible for digital affairs across various government branches, innovation scholars, software developers, business analysts and solution integrators who analyse, build, and implement digital government applications and services.

To what extent and how specific **government domains** evolve:

> Chapters 3-7 dive into this year's life events of *Regular Business Operations, Health, Starting a Small Claims Procedure, Moving, Regular Business Operations, & Transport.* Findings are particularly relevant for domain experts and policy makers in the field of healthcare, internal affairs, justice, (public) transportation, and economic affairs.

A collection of **good practices** from all participating countries is listed in the Appendix.

While the Insight Report primarily highlights overarching European trends, our Background Report delves deep into national perspectives, offering notable best practices from various countries. Each example is accompanied by a comprehensive overview, insights into their realized benefits, key success factors, and additional resources for further information.

1.2. Analysing Digital Government Through the Eyes of Citizens and Entrepreneurs

As both a source of inspiration for digital strategy, as well as a practical companion for government digitalization, the eGovernment Benchmark has been used extensively by professionals and public authorities. Central to its credibility is its robust methodology that ensures reliable findings. This includes both the framework in which it evaluates how governments deliver public services through digital channels, as well as the sample of countries it uses to reflect a wide spectrum of eGovernment contexts.

35 countries participated in the data collection of 2022 and 37 countries participated in 2023. Throughout this report, the countries will be referred to as 'Europe' or the 'EU27+'. The 27 member states of the EU will be referred to as the 'European Union' or the 'EU27'. The participating countries are:

- ◆ European Union Member States
- ◆ European Union Candidate States
- ◆ European Free Trade Association Countries

Figure 1.1: Map of participating countries

- The 27 European Union Member States.

- The European Free Trade Association countries: Iceland, Norway and Switzerland.

- The European Union candidate countries: Albania, Moldova, Montenegro, North Macedonia, Serbia, Türkiye and Ukraine[1].

This study evaluates online public services on four key dimensions, which in turn comprise 14 underlying indicators. These indicators are further broken down into 48 survey questions. These survey questions are used in weighted formulae to calculate overall performance for countries along four key dimensions that assess a countries digital maturity regarding digital services. The data collection also includes survey questions for pilot indicators that are not yet incorporated into the benchmarking methodology, meaning that findings for these so-called pilot indicators are not weighted into dimension scores nor included in the overall country performances.

Under the eGovernment Benchmark, dimensions of digital government answer to the following questions:

- **User Centricity** – To what extent are services provided online? How mobile friendly are they? And what online support and feedback mechanisms are in place?
- **Transparency** – Are public administrations clear about how their services are delivered? Are they transparent about policy making and digital service design, as well as the way people's personal data is being processed?
- **Key Enablers** – What technological enablers are in place for the delivery of eGovernment services?
- **Cross-Border Services** – How easily are citizens from abroad able to access and use the online services?

To provide a comprehensive overview of how countries are performing in eGovernment, 95 services, across nine life events are analysed. Life events are government domains, referring to a sequence of digital services that the average citizen or business is likely to require. The study covers 3,077 public administrations: 1,370 central, 495 regional and 1,212 local government bodies.

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[1]Moldova and Ukraine are included in the 2023 data collection only.

The assessment takes place annually. Data on the Business Start-up, Career, Studying and Family life events is collected in even years. In odd years the life events assessed are Regular Business Operations, Health, Moving, Transport and Starting a Small Claims Procedure. This report presents the findings for data collected in 2023 and 2022. It is for this reason that average scores for a country in this report are presented in the form of biennial averages, so that services across all life events are included.

To evaluate these life events, well-trained Mystery Shoppers – citizens from the participating countries – visited and evaluated 14,742 websites: 8,680 websites and 841 portals from their own governments, as well as 4,373 cross-border websites and 848 portals from other European countries.

Automated open tools were used to complement the Mystery Shoppers to assess Mobile Friendliness, Findability, Accessibility Foundations and Web security. Moreover, since the 2022 data collection a Usability pilot indicator was added to the Benchmark framework. This indicator consists of both questions for mystery shoppers as well as an automated tool measuring the speed and performance of websites.

One adaptation that has been made in comparison to last year, is what eight criteria were used for scoring the *Accessibility* pilot indicator. As the latest version of the Web Content Accessibility Guidelines (WCAG) was released in 2023, one of the previously used criteria became obsolete. This previous criteria, parsing (WCAG 4.1.1) has now been replaced by another criteria from the fourth theme – discernible button text (WCAG 4.1.2).

A full description of the method and a list of all evaluated services can be found in the separately published eGovernment Benchmark Method Paper. All eGovernment Benchmark research data is openly available, free of charge and provided in a machine-readable format. The Commission's webpage also presents the data collected in previous measurements.

User centricity	Transparency	Key enablers	Cross-border services	Pilot indicators
Online availability	Service delivery	eID	Cross-border online availability	Security
User support	Service design	eDocuments	Cross-border user support	Mobile service delivery
Mobile friendliness* Collected via automated tooling	Personal data	Pre-filled forms	Cross-border eID	Accessibility foundations
		Digital post	Cross-border eDocuments	Findability Usability

Even years	Odd years
Business start-up Career Family Studying	Regular business operations Health Moving Starting a small claims procedure Transport

Figure 1.2: eGovernment Benchmark method framework

The Mystery Shopping Exercise briefly

- Mystery Shoppers are responsible for collecting the eGovernment Benchmark data by visiting and evaluating government websites.
- Mystery Shoppers are users of government services themselves, which provides a certain level of validity and involvement in the measurement: how they experience the eGovernment services is a valid real-life user experience.
- The Mystery Shoppers are selected via the research network of the four parties in the consortium behind the eGovernment Benchmark.
- All Mystery Shoppers are briefed and clearly instructed to minimise subjectivity. Additionally, they assess the life events using specific personas. This standardises possible differences in personal situations.
- In principle, every country is evaluated by two Mystery Shoppers and their results are compared. Inconsistencies are re-evaluated by the research team to achieve a high level of reliability. For cross-border services, all participating countries are assessed by two Mystery Shoppers from another country.
- Every Mystery Shopper is a country national owning a national eID (if any).
- The questionnaire that the Mystery Shoppers fill in is a formatted and standardised Excel file.
  After completion of the Mystery Shopping exercise, results are sent for validation to the EU27+ country representatives. This is an intense collaborative process. The representatives are involved at the start and at the end of the evaluation: at the start to validate the sample and key characteristics of the services under assessment; at the end to validate the research results and to correct potential obvious erroneous findings in collaboration with the responsible organisations in a country.

2. Synthesis of Key Dimensions and Most Important Scores

*"Digital transition is accelerating. Most Member States are progressing in building **resilient digital societies and economies**."*

Margrethe Vestager, Executive Vice-President for a Europe Fit for the Digital Age

2 Synthesis of Key Dimensions and Most Important Scores

This chapter summarises the results of the eGovernment Benchmark's four key dimensions: *User Centricity, Transparency, Key Enablers* and *Cross-Border Services*. It begins by presenting the overall performance of eGovernment in Europe. Following this, subsequent sub-chapters delve into each key dimension in detail. The final sub-chapter offers conclusions that reflect on the Digital Decade targets and the DESI indicators.
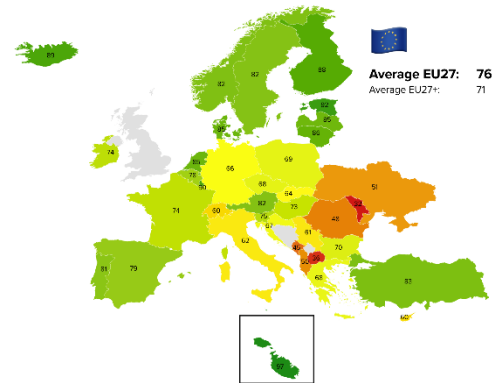
Figure 2.1: Overall maturity of the participating countries

2.1. Overall digital performance

This chapter will discuss the aggregate 2022/2023 eGovernment Benchmark scores, reflecting the digital performance of all countries assessed. This overall score is an aggregate of scores derived from four key dimensions as described in the previous chapter. Based on data collected between 2022 and 2023, the overall digital maturity for each country is displayed in both Figure 2.1 and Figure 2.2. Malta has the most mature digital government, with a score of 97 points. Estonia (92 points), Luxembourg (90 points), and Iceland (90 points), also demonstrate top performing digital governments. A cluster of five high scoring countries follows: Finland (88 points), Lithuania (86 points), Denmark (85 points), the Netherlands (85 points), and Latvia (85 points).

Figure 2.2 compares the 2022/2023 and 2021/2022 overall scores for each country in the EU27+. Notably, Greece demonstrates the most substantial improvement, with an increase of 8 points. Additionally, Bulgaria, Cyprus, and Poland also experienced notable improvements, each with a 7-point increase, while Slovenia saw a commendable increase of 6 points.
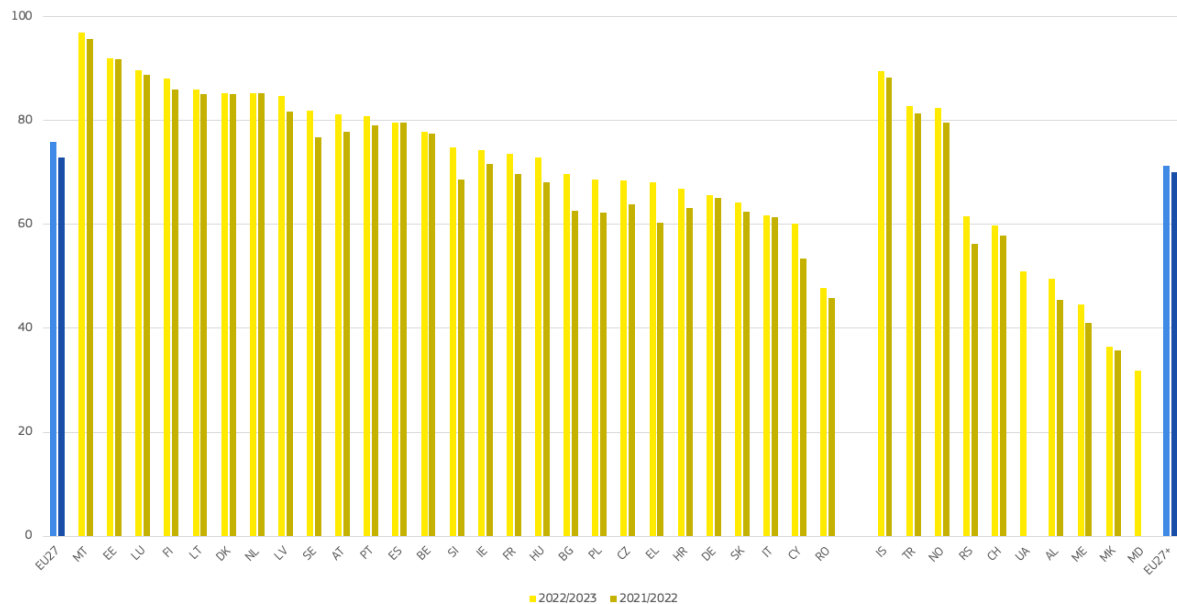
Figure 2.2: Overall eGovernment maturity of European countries and the biennial averages for 2022/2023 and 2021/2022

Figure 2.3 displays the EU27+ average scores for each key dimension across the 9 life events. Among the four key dimension, *User Centricity* is the most developed dimension, achieving a score of 91 points. This implies that European public services are often available online, and that countries often make efforts to consider the feedback of citizens and entrepreneurs for such services. The *Key Enablers* dimension scores 73 points, indicating room for improvement throughout Europe in the implementation of crucial enablers like eIDs and pre-filled forms. However, compared to the previous report, Key Enablers saw the biggest improvement across all key dimensions, with an increase of 2 points.

The Transparency dimension remains unchanged, holding steady at a score of 62 points from the previous year. Notably, there persists a crucial need for European countries to enhance their provision of insights to users regarding their personal data and to foster greater user involvement in the design of processes and policies. Lastly, *Cross-border Services* is the least mature key dimension, recording a score of 59 points in 2022/2023. Despite developments in this domain, such as the Single Digital Gateway Regulation, the disparity between service provisions for national users and cross-border users remains persistent. Specifically, cross-border users and entrepreneurs encounter greater obstacles in accessing online services in foreign countries compared to their national counterparts.

Business Start-up (82 points) and *Regular Business Operations* (79 points) recorded the highest biennial averages in the 2022/2023 study, underscoring their status as the most mature life events. Notably, this trend reaffirms a consistent pattern observed in previous reports, wherein business-oriented life events exhibit higher maturity compared to citizen-focused ones. This gap is most notable in the Key Enablers dimension, where citizen-related services (71 points) are clearly lagging behind business-related ones (87 points). Furthermore, while the rapid advancement of business-related life events in Europe is praiseworthy, governments must also address gaps in citizen-related services to ensure equitable access and effectiveness for all users.
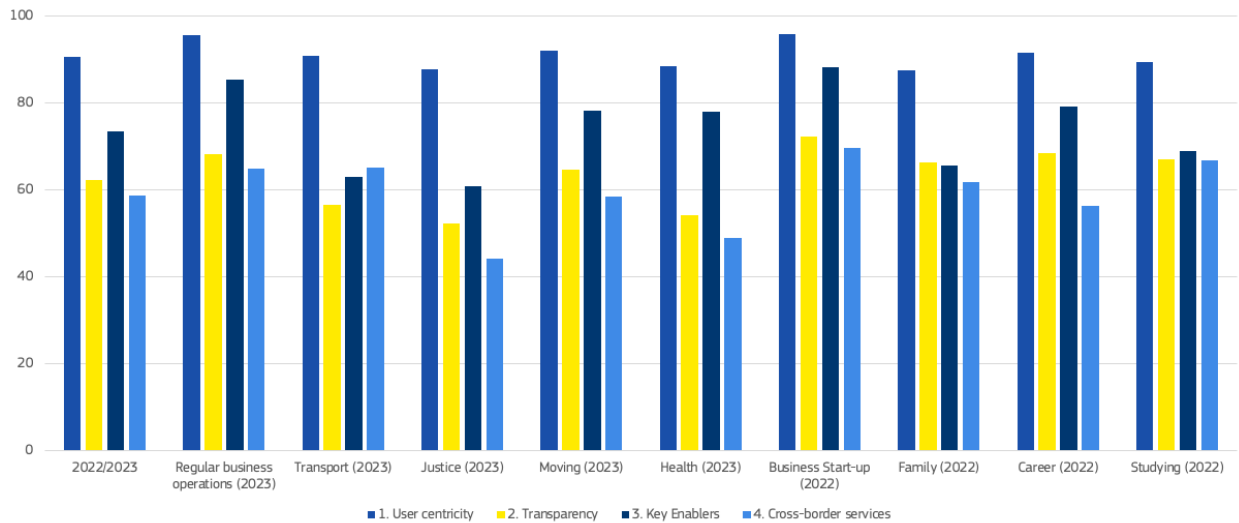
Figure 2.3: Key dimension scores per life event for 2022/2023

Across citizens-related life events, the ones with the highest overall scores are *Career* (74 points), *Moving* (73 points) and *Studying* (73 points). These life events have a high online availability and put the user at the heart of their service offering in many situations. Especially for Career and Moving life events, citizens can make use of *Key Enablers* such as their national eID to access the services. The Studying life event scores relatively high in the Cross-border services dimension, which can likely be attributed to the international character of universities and their study offerings. On the other hand, the life event with the least mature digital offering is *Starting a Small Claims Procedure*. Although User Centricity scores relatively high (89 points), there remains ample room for

enhancement across Europe in the other key dimensions within the realm of Small Claims Procedure. Particularly concerning are Transparency (52 points) and Cross-border services (44 points), both significantly lagging behind. This disparity suggests that both national and cross-border citizens encounter barriers when seeking information, such as guidance on initiating a small claims procedure or submitting additional documents to the court.

In addition, the disparity between the highest and lowest scoring life events within each key dimension offers valuable insights into the breadth of performance variability. Namely, the range of scores for *Cross-border services* between the *Studying* life event (67 points) and the *Small Claims Procedure* life event (44 points) is 23 points. This significant range, the largest observed across all key dimensions, underscores substantial disparities in cross-border service provision, highlighting the imperative for a more standardized approach across life events in this dimension. Similar variability is evident in the Key Enablers and Transparency dimensions. Specifically, Key Enablers exhibit an 18-point range between Career life events (79 points) to in the Small Claims Procedure life event (61 points), while Transparency displays a 16-point range between the Career life event (68 points) and the Small Claims Procedure life event (52 points). In contrast, *User Centricity* displays a narrower range of 5 points between the *Moving* life event (92 points) and the *Family* life event (87 points), suggesting a relatively consistent level of focus on user-centric services across life events.

2.2. User Centricity

User Centricity assesses the extent to which governments deliver and design services with the user needs in mind. This key dimension encompasses three underlying indicators. Firstly, Online Availability measures the accessibility of services online. Secondly, Mobile Friendliness evaluates the compatibility of government websites with mobile devices. Lastly, User Support assesses the adequacy of assistance provided to users on web portals.

Figure 2.4 displays the 2022/2023 and 2021/2022 averages of all indicators under the *User Centricity* dimension for the EU27+. Strong performance across all three indicators indicates that European citizens and entrepreneurs can access a significant portion of public services online, utilize them on their mobile devices, and receive adequate support in navigating government portals to find relevant information. Since the previous study, the biennial averages for all User Centricity indicators have increased. Additionally, despite already being the best scoring indicator across the eGovernment Benchmark, *Mobile friendliness* saw the biggest increase of nearly 2 points. This signifies that almost all European government websites are designed to be easily used on mobile screens.

Figure 2.5 displays each EU27+ country's biennial averages for *User Centricity* dimension. Malta emerges as the most user-centric eGovernment, achieving a perfect score of 100 points, signifying that all the services are provided digitally to Maltese citizens and entrepreneurs. Türkiye closely follows with a near-perfect score (100 points). A substantial cluster of countries, including Finland, Iceland, Spain, Denmark, Norway, Portugal, Luxembourg, The Netherlands, Greece, Sweden, Austria, and Estonia, also attain scores exceeding 95 points. Additionally, fifteen other countries achieve scores exceeding 90 points, while ten countries fall below the 90-point threshold. Noteworthily, Moldova (70 points) and North Macedonia (68 points) exhibit the greatest potential for improvement for the User Centricity dimension.
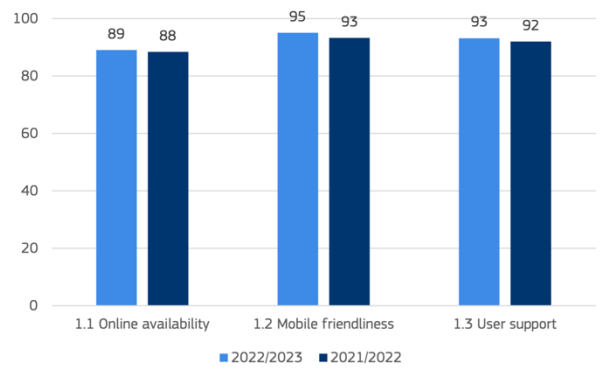

Figure 2.4: Biennial averages of User Centricity indicators for 2022/2023 and 2021/2022
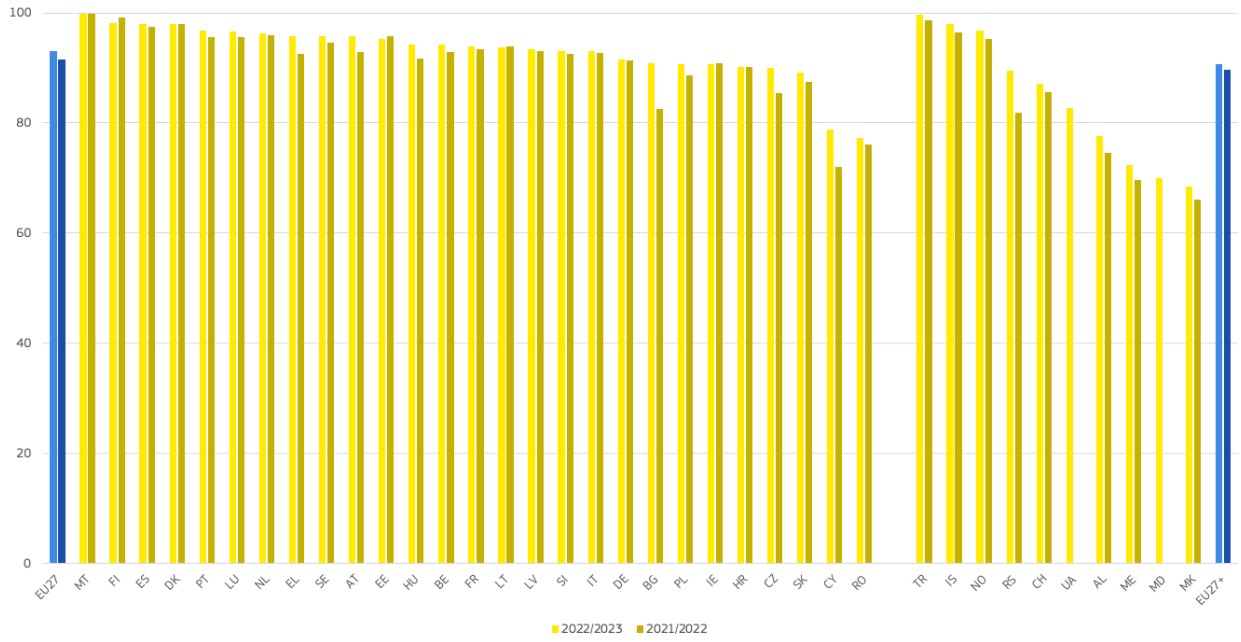
Figure 2.5: Biennial average scores for the key dimension of User Centricity for the years 2022/2023 and 2021/2022 per country

Ireland – Cyber Security Guidance on Generative AI for Public Sector Bodies

Top-level benchmark
User centricity, Cross-border services, Key enablers

Life event
Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. **Good practice description**

New guidance by the National Cyber Security Centre (NCSC) provides advice for Public Sector Bodies regarding the secure use of Generative AI and policies they can implement to aid in the protection of their services and information.

By developing an appropriate strategy to understand the risks and benefits associated with GenAI now, Departments can better protect themselves from risks while maximising the possible benefits with these platforms. In conducting a risk assessment and determination on the use of GenAI within a Department, it is recommended that among other factors the following are examined, (i) Business Need, (ii) Permissions, (iii) Data & Privacy, (iv) Cybersecurity and (v) Non-technical factors

2. **Benefits**
   - Increased productivity and effectiveness
   - Better protection against cyber attacks
   - Synergies across multiple Public Service Bodies

3. **Key success factors**
   - Centralised National Cyber Security programme
   - Increased funding and staffing within the National Security Cyber Security Centre

4. **More information**
   More information can be found at:
   https://www.ncsc.gov.ie/pdfs/Cybersecurity_Guidance_on_Generative_AI_for_PSBs.pdf

Online Availability

The indicator *Online Availability* evaluates how services are made available online to citizens and businesses. The indicator assesses whether information about the service is online, whether the actual service can be completed online and whether the service can be reached via one of the main government portals. Three levels of online availability can be defined:

- Information about the service is not available online and the service cannot be completed online.
- Information about the service is available online, but the service cannot be completed online.
- The service can be completed online.

The biennial average for the *Online Availability* indicator is 89 points. Figure 2.6 displays the extent to which government services of each country can be categorised under each of the three online availability levels distinguished in this study. The European average of services that can be completed online is 85%, indicating a modest enhancement from the previous year's reported figure of 84%. The European average of services that offer online information is 98%. This means that in 13% of all cases, the ability to complete the service online is missing, yet information on how to complete the service via traditional channels is still provided. For the remaining 2% of services across Europe, the service as well as information on the service is missing online.

Denmark and Malta are distinguished for offering all the public services that are measured in the eGovernment Benchmark digitally to national citizens and entrepreneurs. In Türkiye (99%) and Finland (97%), both services and information on services are also being offered to users for almost all services. Although most countries score relatively high on *Online Availability* (i.e., 27 of the 37 countries score 80% or higher), some overall scores suggest areas for enhancement. Namely, three countries score lower than 60% on this indicator, indicating much room for improvement in offering services online.

After ensuring that services are available online, governments should aim to deliver services proactively, meaning that the user does not have to apply for the service, but obtains the result of such an action automatically. By intelligently sharing and reusing personal data, governments can deliver services before the user has the need to ask for them. Consider for instance, child allowance, which in many countries is given proactively to young parents that recently had a baby. Governments can anticipate an application for a child allowance (a government service) based on the registration of the child's birth (another government service), and therefore offer this service proactively. As it stands, only 7% of all measured European services are delivered proactively.
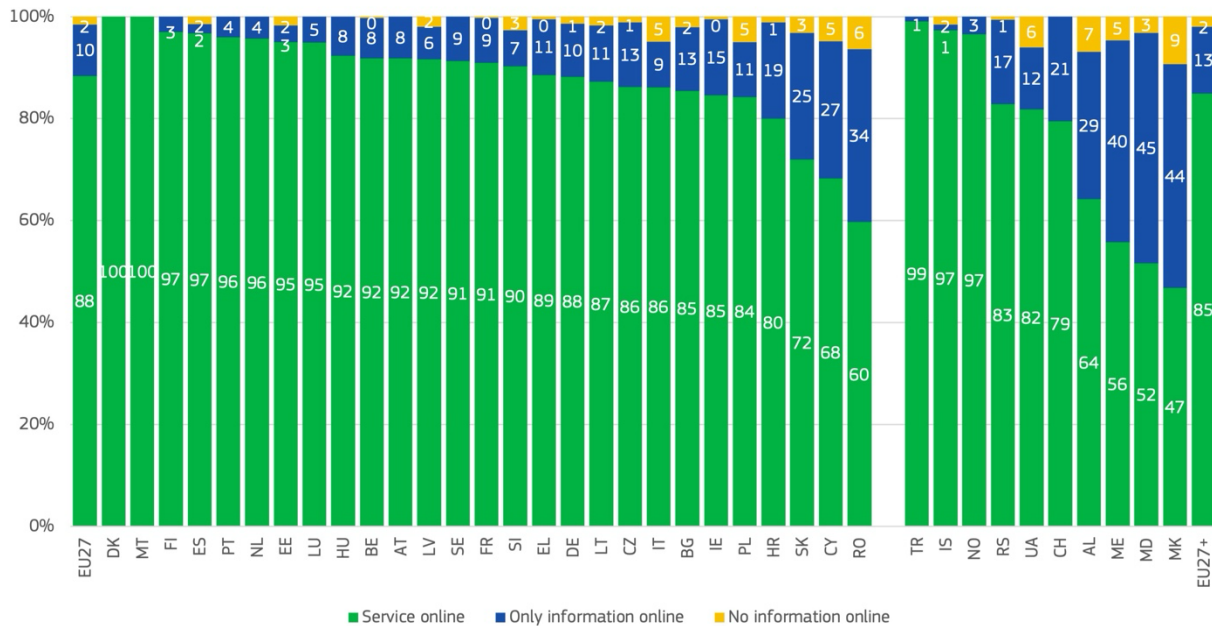
Figure 2.6: Online Availability of services across Europe 2022/2023

Within each European country, services provided at all three levels of government are evaluated. These levels, from largest to smallest, include central (national), regional (e.g., provinces, universities, hospitals) and local (municipalities). Average scores of the three questions that comprise the *Online Availability* indicator are shown in Figure 2.7, highlighting scores for each level of government. The most pronounced variances are observed in the evaluation of online service completion rates, ranging from 89% for centrally provided services to 76% for

regional services and 62% for local services. Moreover, centrally delivered services are frequently accessible through government portals, thereby enhancing their online visibility and contributing to their higher scores. Conversely, services provided at the local level often pose greater challenges in terms of online discoverability.
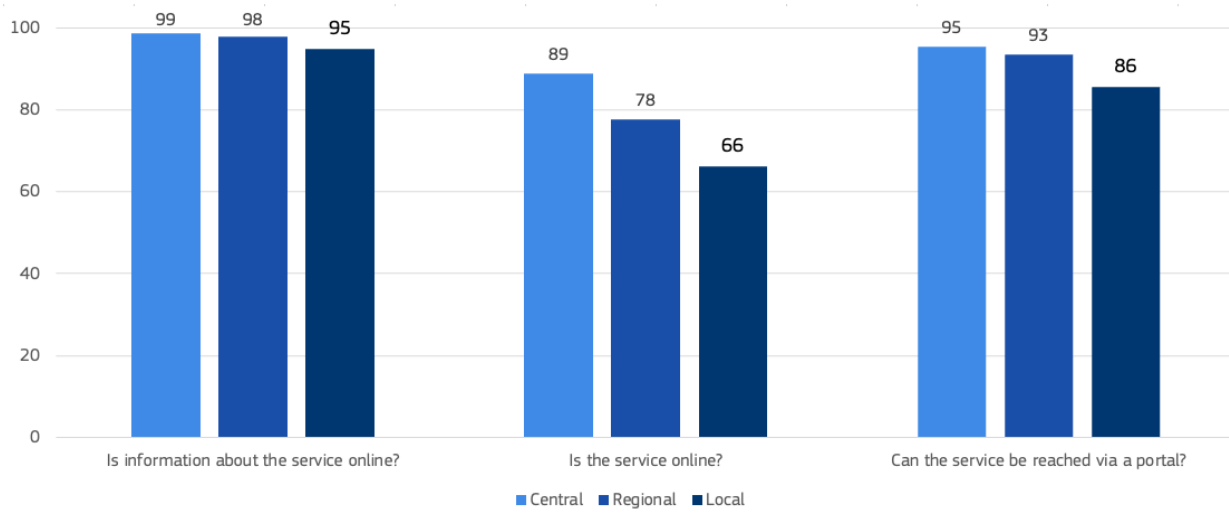
Figure 2.7: Online Availability of services per government level

Pilot: Usability of eGovernment Services

As public services exist in a competitive online landscape among consumer products, users hold high expectations for service quality. The eGovernment Benchmark measures Usability in two ways:

1. Mystery shoppers measure whether websites are easy to understand and help users with filling in online forms.
2. An automated test tool measures speed and performance of websites.

This first assessment demonstrated that 89% of governments websites across Europe have a clear and descriptive title, 79% show breadcrumbs or other descriptive labels at the top of the page that help users navigate towards other (sub)pages. However, the capability of providing support functionality to users when filling in online forms sees more opportunity for improvements. Only 50% of all the online forms indicate errors when submitted, which helps users understand what they must change to successfully complete a service. Additionally, 40% of forms provide visual aids that proactively help users understand how to successfully complete a service.

Speed and Performance is evaluated using Google's Page Speed Insights tool (https://pagespeed.web.dev/). As the most used standard for researching performance indicators for websites, Google's tool measures how websites perform on the Core Web Vitals. Each indicator that is measured has a predefined threshold value set by Google to determine test success or failure. Figure 2.8 shows the web vitals to provide a better understanding of what is measured.
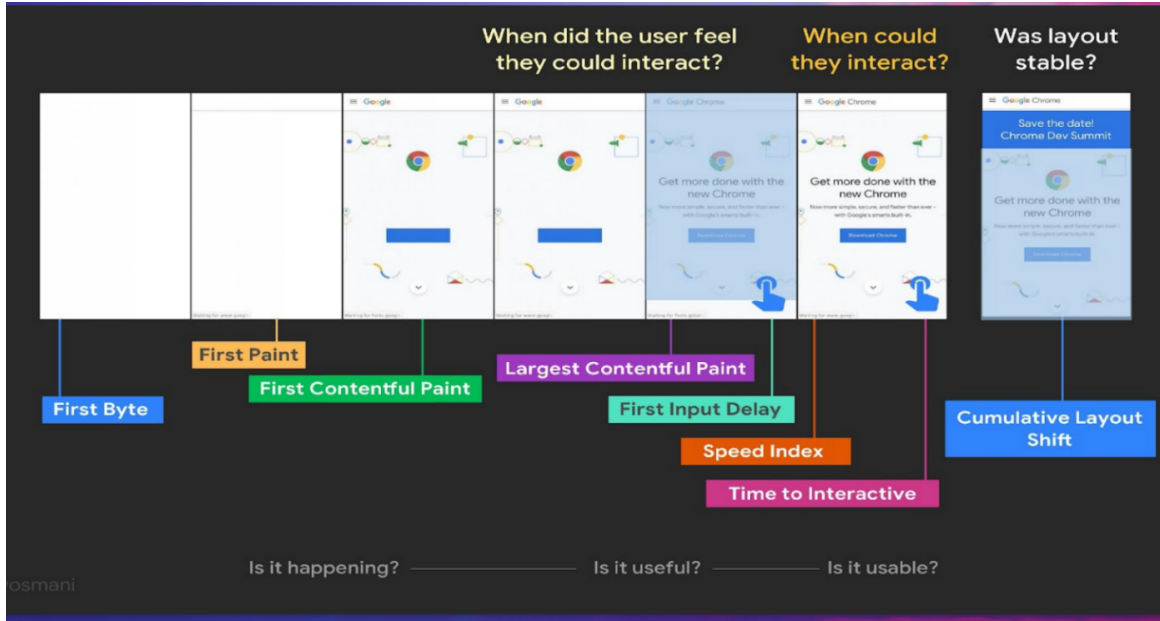
Figure 2.8: Illustration of speed and performance indicators, taken from blog by Addy Osmani

The averages from the scores of all the evaluated websites is shown in this table. The average time before the first byte is loaded is 0.6 seconds which is under the threshold of 0.8 seconds. However, 24% of the government websites fail this test. Another indicator that countries can improve on is the Cumulative Layout Shifts, where 1 out of 4 websites produce receive scores. This means that for these websites, content is not stable while loading (e.g., text moves or the users loses their place on the website), which could lead to clicking errors and unwarranted service requests. The time to interactive indicator is passed by 78% of government websites, with an average time of 2.9 seconds before the website is fully interactive for the user.

	Time To First Byte (ms)	First Contentful Paint (ms)	Largest Contentful Paint (ms)	First Input Delay (ms)	Speed index (ms)	Time to Interactive (ms)	Cumulative Layout Shift	Total blocking time (ms)
Average time	643	1331	1673	3	2560	2904	10	152
Percentage passed	76%	92%	84%	100%	80%	78%	75%	87%

User Support

Another indicator within the key dimension of *User Centricity* is a digitalized support functionality offered by government portals. Before the mass adoption of digital solutions, users could ask for help at their local government office. As services transition to digital platforms, migrating help functionalities to the digital sphere is essential. Therefore, the *User Support* indicator assesses the maturity of these digital help functionalities on government portals. Seven features related to *User Support* were assessed for each government portal. Figure 2.9 shows the score for each of these features.

In general, the *User Support* indicator scores relatively high, with an average of 94 points. All portals (100%) provide information about other channels through which government services can be obtained, and almost all portals (98%) provide users with the contact details of responsible departments. Additionally, most of the government portals (95%) provide a Frequently-Asked-Questions section, which provides relevant information to the users for the most common themes specific to the services that are available through those portals. The lowest score is derived from the Complaint Procedures domain, where 88% of the government portals provide such capability. On dedicated pages for complaints, citizens and entrepreneurs can voice their dissatisfaction with government services.
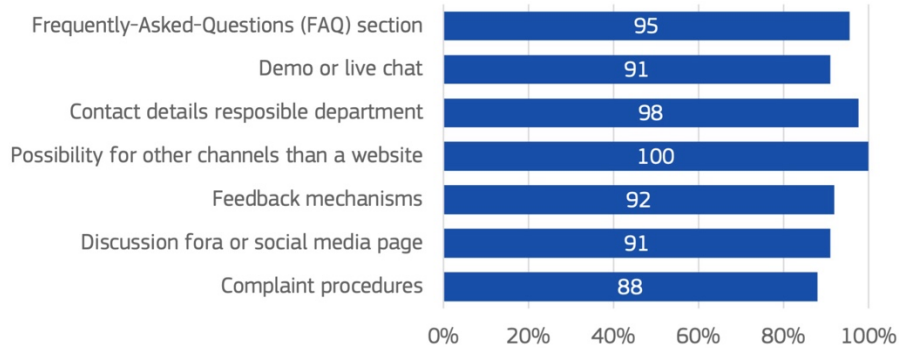
Figure 2.9: User Support indicator, scores per question

Landscaping AI: AI-chatbot pilot

In the 2024 eGovernment Benchmark (data collected between 2022 and 2023), a new question was introduced to gauge the prevalence of AI-powered chatbot services across Europe within the User Support Dimension. The question specifically examines whether websites offer a chatbot as part of their live support functionality, thereby providing users with automated assistance rather than direct interaction with a government employee.

As of 2022/2023, an average of 88% of EU Portals provide live support functionality, 29% of which are AI-powered.

Pilot: Portal Findability

The way citizens start their online journeys towards finding a specific government service vary greatly. Some may start directly on a governmental portal and follow the headers and links to navigate to other webpages. Other users might try to find the relevant service via internet search engines such as Bing, Google, and Yahoo!. Governments can user Search Engine Optimisation (SEO) activities to promote their websites and services to help users find relevant websites quickly and access the service they need.

The SEO status of government portals, in other words the findability of online services, was assessed through the Mozilla Domain Authority Tool. The Domain Authority score ranges from 1 to 100 on a logarithmic scale, with higher scores corresponding to greater ability to rank on search engine results pages. Across European governmental portals that were evaluated, 66% ranked with either a 'good' or an 'excellent' score, while 16% ranked with an 'average' score, and 19% is ranked 'below average'. This means that a relatively large number of European government portals can improve the SEO of their websites.

Pilot: Web Accessibility Foundations

It is crucial that government services are accessible for everyone, including those with usability impairments. The Web Accessibility Directive is to improve access to websites and mobile applications of public services for individuals with diverse impairments. The pilot indicator *Web Accessibility Foundation* measures a selection of items that give an impression of how accessible services are. This indicator is a pilot indicator, meaning its results are not included in the calculation of the overall score of the eGovernment Benchmark.

Using the AXE browser extension, the URLs of government services related to life events measured in 2023 were assessed. Using the Web Content Accessibility Guidelines (WCAG) 2.2, eight criteria were selected to give an impression of the extent to which websites are:

- Perceivable, measured by alternative text (WCAG 1.1.1), colour contrast (WCAG 1.4.3).
- Operable, measured by page/document title (WCAG 2.4.2), link name (WCAG 2.4.4).
- Understandable, measured by language attribute (WCAG 3.1.1), valid language code (WCAG 3.1.2).
- Robust, measured by discernible button text (WCAG 4.1.2), aria hidden (WCAG 4.1.2).

This year's evaluation substituted the Unique IDs (WCAG 4.1.1) indicator with the Discernible Button Text (WCAG 4.1.2) due to the latest updates in WCAG version 2.2, which eliminated the requirement for Unique IDs. Figure 2.10 shows the biennial average percentage of services that passed all eight criteria for each country. Despite change to one of the eight indicators, this overview provides an impression of the web accessibility for all nine life events evaluated in the 2022/2023 study. Leaders in this domain are Norway with 79% of their online services violating none of the selected WCAG criteria, Finland with 77% and The Netherlands with 74%. However, on average 70% of all evaluated EU websites fail to meet all eight of the selected criteria.
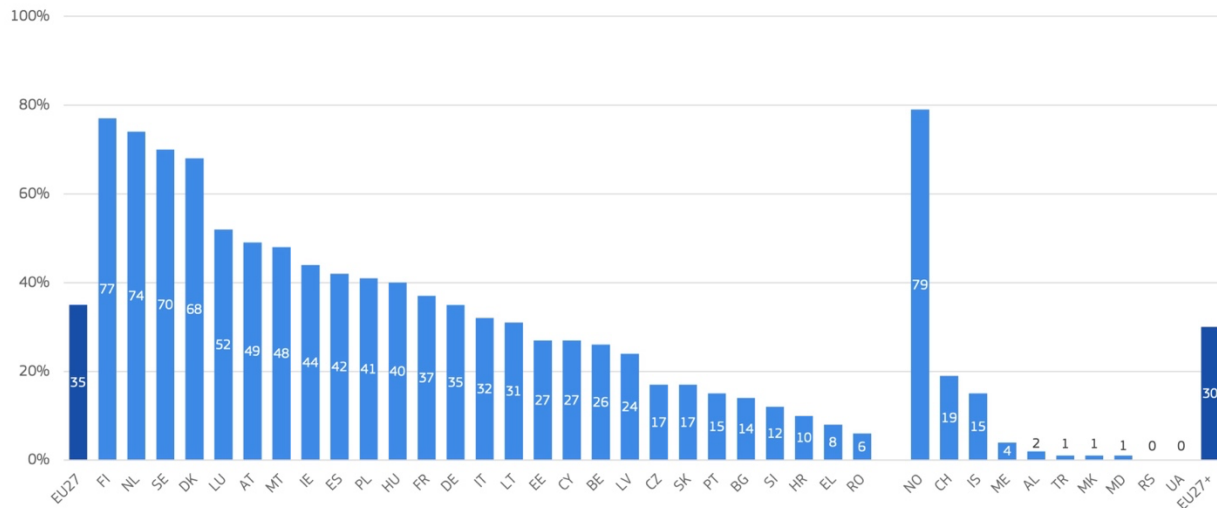
Figure 2.10: Percentage of websites of countries that meet all eight assessed WCAG criteria

Figure 2.11 shows the percentage of government websites that passed each of the eight web accessibility tests. These averages not only encapsulate the measurements conducted for the five life events assessed in 2023 but also offer valuable insights into the predominant reasons for websites failing compliance checks. For example, 48% of all websites fail to meet the colour contrast requirements, which indicates that the necessary minimum contrast is lacking on these websites. This deficiency not only impacts all users (i.e., mobile phone users might struggle to see their screen in bright sunlight without these accessibility features), but it especially impacts those with visual impairments (i.e., colour-blindness).

The domain that has the most room for improvements within these measurements is *Perceivability*, where also alternative texts are missing for 29% of all evaluated services. This indicates that descriptive texts for images is lacking, which is a major barrier for people with visual impairments. Accessibility elements that are appropriately considered include the presence of page or document titles (98%) and the *Aria Hidden* criteria, which measures if content is unrightfully hidden for people with disabilities (i.e., text that cannot be identified by a screen reader).
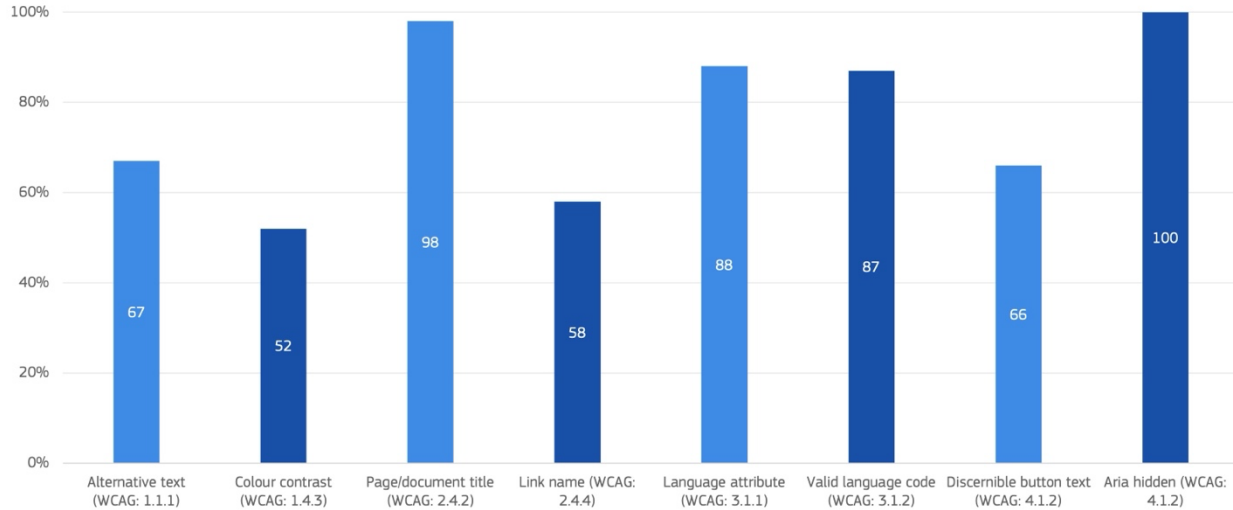
Figure 2.11: Percentage of websites that passed the selected WCAG criteria (2022/2023)

Mobile Friendliness

The previous sections discussed the extent to which users can easily find and access information and government services online on their computers. However, for a comprehensive examination of the eGovernment landscape, it is imperative to explore how individuals interact with services through their mobile phones or tablets. This is particularly crucial given the significant surge in the use of these devices observed in recent years. The *Mobile Friendliness* indicator measures whether government websites are adaptive to mobile devices (e.g., that text remains readable, buttons become larger, etc.). As evidenced by the elevated biennial averages depicted in Figure 2.12, European government services frequently demonstrate mobile-friendly attributes. Notably, 23 out of 37 countries achieve a score of 95 points for this indicator, with only one country falling below the 80-point threshold. Remarkably, Finland and Sweden exhibit full compliance, with all measured websites meeting the criteria for mobile friendliness.
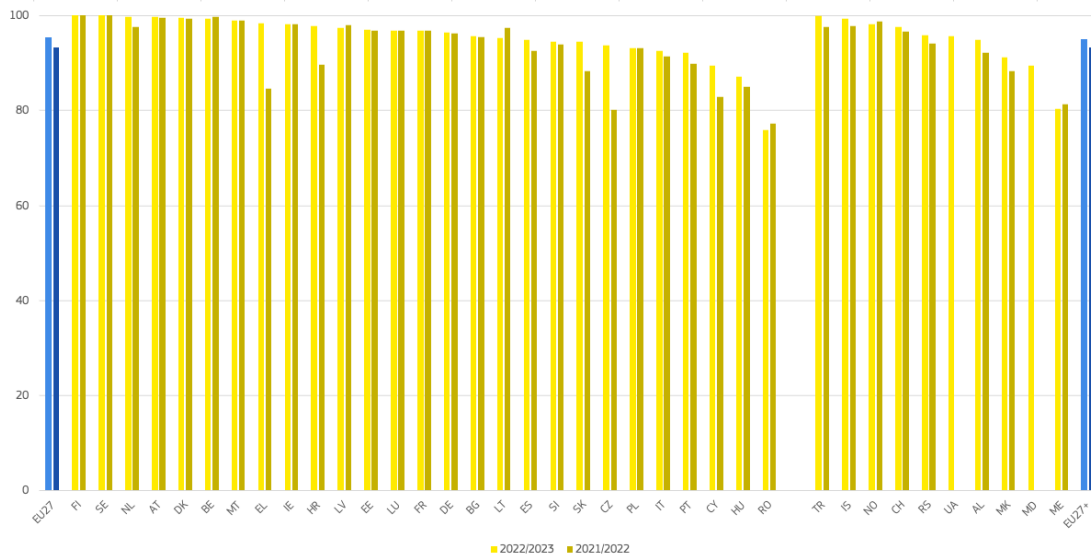
Figure 2.12: Mobile Friendliness indicator, biennial averages per country

Pilot: Mobile Service Delivery

To gain a deeper understanding of the possibilities for mobile users, the pilot indicator *Mobile Service Delivery* measures how well services are delivered via mobile channels. This is relevant for the increasing number of mobile users that beyond reading information, want to use their mobile devices for completing online applications and services. These measurements are similar to the measurements that were taken for desktop users, which will show the gap between desktop and mobile service delivery. As a pilot assessment, 18 services from the nine life events were selected for assessment on a mobile device for their level of mobile service delivery. This year ten services from life events measured in 2023 are compared, however the numbers illustrated in Figure 2.13 reflect the scores from the biennial average of 2022/2023, thereby representing all 18 services across all nine life events. The *Mobile Service Delivery* indicator is currently a pilot, meaning that its results do not count towards the overall score of the current eGovernment Benchmark.

	🖥️	📱
Is information about the service available online?	99	94
Is the actual service available online?	85	67
Is it possible to identify oneself online?	84	71
Can you use a generic electronic identifier (e.g. a national eID) to identify yourself?	74	64
Is it possible for the user to submit or download official documents that are required for the service?	80	64
When applying for this service is personal data pre-filled by the service provider?	67	68

Figure 2.13: Scored comparison between desktop and mobile users of digital services

This deeper view into the capabilities of mobile applications shows that they do not offer the same functionalities that are seen on their desktop counterparts. The percentage of services within this sample that can be successfully completed via a mobile device is 67%, whereas desktop users can complete the same set of services at a rate of 85%. The barriers for service accessibility for mobile users include lagging implementation of eID (64% for mobile users and 74% for desktop users) and eDocuments (64% for mobile users and 80% for desktop users). The automatic provision of data is equal to desktop and mobile users. In addition, it is notable that the amount of information provided via mobile channels has increased by 5 p.p. since last year, and the ability to complete services has also increased by 4 p.p. This indicates that countries are further developing the mobile friendliness of their online public services.

Austria – Mobile Government – Expansion of the Digital Office App
Top-level benchmark
User centricity, Key enablers

Life event
Moving, Family

1. Good practice description: Expansion of the "Digital Office App"
Alongside the oesterreich.gv.at platform, the Digital Office App is the gateway to Austria's e-government services for citizens.

Thanks to the digital mailbox, for example, users receive a push notification and can easily and conveniently communicate with public authorities from the App. Since last year Last year, the entire system of registration – including the registration and deregistration of primary and secondary residences – can be handled via the App.

In addition, new services such as the cost-free download of birth certificates have been integrated, the range of information has been expanded and navigation has been improved.

2. Benefits
- Time and location-independent use of e-Government Services
- Mobile first approach means services can be used easily and intuitively on smartphones
- User-friendly communication with public authorities and access to official documents and certificates via App.

3. Key success factors
- With the mobile-first approach already defined in the Digital Austria Act, Austria is ensuring that all applications and services can be used easily and intuitively on smartphones - just as easily as we are used to from all other everyday apps.

4. More information
More information can be found at: https://www.oesterreich.gv.at/ueber-oesterreichgvat/faq/app_digitales_amt.html

2.3. Transparency

Governmental transparency promotes efficiency, accountability, and trust in public sector organisations. To evaluate the transparency of digital governments, the eGovernment Benchmark evaluates three indicators: *Transparency of Service Delivery, Transparency of Personal Data* and *Transparency of Service Design.* Transparency of digital public services is thus about showing users what steps (still) need to be taken when accessing a service, showing how personal data is being used by the government, and enabling users to participate in the design of services they want to use.

Figure 2.14 displays the biennial scores of each indicator within the *Transparency* key dimension. Similar to previous year *Transparency of Personal Data* has the best score, with a biennial average of 70 points. This is followed by *Transparency of Service Design* with 63 points. The least mature indicator within this life event is *Transparency of Service Delivery* with 54 points. These scores within *Transparency* are very similar to the previous year's scores, a trend that is unique when compared to other key dimensions. Furthermore, countries should enhance their performance on the three Transparency indicators to boost trust levels among citizens and entrepreneurs in their governments.

A notable outcome is that for the indicators *Transparency of Personal Data* and *Transparency of Service Design*, the difference in scores between business and citizen-related services is minimal. This closing of the gap between citizen and business-related services is imperative as business related services historically score higher.

The Figure 2.15 contrasts the latest biennial averages of EU27+ countries for the aggregated score of the Transparency key dimension with their averages from the previous study. The most mature *Transparency* for public services is found in Malta (98 points), Iceland (94 points) and Luxembourg (90 points). With an increase of 8 points, Poland has seen the biggest development within this key dimension over the previous year. However, the range in country scores for this dimension is very large, with 11 countries scoring below 50 points.
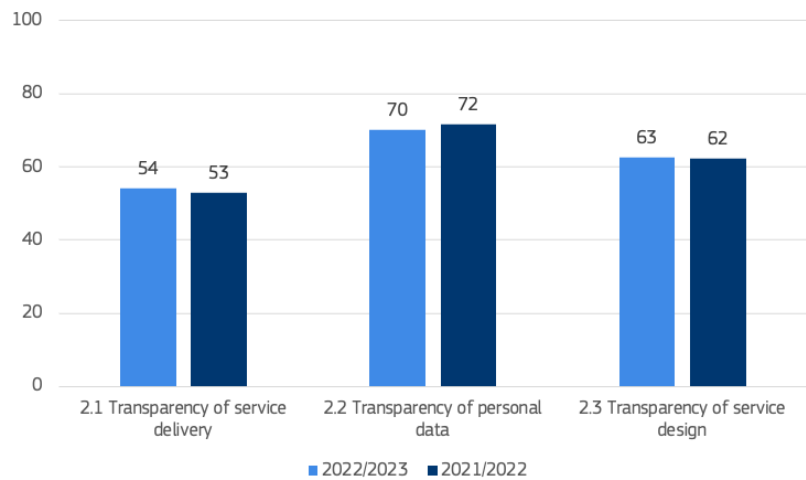
Figure 2.14: Biennial averages of Transparency indicators for 2022/2023 and 2021/2022
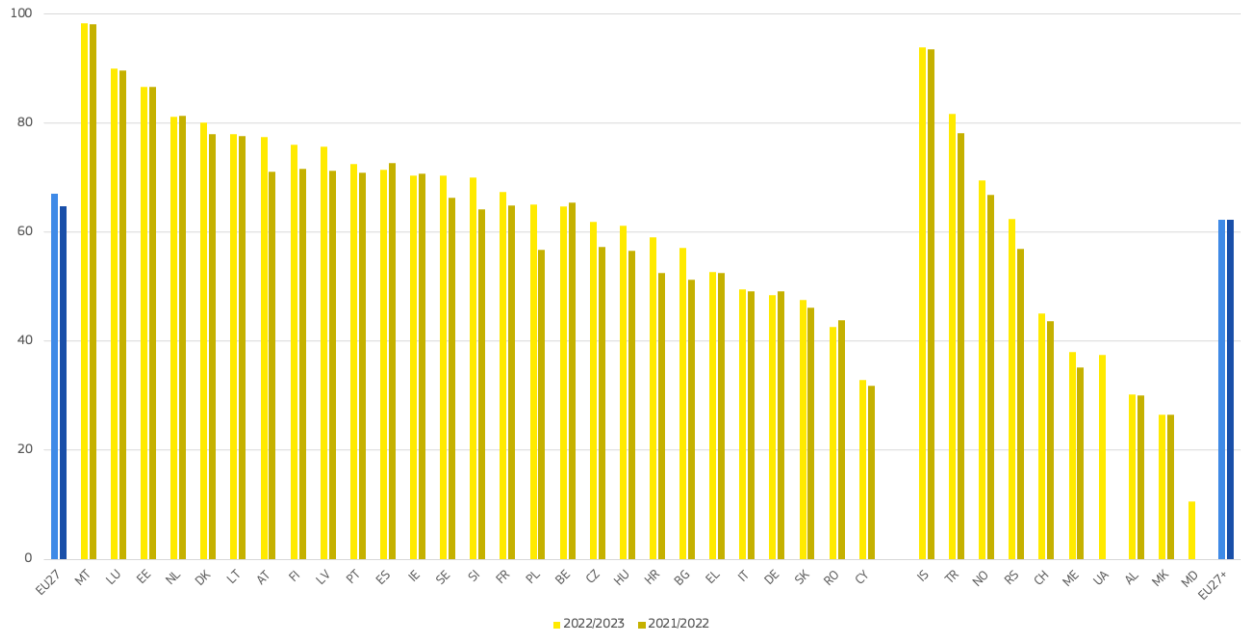
Figure 2.15: Scores for the Transparency key dimension per country for the years 2022/2023 and 2021/2022

Transparency of Service Delivery

Government services can be complex and often comprise of multiple steps to be completed. Enhancing transparency regarding process duration, the number of steps involved, and waiting periods, can alleviate psychological obstacles that users might face when accessing services. The *Transparency of Service Delivery* indicator evaluates seven features associated with how transparent service processes are for citizens, as displayed in Figure 2.16. The *notice of successful delivery* after requesting a service, which achieved the highest score, is available in 84% of all measured services. In almost two out of three European services (66%), *progress tracker* is available while users are completing a service. In addition, *delivery timelines* are made clear to the users in 64% of the relevant services. However, providing *information about service performance* sees the biggest room for improvements, with only 39% of services having this capability.
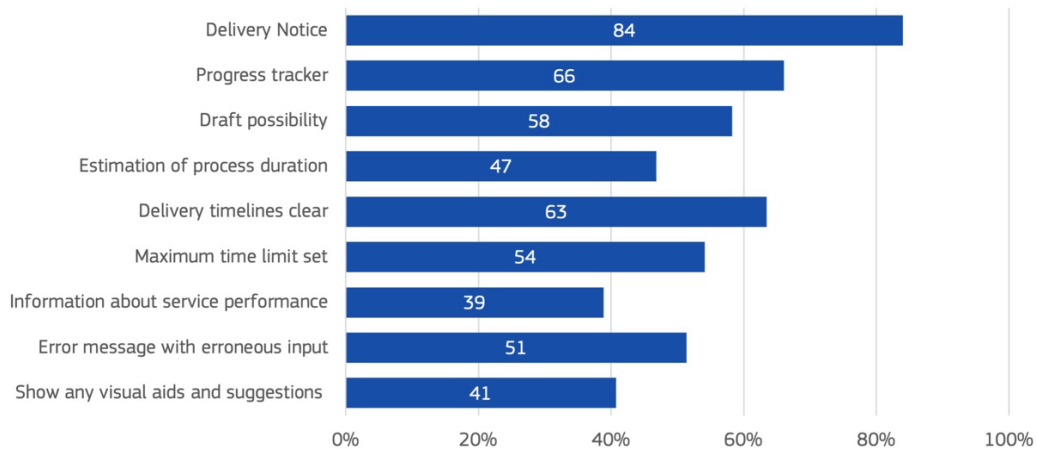
Figure 2.16: Score per question for the Transparency of Service Delivery indicator

Transparency of Personal Data

To access government services, citizens and entrepreneurs often provide governments personal data. Address and date of birth are examples of information collected by governments that allows them to tailor services to individual needs. However, citizens and entrepreneurs alike want to be informed about how their personal data is used and for what purposes, especially when concerns of data fraud and misuse are widespread.

The *Transparency of Personal Data* indicator assesses to what extent users can access, modify, and monitor their personal data via the most relevant government web portals. Figure 2.17 shows that users can notify the government of incorrect personal data in 84% of the cases. In four out of five European portals, users can modify their own personal data online. Lastly, in 84% of the portals, users can access complaint procedures to inform the government about concerns with how the government uses their data. Again, these sub indicators increased very slightly, indicating that opportunities to improve the *Transparency of Personal Data* are not being seized by all EU27+ countries.
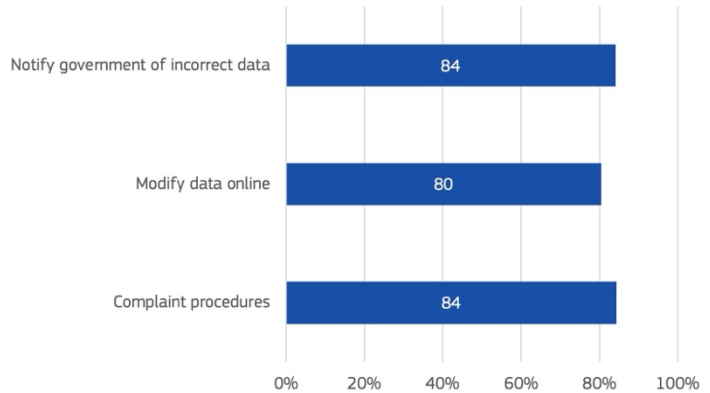
Figure 2.17: Scores per question for Transparency of Personal Data indicator

Figure 2.18 displays the degree to which citizens and entrepreneurs can access their own data, monitor who consulted their personal data and for what purpose. Only 5% of all portals do not provide any information to users regarding the use personal data. In 14% of the portals, information is provided on how personal data can be accessed via offline channels. Notably, half of all portals (50%) provide personal data on demand, while in 31% this personal data is proactively communicated towards the citizens and entrepreneurs.
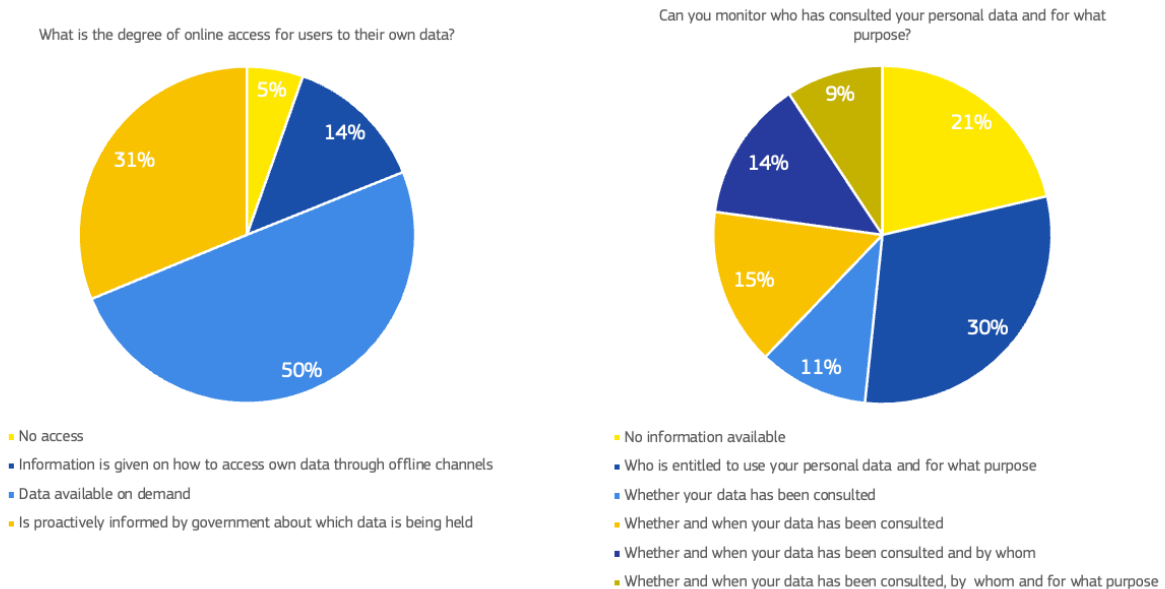
Figure 2.18: Extent to which users can access and monitor their personal data

The degree to which citizens can monitor who consulted their personal data and for what purpose has much room for improvement across all governmental portals in Europe. Specifically, in one out of five (21%) portals, no information is provided at all on this topic. In 30% of the portals, only a generic explanation is provided on who may use personal data, yet specific insights into whether this has happened is missing. In 49% of the websites, some degree of insight is given regarding whether personal data was used. The extent of this information is split into four groups. 11% of all portals only provide information on whether data was consulted, 15% append this information with insights on when this data was consulted, while 14% append this information with insights on whom consulted such personal data. Lastly, only 9% of all governmental portals provide monitoring into whether, when, by whom, and for what purpose personal data was consulted.

Transparency of Service Design

In the EU's Declaration on European Digital Rights and Principles, Europe highlights participation as one of the seven key pillars for enhancing digital rights in the digital age.[2] Citizens, as primary users of government services, should be permitted to engage in policy-making processes and help design services online.

Since 2020, the eGovernment Benchmark has used the *Transparency of Service Design* indicator to measure how well citizens can participate in the policymaking and service design processes online. Figure 2.19 shows that 95% of government portals provide some information on key policymaking processes online, while 56% provide information on how citizens and entrepreneurs can participate in such policy making processes. Availability of Information regarding digital service design processes is less prevalent than information regarding policy making processes. Specifically, only 60% of governmental portals offer information on digital service design processes, and merely 42% provide guidance on citizen and entrepreneur participation in these processes.
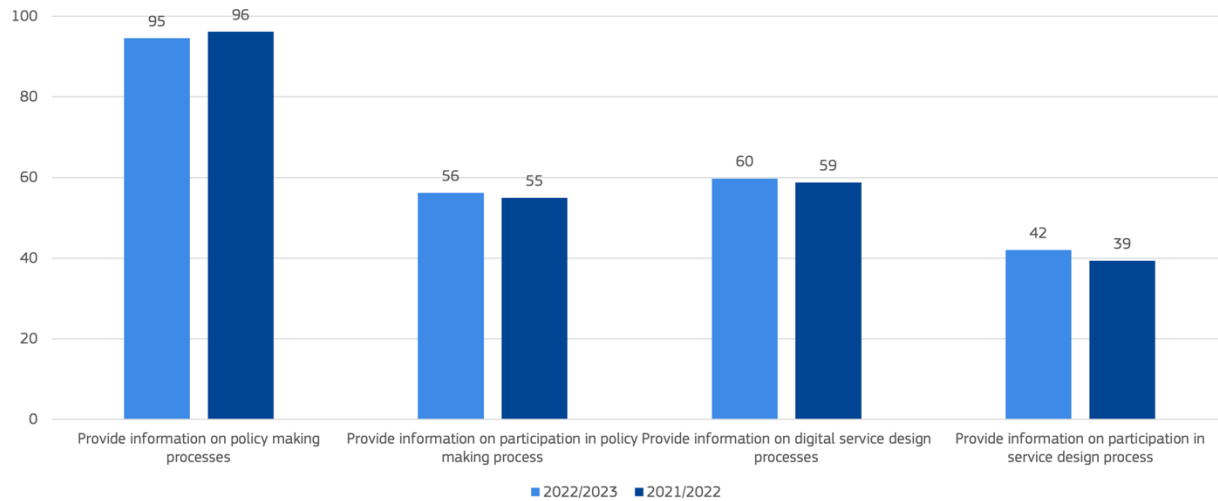
Figure 2.19: Average scores for Transparancy of Design from 2022/2023 and 2021/2022

Figure 2.19 displays differences in scores for the provision of information from portals in 2022/2023 and 2021/2022. These differences are very slim, which means that the developments in the domain of these indicators has saturated.

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[2] https://digital-strategy.ec.europa.eu/en/library/declaration-european-digital-rights-and-principles

Poland – mObywatel 2.0

Top-level benchmark

User centricity, Transparency, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Career, Family

1. **Good practice description**

In 2023 the Ministry of Digitalization introduced a new version of its flagship mObywatel 2.0 application. The new version expanded the range of digital documents and services, introduced the innovative mID Card (mDowód), establishing Poland as the largest EU country with a fully mobile identity document. The inclusion of the mCitizen profile has facilitated authentication in national online services. A simplified framework for cooperation with public and commercial entities, supported by clear guidelines, has allowed seamless integration of services within the application.

2. **Benefits**

- **High Adoption**: mObywatel 2.0 saw over 5.8 million mID Card issuances in the first six months, indicating widespread user adoption.

- **Efficiency Boost**: Streamlined cooperation led to approximately 650 collaboration requests, demonstrating increased efficiency in delivering services through the application.

- **User Empowerment**: Citizens gained control over personal data, enhancing transparency and empowering them in managing their digital identities.

3. **Key success factors**

- **User-Centric Development**: Extensive user engagement, including usability tests, studies, interviews, and citizen involvement, ensured the application met public needs.

- **Proactive Security Measures**: Initiatives like security surveys, educational outreach, and thorough tests built trust among users and stakeholders.

- **Clear Regulatory Framework**: Dedicated legal act and published guidelines established a transparent regulatory framework for data transmission, ensuring user consent and control.

4. **More information**

More information can be found at: www.info.mobywatel.gov.pl/

2.4. Key Enablers

Key enablers are the building blocks supporting efficient, safe and easily accessible eGovernment services. This study assesses four indicators that together provide the maturity for a country's *Key Enablers*. The four indicators are:

- **eID** (electronic identification) is a government-issued solution for online identification and authentication.
- **eDocuments** (electronic documents) are documents in digital form that the user needs to submit/upload in order to complete an eGovernment service, or that the user obtains as a proof or a result of the service (e.g., certificate, diploma, proof of registration.
- **Pre-filled forms** are base registries used by governments to automatically validate or retrieve data relating to citizens and businesses.
- **Digital Post** refers to the option to receive communications digitally only, for example through personal mailboxes or other digital post solutions.

Figure 2.20 shows the 2022/2023 averages for *Key Enablers* indicators, along with a comparison of these scores from 2021/2022. Throughout all life events, the most mature enabler is *Digital Post*, with an average score of 81 points. This demonstrates that users are facilitated in their communication towards the government through a digital mailbox. The second most mature enabler is *eDocuments* with an average score of 79 points, showcasing that required documentation is often available in digital format, or can be submitted digitally. The biennial averages for the *eID* indicator and for the *Pre-filled forms* indicator are both 68. The scores for all four indicators have increased slightly in comparison to the previous report. The increase for *Digital Post* is 3 points, which means that governmental portals have improved implementation of digital communication channels for their users.
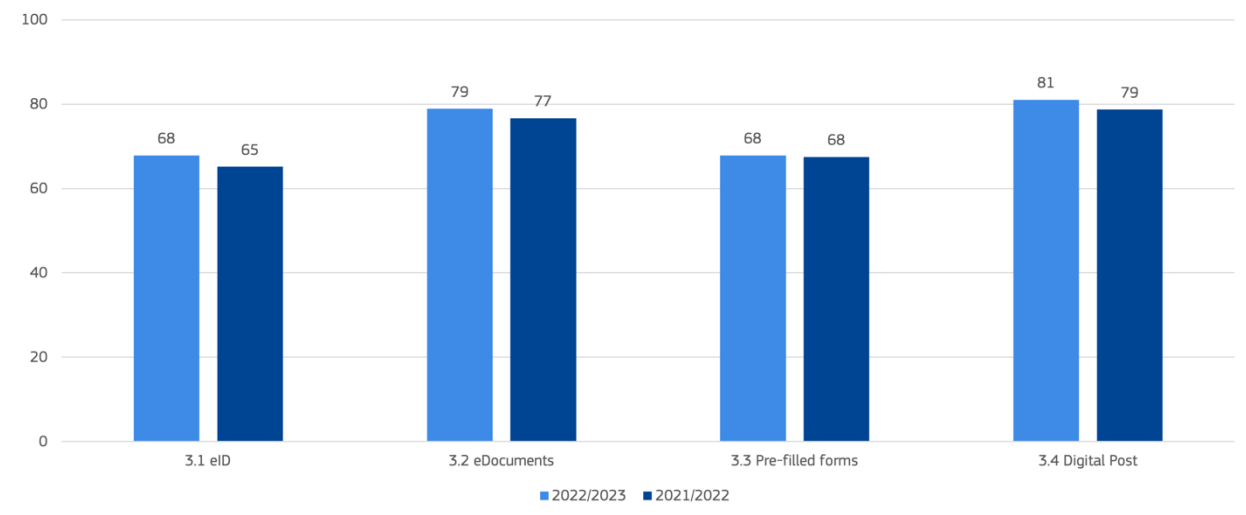
Figure 2.20: Averages for Key Enablers indicators 2022/2023 and 2021/2022

The aggregation of these four indicators brings about the scoring for the *Key Enablers* dimension. Figure 2.21 shows the latest two biennial averages for EU27+ countries of this key dimension. Malta has the highest maturity within the *Key Enablers* life event, with a score of 97 points. The runners-ups, all with scores surpassing 94 points, are Finland, Denmark, Türkiye, Iceland, Estonia, and Lithuania. Conversely, seven countries score below 60 points, pointing out that the differences within this key dimension are very large.
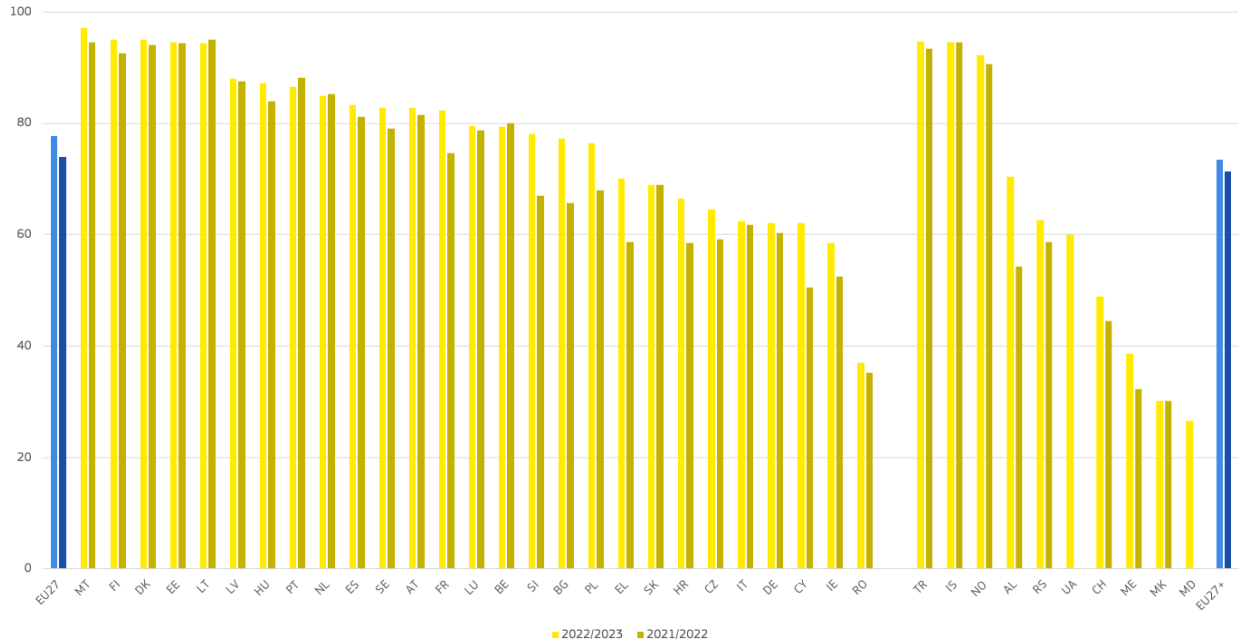
Figure 2.21: Averages per country for the Key Enablers key dimension for the years 2022/2023 and 2021/2022

Electronic identification (eID)

Electronic identification solutions (referred to as eIDs) serve as online passports, enabling individuals to authenticate their identities on the internet. Offering enhanced security compared to traditional username and password, eIDs ensure safe and easy access to digital government services. With electronic identification, users no longer need to visit government service desks to prove their identity in person, nor do they need to wait for documentation to arrive via post.

Upon assessment of services that require citizens to verify their identity, most services (85%) offer some form of digital authentication. This means that only in the remaining 15%, the user must authenticate in an offline form, for example by showing their passport in person. For 73% of the services that require authentication, a general eID, such as the national eID, was implemented. In 54% of services enabling digital authentication, users can make use of single-sign-on functionalities, which allows them to move between services from different authorities without needing to reauthenticate. This feature reduces obstacles for citizens and entrepreneurs, who may otherwise encounter the need to engage with multiple competent authorities while navigating significant life events.

The countries that have the most widespread implementation of their *eID* are Malta, Finland, Estonia, Lithuania, Norway, Denmark, Türkiye, and Iceland, all scoring higher than 90 points on this indicator.

Pilot: Website security

Website security is an increasingly serious concern for citizens and business. When users visit government websites, they must be able to trust that the websites are indeed owned by government authorities. As personal data is often needed for public services, it is essential that citizens and businesses can provide these personal details in a secure environment, without the fear of malicious third parties accessing their sensitive data. Furthermore, EU governments are expected to protect the interests of citizens and businesses against data breaches and cybersecurity threats.

To secure public sector websites, back-end structures need to be robust, while front-end technologies must be up to date. Using the Internet.nl and Mozilla Observatory tools, government websites were assessed on 13

cybersecurity criteria. Both of these openly available security tools are platforms dedicated to increasing website security and reliability. Each tool has its own testing criteria to establish whether these criteria are being met.

Three assessment items are tested for Internet.nl (IPv6, DNSSEC and HTTPS), and ten for the Mozilla Observatory (content security policy, cookies, cross-origin resource sharing, HTTP strict transport security, redirection, referrer policy, sub resource integrity, X-content-type-options, X-Frame-options, X-XXS-protection). As of this year, the measurements of HTTP Public Key Pinning have been discontinued, as this is now an obsolete internet security mechanism.
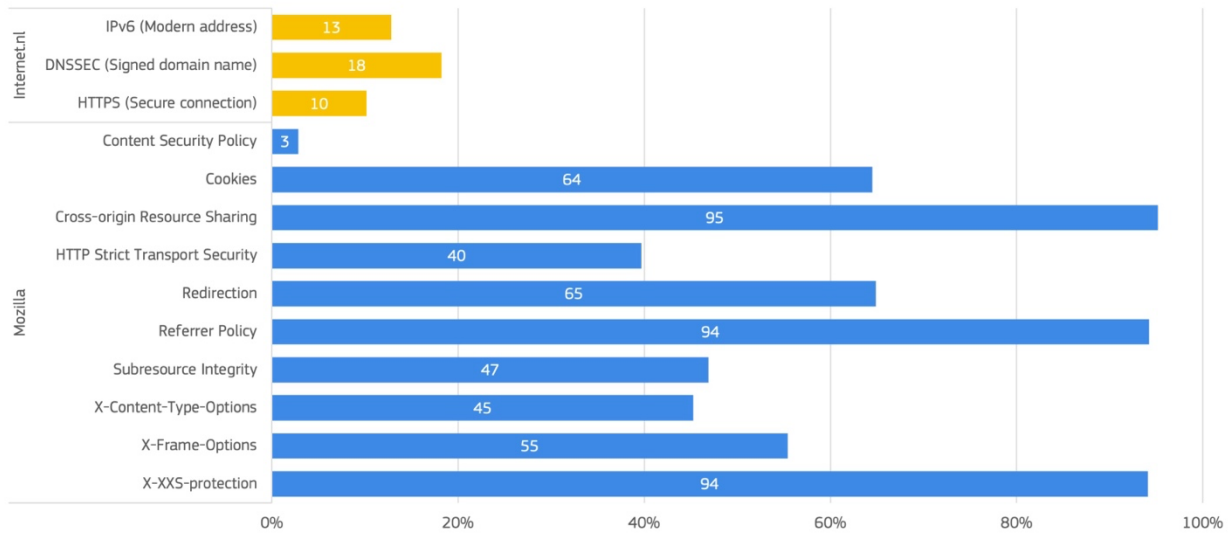
Figure 2.22: Percentage of websites that meet assessed security criteria (EU27+ countries, 2022/2023)

Almost all websites (95%) prevent foreign sites from reading their content and accessing private user information (cross-origin resource sharing), while almost all website (94%) minimise privacy risks (referrer policy). On the other hand, only 3% of the evaluated websites prevent a wide range of cross-site scripting and clickjacking attacks (content security policy). Additionally, 10% of websites ensure a secure HTTPS connection to prevent third parties from reading or changing content sent between the user and the website.

Consistent with previous years, there remains room for improvement within this indicator. Nevertheless, it's essential to acknowledge that these tests offer an indicative rather than exhaustive assessment of cybersecurity, providing a directional understanding rather than a conclusive evaluation. As such, positive results do not guarantee a completely secure website, just as negative results do not necessarily imply that a website is unsafe. While false negatives are improbable, it's worth noting that undetected alternative cybersecurity solutions may have been implemented, which are not currently detectable with our existing methods. Consequently, this situation could potentially lower the overall score.

Public administrations across Europe could take advantage of open-source testing tools and implement follow-up measures. This may include actions such as securing proper procurement to ensure security-by-design, prioritising budgets accordingly to invest more heavily in a sophisticated cybersecurity plan, and dedicating a centralised organisation that helps public bodies with the implementation of cybersecurity defences.

Denmark – "sikkerdigital.dk" a united information universe about cyber and information security

Top-level benchmark
User centricity and Transparency

Life event
Regular business operations, Business start-up, Family and career

1. **Good practice description**

At sikkerdigital.dk citizens, businesses, and authorities can access knowledge, guidance, and practical tools for a secure digital everyday life, as well as guidance to operate within current regulations and threat assessments. A group of civil society organizations and authorities operates the site, representing the society as a whole. The website is segmented into distinct sections addressing citizens, business, and authorities, facilitating an effortless navigation. In addition, the site also contains information about the Cyberhotline for Digital Security, which serves citizens and businesses seeking guidance on enhancing digital security measures, managing and preventing digital fraud, and handling cyber-attacks.

2. **Benefits**

- 300.000 annual visitors – 75% citizens, 12% authorities, and 12% businesses

- One main site, branded through various channels and campaigns

- An easy and effective way for citizens, business and authorities to access trustworthy information

3. **Key success factors**

- Targeted and user friendly communication

- User friendly tools, guidance and tests

- A real person users directly can call to get help with cyber and information security issues

- Continuous updating of catalogues, information and templates

- Associated social media profiles promoting the site

4. **More information**

https://sikkerdigital.dk/

2.5. Cross-Border Services

The *Cross-border Services* dimension assesses the availability and maturity of services to non-national citizens and international businesses relative to that of national citizens and businesses. The dimension comprises four indicators: *Cross-border Online Availability, Cross-border User Support, Cross-border eID* and *Cross-border eDocuments. Online Availability* measures whether the service can be found and/or performed online, *Cross-border User Support* assesses to what extent cross-border users have access to support functionalities, *Cross-border eID* checks whether cross-border users can use their national eID for authentications and *Cross-border eDocuments* evaluates whether eDocuments can be downloaded or submitted for online services.

Cross-border Services are the least developed from all four key dimensions, with a European average of 59 points. Figure 2.23 shows the biennial averages for the aggregated *Cross-border Services* scores for each country from the years 2022/2023 and 2021/2022. The highest scoring countries are Luxembourg (92 points), Malta (92 points) and Estonia (92 points). 10 out of the 37 countries score lower than 50 points on this dimension, which is one country fewer than last year. Overall, countries have seen improvements across the different indicators within this key dimension. Greece and Sweden particularly stand out as most improved, increasing their scores by over 10 points.
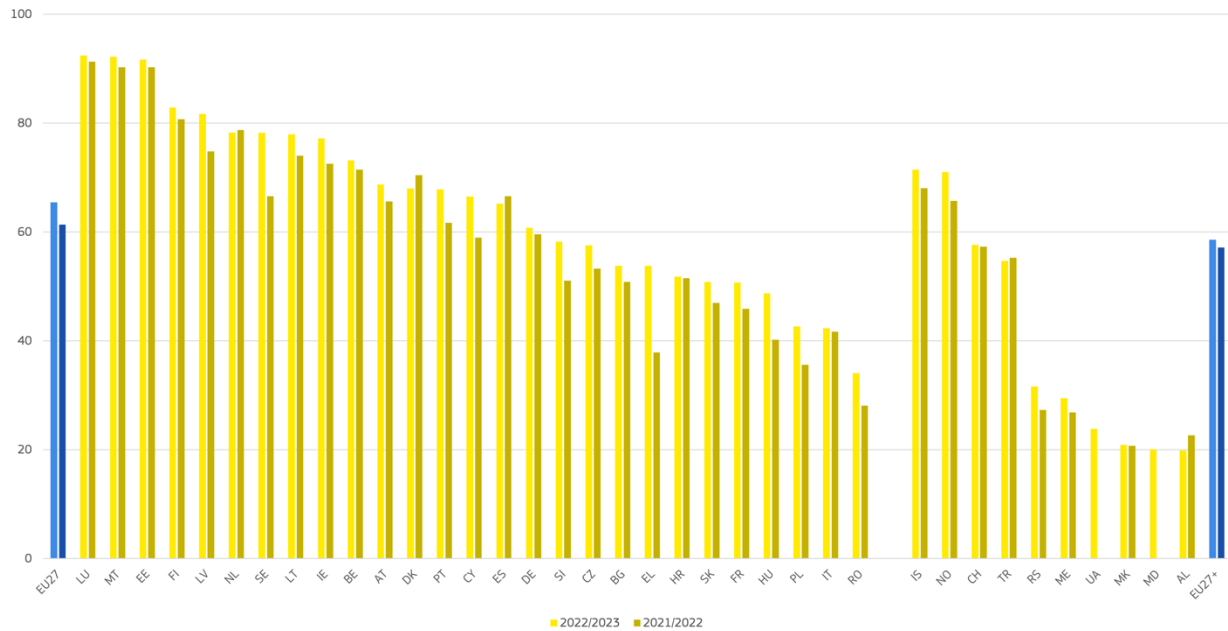
Figure 2.23: Biennial averages per country for the Cross-Border Services key dimension for the years 2022/2023 and 2021/2022

A comparison is made in Figure 2.24 between the availability of certain functionalities for national and cross-border users. This is done by comparing several indicators, including *Online Availability, User Support, eID*, and *eDocuments* with their cross-border counterparts. Similar to previous years, a gap exists between national and cross-border users' access to such functionalities. The provision of information to users is the most mature indicator, with 98% availability to national users. Yet for cross-border users just over 3 out of the 4 websites (76%) provide this information. On these websites, the information is provided in a different language than the country's national language. The gap between national and cross-border users is the biggest for the *eID* indicator. Cross-border users can use their own eID in only 31% of the cases, which means that solutions like eIDAS are yet to see a wide implementation between borders in Europe.

Cross-border Online Availability

Cross-border users understandably want to complete services online because it is harder for them to obtain certain services in person. Visiting a municipality office in a city or a country where one does not live can be a burden, especially for relatively common services and procedures.

Figure 2.25 shows the percentage of each country's services that are online for national users compared to those that are available to cross-border users[3]. Half of all the cross-border services can fully be completed online. It also depicts that the differences

	🏠	📇
Is information about the service available online?	98%	76%
Is the actual service available online?	85%	50%
Are complaint procedures available for users?	88%	56%
Can you use your national eID to identify yourself?	74%	31%
Is it possible for the user to submit or download official documents required for the service?	81%	58%

Figure 2.24: Differences in service delivery for cross-border users and national users

between the online availability for national and cross-border users is substantial. Only for seven countries, Malta, Estonia, Luxembourg, Finland, Sweden, Ireland, and Cyprus, is the difference smaller than 20%. Sweden is the only newcomer since last year where this difference is now smaller than 20%, for which the cross-border service offering has improved drastically. Barriers for users not being able to complete services online were explored in this study, the most common include:

- Information is not available in multiple languages
- A lack of information for cross-border users
- Cross-border eIDs are not accepted to identify for the service

Figure 2.25: Percentage of services that can be completed online for national and cross-border users

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[3] Figure 2.25 compares question A2 ("Can the actual service be completed online?") with question G2 ("Can the actual service be completed online by a cross-border user?")

Cross-border User Support

Cross-border users may seek to express their opinions or lodge complaints in instances where their experience with digital services falls short. Although many national users can easily voice their opinions online, such an option is not widely available for cross-border users. Only for 56% of all cross-border government portals are complaint procedures available online. Encouragingly, 71% of all EU cross-border portals feature feedback mechanisms, while an impressive 83% offer help functionalities specifically tailored to cross-border users.

Cross-border eID

Ideally, someone's national eID should not only give them access to online services in their own country but also provide a means of personal identification for foreign countries, just like a physical passport. The European Commission endorses the idea of a cross-border digital identity, acting as a digital counterpart to a passport. Specifically, the Commission has already launched (in 2014) the eIDAS regulation on electronic identification and trust services for electronic transactions in the European Single Market.

Figure 2.26 compares the adoption of eIDs in Europe for national and cross-border users[4]. Cross-border use of eID is still not very widespread in Europe, as only 28% of all relevant service provide this possibility to cross-border citizens and entrepreneurs. Luxembourg and Estonia stand out for their robust implementation of cross-border eID systems. Moreover, the overall average for this indicator has increased by 4 points, signalling a positive trend. However, a large space for opportunity remains for eID to be the widely used 'digital passport' that it is aiming to be.
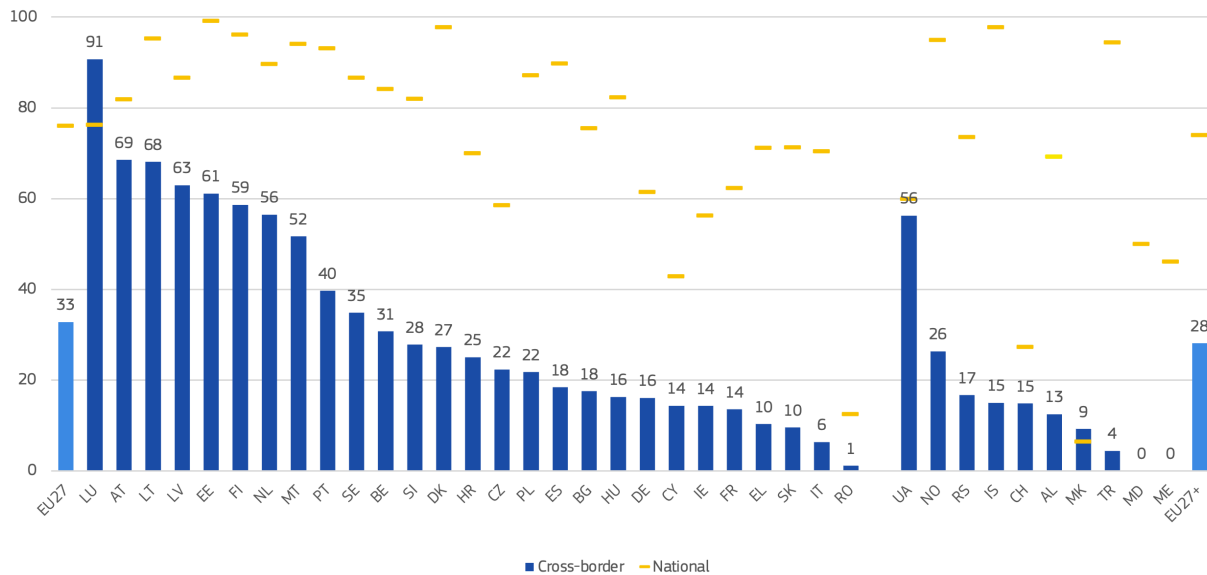
Figure 2.26: Percentage of services where authentication with eID is possible for national and cross-border users

Cross-border eDocuments

EU governments are often able to facilitate submitting or downloading of official documents (eDocuments) for their citizens. For cross-border users however, this opportunity is only available for 58% of cross-border services that require any form of documentation. This is lower than national services, where national users benefit from 81% of these services offering such essential functionality.

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[4] Question F3 ("If it is possible to identify oneself online, do you use a generic electronic identifier?") was compared to the indicator cross-border eID (consisting of only the question ("If identification is needed for a cross-border service, is it possible to identify oneself online using your national eID?")

Serbia – Open Balkan Initiative

Top-level benchmark

User centricity, Transparency, Cross-border services, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

Open Balkan is a regional initiative of the Republic of Serbia, the Republic of Albania and the Republic of North Macedonia to establish an economic zone with the aim of increasing trade and cooperation, and improving mutual bilateral relations. The agreements signed in Tirana on December 21, 2021 aim to remove barriers that hinder trade and the free movement of persons, and enable the use of electronic services within the initiative itself. Having in mind that Protocols following the signed agreements enter into force on March 1st 2024, citizens of economies participating in Open Balkan initiative will be able to obtain Open Balkan ID number on their national Portals for eGovernment which enables them to user other services available within this initiative. First service available to them is *Free access to labor market* which enables them to live and work in the receiving party up to 2 years with possibility of extension. By obtaining approval from the relevant authority for free access to labor market, the person may stay, live and work in Serbia without the need to take on any other administrative procedures related to stay or obtain working permit. The service is free of charge and enables them to get employment in Serbia under the same conditions as Serbian citizens.

2. Benefits

- Increased trade and cooperation, improved bilateral relations

- Increased mobility of citizens and businesses of participating countries and easy access to labour markets

3. Key success factors

- Common eID framework in line with EU eIDAS enabling for trust and interoperability in cross-border service provision

4. More information

More information can be found at: https://euprava.gov.rs/openbalkan/english

2.6. Conclusions considering the Digital Decade Targets and the DESI (Digital Economy and Society Index) indicators

In addition to evaluating various characteristics of e-governments in Europe, the eGovernment Benchmark offers insights on how European countries are performing in both the DESI (Digital Economy and Society Index) indicators and the Digital Decade targets for 2030. The DESI indicators and the Digital Decade targets are important tools for the European Commission used to track EU digitalisation by the European Union and its Members.

Two indicators that are measured by the eGovernment Benchmark that feed into Digital Decade targets are:

- **Digital Decade indicator Digital public services for citizens**: this DD indicator is based on the biennial average from the eGovernment Benchmark indicator *Online Availability* and *Cross-border Online Availability* for all citizen-related life events. The DD indicator measures to what extent services or information concerning services for citizens are provided online and via a government portal.

- **Digital Decade indicator Digital public services for businesses**: this DD indicator is based on the biennial average from the eGovernment Benchmark indicators of *Online Availability* and *Cross-border Online Availability* for all business-related life events. The DD indicator measures to what extent services or information concerning services for businesses are provided online and via a government portal.

Four indicators that are present in DESI's Digital Public Service dimension are measured by the eGovernment Benchmark:

- **Pre-Filled Forms (DESI indicator 4a4)**: this DESI indicator is based on the biennial average from the eGovernment Benchmark indicator *Pre-filled Forms*, mentioned in the *Key Enablers* sections. The indicator measures to what extent online forms are pre-filled with personal information already known by the government.

- **Transparency of Service Delivery, Design, and Personal Data (DESI indicator 4a5)**: This DESI indicator is based on the biennial average of the eGovernment Benchmark key dimension *Transparency*. This key dimension is the average of the indicators *Transparency of Service Delivery*, *Transparency of Personal Data,* and *Transparency of Service Design.*

- **User Support (DESI indicator 4a6)**: This DESI indicator is based on the biennial averages of the *User Support* and *Cross-border User Support* indicators of the eGovernment Benchmark. The indicator measures how much support is given on government portals when user have a question regarding a public service.

- **Mobile Friendliness (DESI indicator 4a7):** This DESI indicator is based on the biennial average score of the *Mobile friendliness* indicator and measures how many of the government websites within a country run smoothly on mobile devices, meaning that they scale their resolution, and change dimensions to accommodate mobile users.

Digital Decade indicator Digital public services for citizens

Figure 2.27 displays the results of the Digital Decade indicator *Digital Public Services for Citizens*, which demonstrates an EU average of 79 points. This indicates that the majority of services classified under citizen-related life events (*Career, Studying, Family, Health, Moving, Starting a Small Claims Procedure,* and *Transport*) are fully accessible online, with ample information available through main government portals. Malta leads Europe with a perfect score on this indicator, followed closely by Estonia, Luxembourg, Sweden and Finland, all exceeding

the 90-point mark. Furthermore, nearly all services that are targeted towards citizens can be completed online in these countries, allowing them to fulfil governments requests digitally.
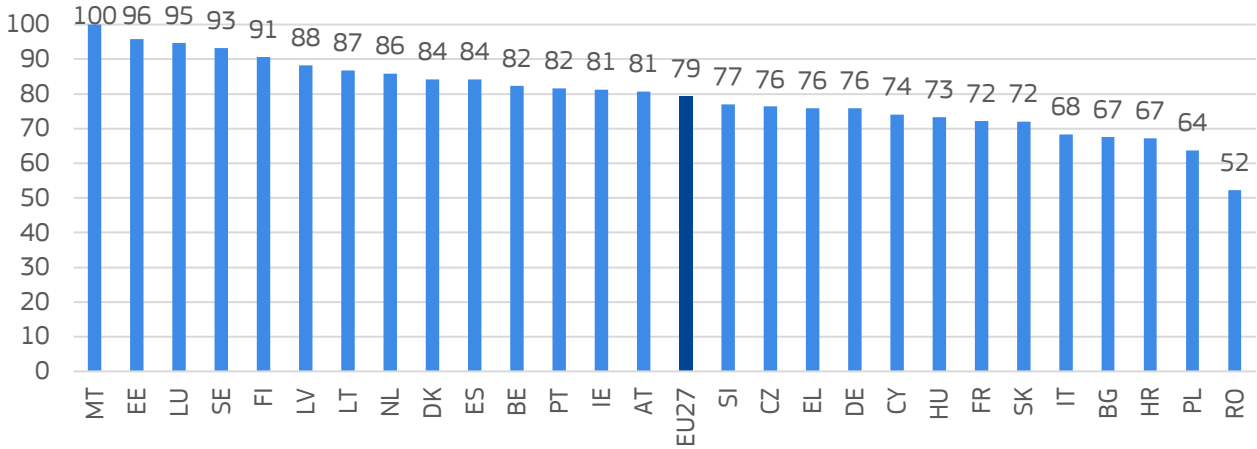
Figure 2.27: Scores per country for DESI indicator Digital Public Services for Citizens

Digital Decade indicator Digital public services for businesses

Displayed in the Figure 2.28 are the findings for the Digital Decade indicator *Digital Public Services for Businesses*, showing an EU average score of 85 points. This signifies that the majority of services tailored for entrepreneurs (Business Start-up and Regular Business Operations) offer comprehensive online completion options along with ample information accessibility through primary government portals. The top-performing countries for this indicator includes Finland, Ireland and Malta, all scoring a perfect 100 score. Estonia, Luxembourg, Sweden, Lithuania, Bulgaria, Belgium, and Spain also demonstrate exemplary digitalization of services aimed at businesses, each attaining a score of 90 points or higher for this indicator.
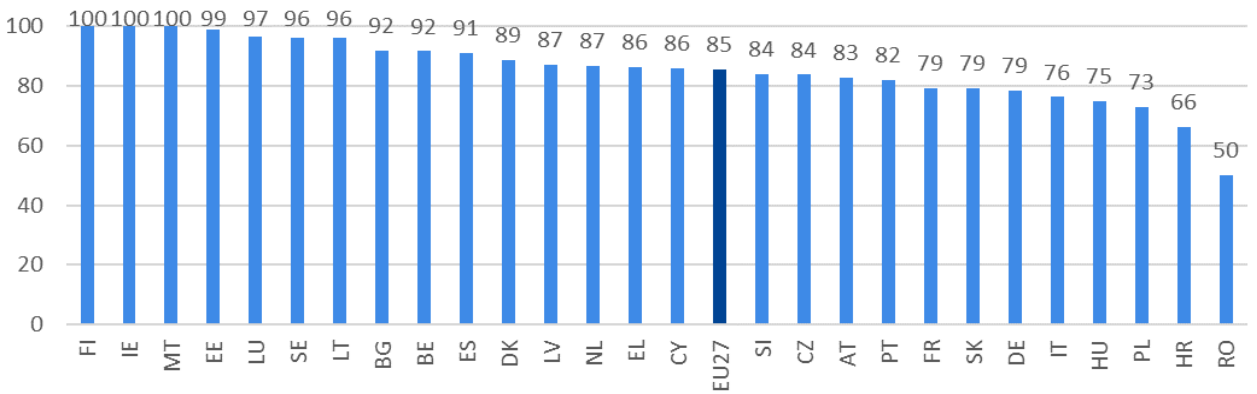
Figure 2.28: Scores per country for DESI indicator Digital Public Services for Businesses

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Pre-Filled Forms (DESI indicator 4a4)

Figure 2.29 displays the results for the DESI indicator *Pre-Filled Forms*, demonstrating an EU average score of 71 points. This indicates that over seven out of ten services that require users to complete an online form already partially pre-fill the form with data obtained from the relevant EU governmental authority. Leading countries in this domain are Malta (94 points), Lithuania (92 points), Denmark (91 points), meaning citizens can efficiently fill in forms required for accessing services.
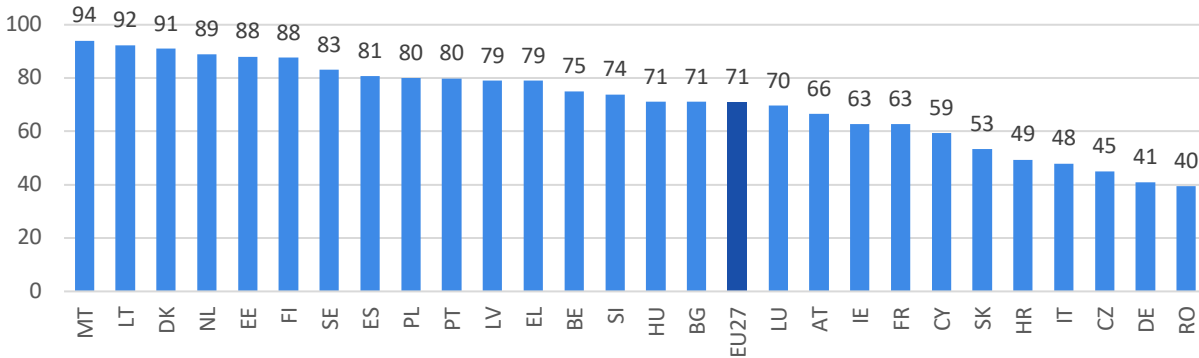
Figure 2.29: Scores per country for DESI indicator Pre-Filled Forms

Transparency of Service Delivery, Design, and Personal Data (DESI indicator 4a5)

Transparency promotes efficiency, accountability, and trust in public sector organisations. Figure 2.30 displays the results for the DESI indicator *Transparency of Service Delivery, Design and Personal Data*. The EU average for this indicator is 67 points. The leaders in this domain are Malta (98 points) and Luxembourg (90 points). Additionally, 14 countries score higher than 70 points.
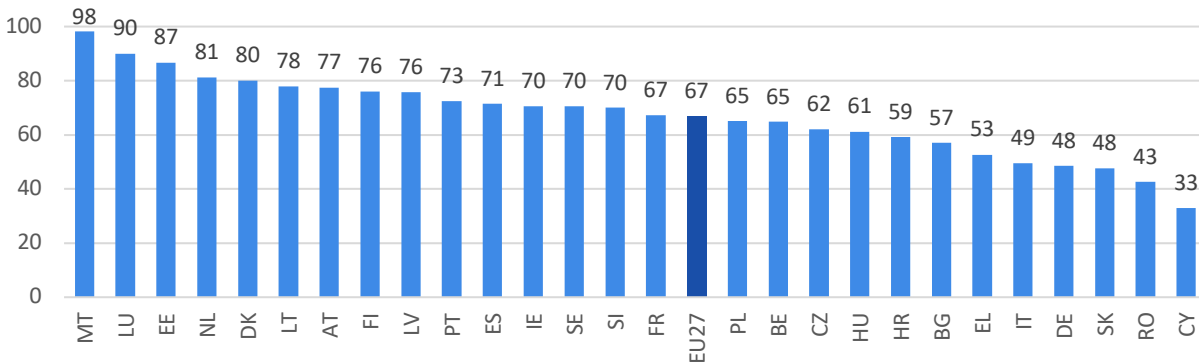
Figure 2.30: Scores per country for DESI indicator Transparency of Service Delivery, Design, and Personal Data

User Support (DESI indicator 4a6)

Figure 2.31 displays the results for the DESI indicator *User Support*, with an EU average score of 86 points. This score indicates that most EU government services provide robust support mechanisms for users encountering issues or inquiries. Luxembourg and Malta achieve a perfect score on this indicator. Additionally, other high performers include the Netherland (99 points), Estonia (97 points), Ireland (97 points), Finland (96 points), Portugal (92 points) and Belgium (91 points).

Figure 2.31: Scores per country for DESI indicator User Support

Mobile Friendliness (DESI indicator 4a7)

Figure 2.32 displays the scores for the DESI indicator *Mobile Friendliness*. The EU average score for this indicator is a near perfect 95 points. This indicates that most EU governments adjust their website's resolution and dimensions to suit mobile users. Additionally, Finland, Sweden, The Netherlands, Austria, and Denmark all score perfectly on this indicator as all their websites are functional properly on mobile devices.
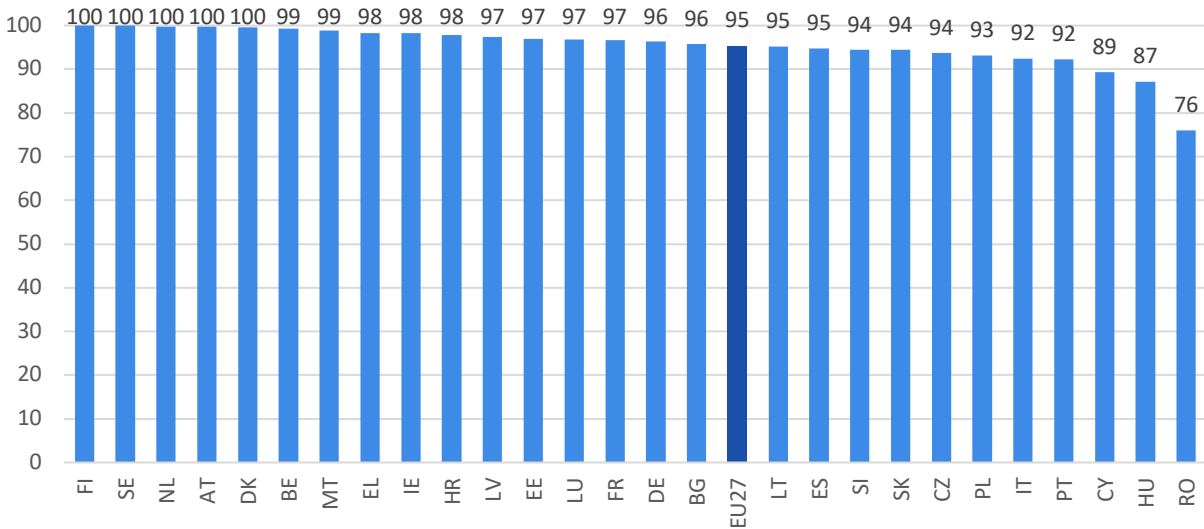
Figure 2.32: Scores per country for the DESI indicator Mobile Friendliness

3. Regular Business Operations

"Our new set of rules will now make online markets more open for small, innovative business to also get a fair chance of making it."

Margrethe Vestager, Executive Vice-President in charge of competition policy

3 Regular Business Operations

Businesses serve as the cornerstone of Europe's economies, driving growth in economic value and job creation. An increase in productivity can be realized when administrative burdens, and other overhead activities are minimized. An improved offer of digital services for businesses plays a crucial role here, facilitating entrepreneurs to focus on their core business. Each year, an alternating business-related life event is included in the eGovernment Benchmark report. In the odd years (e.g., 2019, 2021, 2023), data for the Business Start-up life events are included, while in the even years (e.g., 2020, 2022, 2024) the focus is on Regular Business Operations. This chapter focuses on *Regular Business Operations*.

The Regular Business Operations life event encompasses services tailored to entrepreneurs. This includes declaring corporate taxes, value added tax (VAT) refunds, social contributions and complying to other laws associated with employing persons. Figure 3.1 shows the overall performance of each country in the EU27+ for the Regular Business Operations life event. Figure 3.2 illustrates the comparison between each country's 2023 score and its 2021 score, revealing an average increase from 76 points to 79 points across all countries. This showcases that most European countries facilitate businesses online in their exchange of information with their governments. Cyprus and Greece stand out for their significant improvement in this life event, with Cyprus showing a 14-point increase and Greece a 12-point increase. The most mature countries for this life event are Luxemburg (96 points), Malta (96 points), Estonia (95 points), and Lithuania (95 points). In total, ten countries score higher than 90 points, exhibiting the online availability of services within this life event.
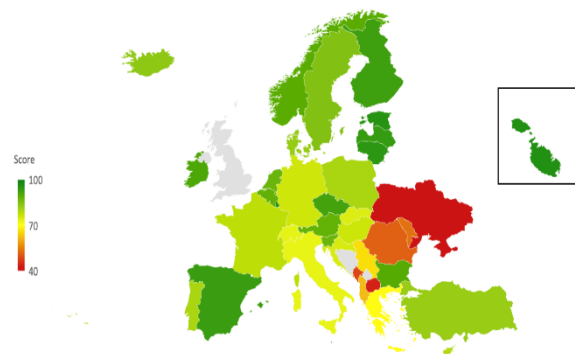
Figure 3.1: Overall performance of the participating countries for the Regular Business Operations life event

Shortened Persona: *Regular Business Operations*

Meet Margo, a 51-year-old entrepreneur specializing in household goods transportation. As the owner of her company, Margo handles various financial tasks including corporate tax declarations, VAT submissions, and financial reports to the business registration office. With four employees under her wing, she manages payroll and handles employee-related matters, such as reporting illnesses and potentially seeking compensation.

After over a decade of successful operation, Margo explores the possibility of expanding her business to another EU country. She diligently gathers information and, once prepared, takes the necessary steps to establish her company's presence in the new location by registering with the relevant authorities.

43
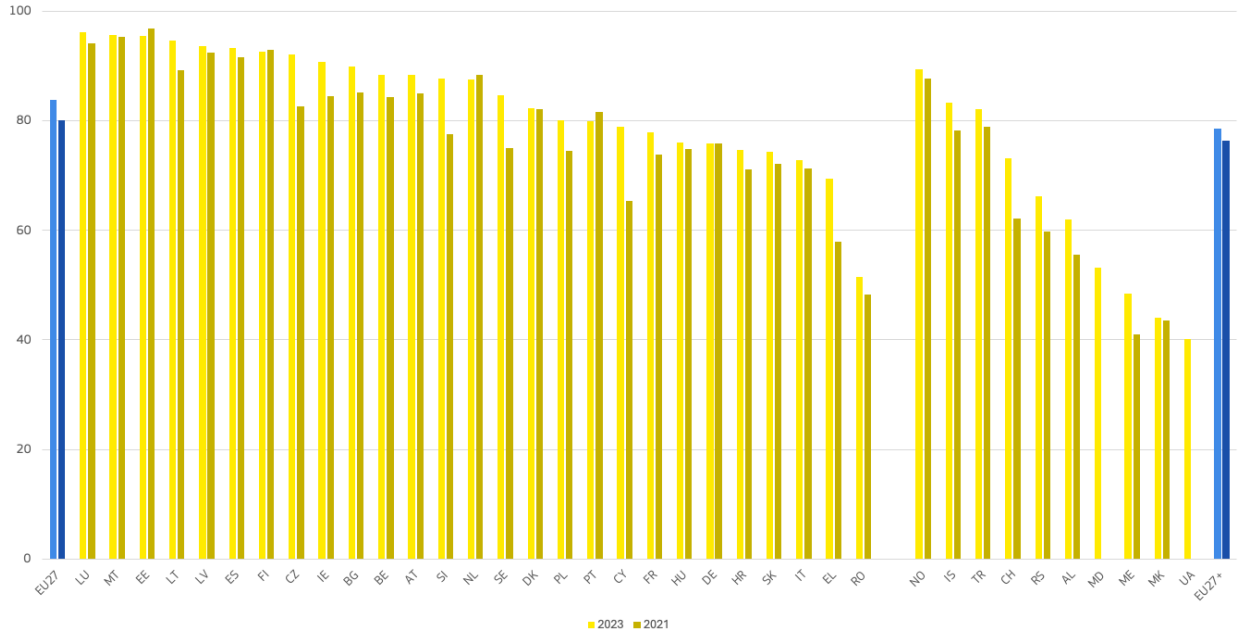
Figure 3.2: Scores for the life event Regular Business Operations, based on average of all four key dimensions

3.1. User Centricity

The User Centricity key dimension focuses on the Online Availability, Mobile Friendliness and User Support of government services. User centricity in service delivery enables citizens and businesses to have an optimal experience when dealing with public administrations. This section describes in detail the results for Online Availability, Mobile Friendliness and User Support for the Regular Business Operations life event.

Online availability

The overall score for the indicator *Online Availability* is 95 points, which is based on the three aspects: the availability of information about a service online, the possibility to complete the service online, and the possibility to find the website via a government portal.

Figure 3.3 shows the extent to which government services are online, together with the corresponding mobile friendliness of the services in the *regular business operations* life event. For this life event, 92% of the services in Europe can be completed online. For most other services, entrepreneurs can at least find information online about how the services can be requested offline (7%). The number of services of which an online version as well as online information is absent is negligible (less than 1%).

Zooming in on specific services, three services stand out as universally accessible online with all necessary information provided in all ranked countries: *Declaring corporate tax, Submitting financial reports to the business registration office, and Declaring VAT.*

There are other services within this life event where improvement is required. In about one out of five countries it is currently not possible to complete the following services: *Appeal against VAT decision, Register the end of a contract of an employee,* and *Register illness of employee with competent administration.* For the latter service, the online information about the specific service is also missing in 6% of all the ranked countries.

Mobile Friendliness

A very substantial part of websites within the life event *Regular Business Operations* is optimized for smartphones, namely 96%. For several services all countries provide a mobile-first page, making it easier for entrepreneurs to access services or find information online on the procedures.
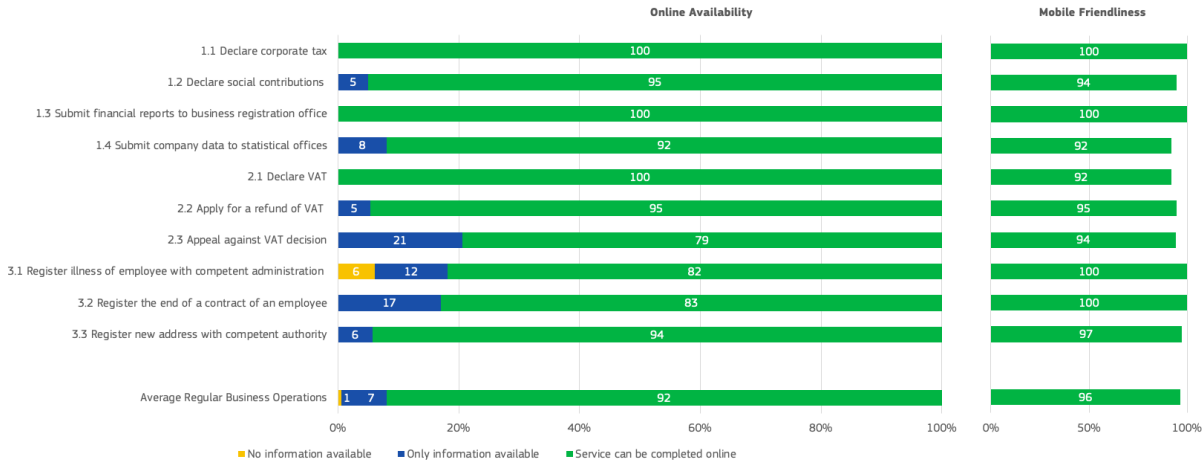
Figure 3.3: Online Availability and Mobile Friendliness per service for the Regular Business Operations

User Support

The average score for the *User support* indicator on portals evaluated for the *Regular Business Operations* life event is 98 points. For 97% of all the portals in this life event, there is an FAQ page available. Additionally, while demos are accessible on all country portals, feedback mechanisms are present on 97% of the portals, marking the highest score for this sub-indicator.

3.2. Transparency

Transparency comprises the following indicators: Transparency of Service Delivery, Transparency of Service Design and Transparency of Personal Data. Transparency of Service Delivery measures whether public services provide clear, openly communicated information about how the service is delivered. Transparency of Service Design assesses whether users can participate in policy and service design. Transparency of Personal Data evaluates to what extent users are in control of their personal data.

Transparency of Service Delivery

In Figure 3.4 an overview is given how often websites provide users with features that make the service process more transparent and understandable. Almost nine out of ten websites send a delivery notice to the user upon completion of the service. 79% of the websites indicate the progress during a service to entrepreneurs, helping them to understand how many steps they still need to complete. And three quarters (75%) of all websites allow entrepreneurs to save their input as a draft, to come back and complete the service at a later moment.

On the contrary, just over half (54%) of the websites offer information about the actual service performance, such as user satisfaction scores or completion rates. And over half of the services within this life event are missing an indication of the estimated time to complete the process. This information is only available on 46% of the websites.

Services	Delivery Notice	Progress tracker	Draft possibility	Estimation of process duration	Delivery timelines clear	Maximum time limit set	Information about service performance
1.1 Declare corporate tax	99	96	84	56	78	62	54
1.2 Declare social contributions	92	86	83	56	86	61	53
1.3 Submit financial reports to business registration office	97	85	81	44	64	50	58
1.4 Submit company data to statistical offices	94	88	87	46	58	50	64
2.1 Declare VAT	97	89	86	68	89	81	69
2.2 Apply for a refund of VAT	95	83	91	59	73	68	70
2.3 Appeal against VAT decision	71	65	63	35	68	71	56
3.1 Register illness of employee with competent administration	81	67	67	36	56	50	42
3.2 Register the end of a contract of an employee with competent authority	74	60	54	29	56	47	41
3.3 Register new address with competent authority	91	75	59	35	58	43	31
Average Regular Business Operations	89	79	75	46	69	58	54

Highest score	Lowest score

Figure 3.4: Averages scores for the transparent service delivery for services for the Regular Business Operations life event

Transparency of Personal Data

All the portals within the life event *Regular Business Operations* score an average of 77 points for the *Transparency of Personal Data* indicator. This score is based on several questions that measure the extent to which service providers communicate and provide access over personal data to entrepreneurs.

95% of all portals across Europe allow the user to notify the relevant authorities that their personal data is incorrect, which is higher than the average European portal (84%). 86% of the websites in this life event provide a complaint procedure to users regarding the use of personal data. A transparency implementation that is not yet as widespread in this life event is whether users can see which party accessed their personal data and for what reason. With only just over half (52%) of the portals providing this information, there is room for improvements in many countries within this domain.

Transparency of Service Design

The *Transparency of Service Design* indicator for the *Regular Business Operations* life event scores 62 points, showing that there is room for improvement on the front of allowing entrepreneurs to participate in policy and service design. There is a distinct differentiation between the different measurements that led to this score. A high number of websites (95%) provide information on 'key policy making processes'. However, the information on the ability to participate in policy making is only present in 51% of the websites, which is even lower than the average of all portals (56%). Information about service design of the websites is less available (76%) as well as the ability to participate in activities to improve service design of the websites (43%).

3.3. Key Enablers

The Key Enablers dimension comprises four sub indicators: eID, eDocuments, Pre-filled forms and Digital Post solutions. A national eID provides users with the possibility of secure authentication online, eDocuments help users send and receive verified files with the government, Pre-filled forms measures whether users only have to enter their data once, and lastly, Digital Post evaluates whether it is possible to communicate with the responsible authorities solely through digital.

eID

The extent to which a national eID can be used for the *Regular Business Operations* life event is shown in Figure 3.5. On average, for 86% of the services, entrepreneurs can use their national eID to request an online service in Europe. The services are split in two groups. For 8% of all services, entrepreneurs can use an alternative form of authentication. In these cases, an entrepreneur will have to configure a separate account before being able to access the service. The remaining 6% of services require some form of offline identification.

For two services, all European countries provide an online form of authentication, either through the national eID or through an alternative, namely for the services *Submit financial reports to business registration office* and *Declare VAT*. The highest availability with the use of a national eID system is for the services *Declare social contributions* and *Submit financial reports to business registration office*. The service *Appeal against VAT decisions* has improved drastically, from 63% of the services being available with a national eID to 85%.

There is also room for improvements within the life event *Regular Business Operations*. For the service *Submit company data to statistical offices* only 62% of the provided services are accessible with an eID system. And for the service *Appeal against VAT decision* 15% of the services require an offline authentication in person.
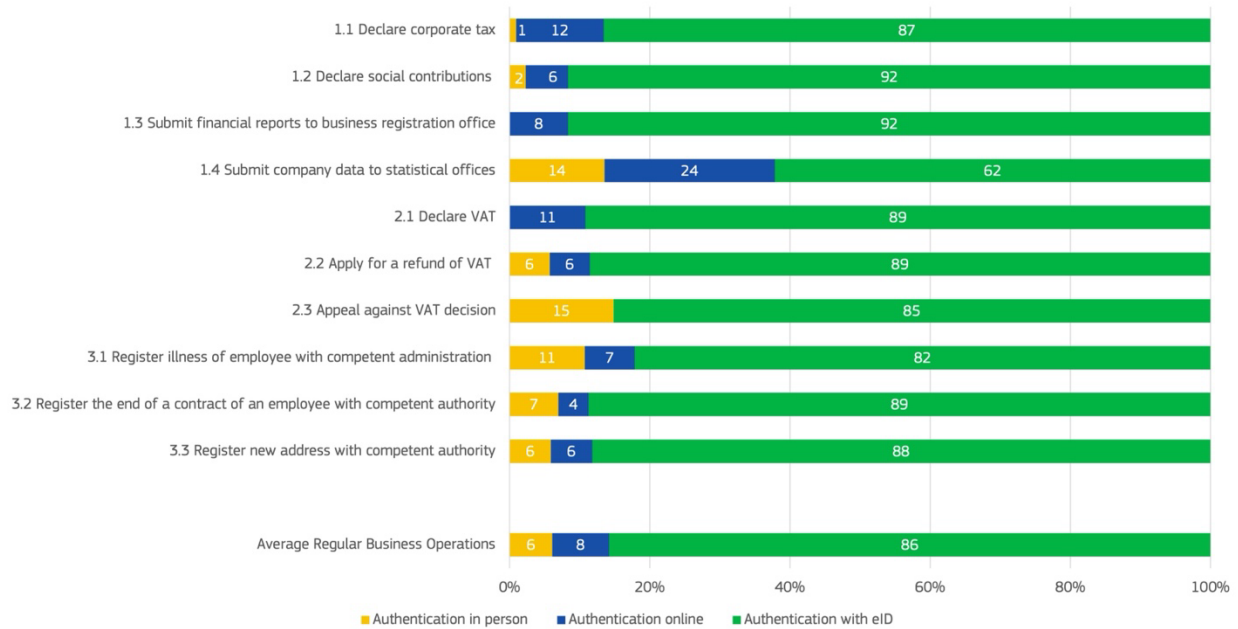
Figure 3.5: Authentication possibilities for services in the Regular Business Operations life event if authentication is required

eDocuments & Pre-filled Forms

Figure 3.6 shows per relevant service the scores for the indicators eDocuments and Pre-filled Forms. Both these averages improved slightly since the previous measurements. For 93% of the *Regular Business Operations* services, users can submit or download eDocuments that are required for completion of the service. For 88% of the services within this life event, services help entrepreneurs by prefilling personal information when filling in a digital form, which not only reduces the required time for completion as well as errors.

For all the countries where the service *Submit financial reports to business registration office* requires documentation, these can be downloaded or uploaded in the digital service. Some services that score nearly as good (97%) are *Submit company data to statistical offices*, *Declare VAT*, and *Apply for a refund of VAT*. For the service *Appeal against VAT decision* there are the most countries that lack the functionality to upload or download required documentation digitally, with only 78% providing this option.

All entrepreneurs across Europe that *Declare social contributions* and are required to fill in a digital form, enjoy the pre-filling of information. On the other hand, many services across the life event *Regular Business Operations* still require the user to fill in all their personal information. Again, for the service *Appeal against VAT decision* there is the most room for improvements, with only 75% of the countries providing automated prefilling of personal information.
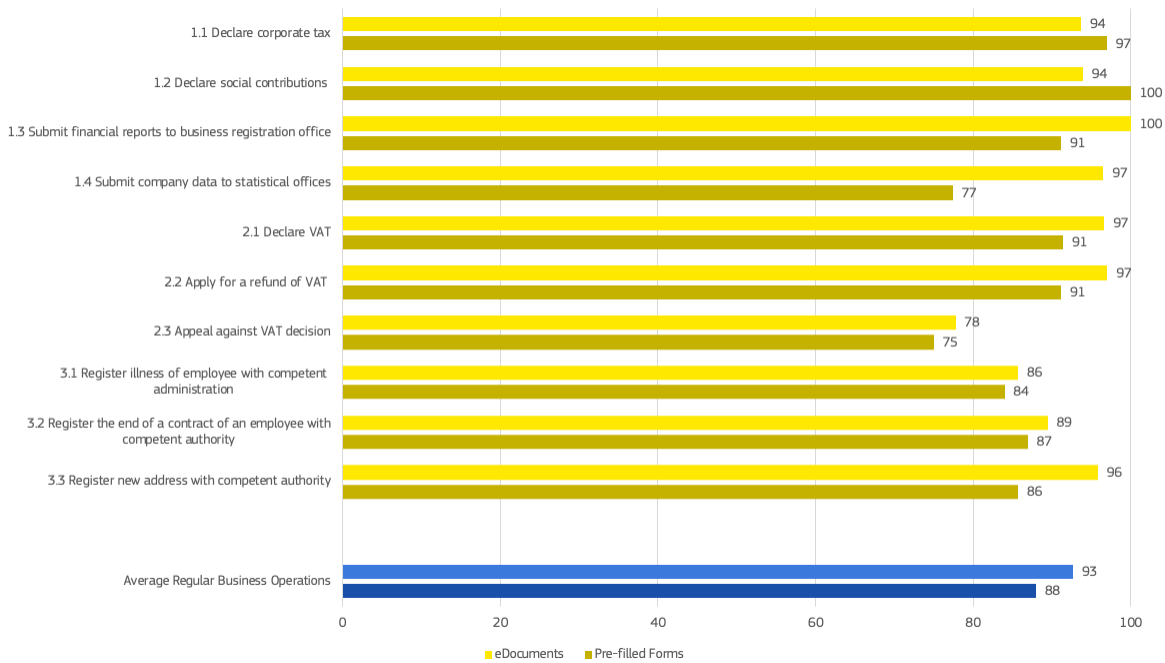
Figure 3.6: eDocument and Pre-filled Forms per service for the Regular Business Operations life event

Digital Post

In the 97% of the European countries, the portals for *Regular Business Operations* provide a digital mailbox for entrepreneurs to safely communicate with the central authorities. These mailboxes provide a clear benefit to discuss specific cases and a single digital location where this communication is stored. This is the case for only 73% of the local authorities. This results in a combined score for the *Digital Post* indicator of 84 points, which is a considerable increase from its previous score of 77 points.

3.4. Cross-border Services

Cross-border Services evaluates how easy it is for foreign users to access and use online services provided by public authorities. It is comprised of four indicators: Cross-border Online Availability, Cross-border User Support, Cross-border eID and Cross-border eDocuments. These indicators measure if services are available online, whether there is sufficient user support and if key enablers such as eID and eDocuments work for people living or coming from abroad.

Cross-border Online Availability

Cross-border online availability for Regular Business Operations scores 64 points. This metric is derived from the availability of online information about a service for cross-border users as well as the possibility for them to complete these services. Figure 3.7 demonstrates that 56% of services within the *Regular Business Operations* life event can be successfully completed digitally by cross-border entrepreneurs in the EU. The remaining services is more or less split in two equal groups – the slightly larger group of services (23%) has online information available for cross-border users in English or any other language than the national one but are lacking the option to complete the service online. The last 20% of services is lacking both, providing no information nor the option to complete the service online for cross-border entrepreneurs. The most reported barriers for not being able to complete a service are the lack of a translation to English or any other language other than the national one and a lack of information aimed at cross-border entrepreneurs.

The services with the highest availability for cross-border users are *Apply for a refund of VAT* with 92% of the countries providing at least translated information and 68% of the countries providing the full service to cross-border users. On the other hand, entrepreneurs throughout Europe who need to register the illness of one of their employees with the competent administration are unable to do so online in 59% of the countries.
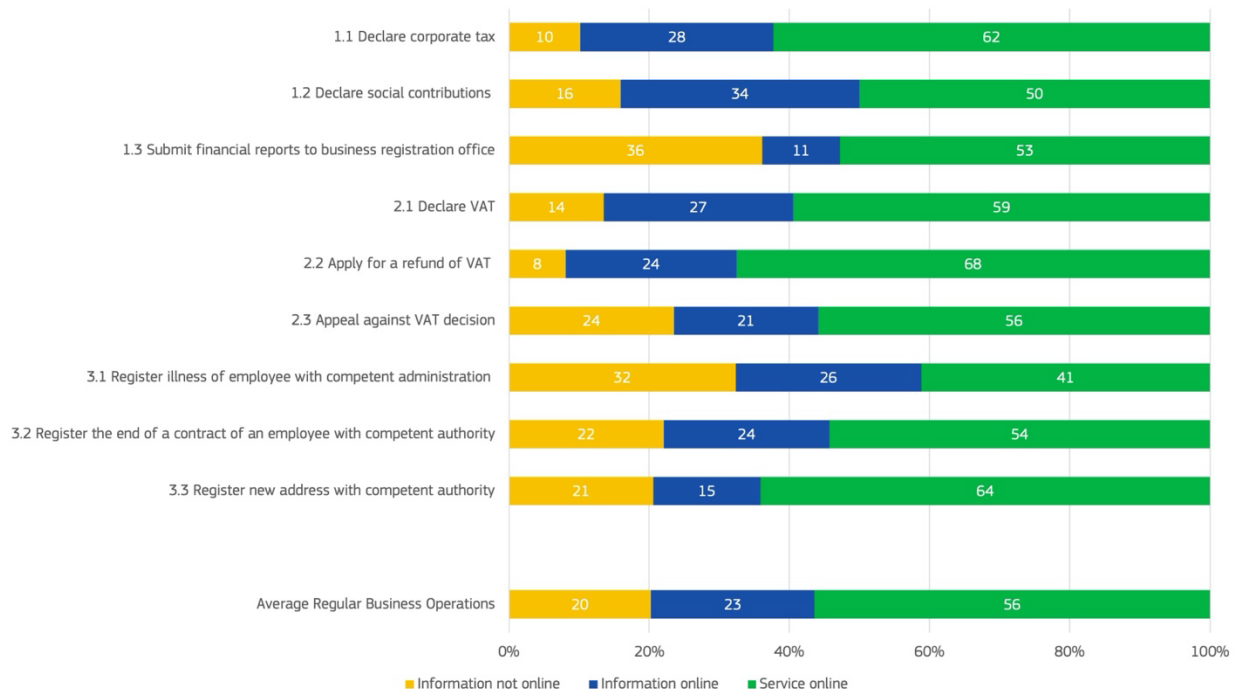
Figure 3.7: Services online for cross-border users in the Regular Business Operations life event.

Cross-border User Support

The overall score for *User Support* for *Regular Business Operations* scores at 79 points, which means an increase of 2 points in comparison to the previous measurements of this life event. Comparing this to the score for national entrepreneurs at 98 points shows there is a considerable gap between the services provided to national and cross-border users. In 4 out of 5 situations (83%) is a translated help functionality provided. On the other hand, complaint procedures are only available in just over half (56%) of the portals for cross-border entrepreneurs.

Cross-border eID and eDocuments

Figure 3.8 displays in how many countries entrepreneurs can use their eID to access *Regular Business Operations* services, for both national as well as cross-border entrepreneurs. On average, most of these services can be accessed with the use of a national eID, namely 86% to be exact. For cross-border users this method of authentication is available for less than half of that, namely 39% of all the services.[5]

The most significant underrepresentation of cross-border eID is found for the services *Register the end of a contract of an employee with competent authority*, *Appeal against VAT decision* and *Declare VAT*. All these services are lacking cross-border eID implementation in 2 out of the 3 European countries. The highest availability of cross-border eID is found at *Apply for a refund of VAT*, indicating that almost half of the European countries offer cross-border eID authentication.

Authentication with eID per service	🏠	📇
1.1 Declare corporate tax	87%	45%
1.2 Declare social contributions	92%	39%
1.3 Submit financial reports to business registration office	92%	39%
2.1 Declare VAT	89%	33%
2.2 Apply for a refund of VAT	89%	47%
2.3 Appeal against VAT decision	85%	32%
3.1 Register illness of employee with competent administration	82%	38%
3.2 Register the end of a contract of an employee with competent authority	89%	29%
3.3 Register new address with competent authority	88%	44%
Average Regular Business Operations	86%	39%

Figure 3.8: Comparison eID for Regular Business Operations services, national and cross-border

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[5] For national eID the score to the question "F3: if it is possible to authenticate online, can you use your eID?" was taken instead of the score of the indicator, to ensure a valid comparison. The indicator score for national eID is a composite indicator of online authentication, eIC and Single Sign On (SSO). For cross-border eID the Cross-border eID score was taken.

The implementation of the functionality to download or upload required eDocuments is depicted in Figure 3.9 again for both a national as well as a cross-border entrepreneurs. Although smaller than the differences for *eID* and *cross-border eID*, there are also noticeable differences between the offer of eDocument functionalities for national and cross-border entrepreneurs. On average, eDocuments can be downloaded or submitted for 93% of the national services, whereas the same applies to 55% of the cross-border services.

When entrepreneurs are looking to submit financial reports to the business registration office, all national users in Europe can download or submit the required documentation online. Yet for cross-border entrepreneurs, this is only in 65% of the countries. A surprising score is seen for the service of *Register illness of employee with competent administration* as only 86% of the national users enjoy eDocuments functionalities, which is relatively on the lower side of the spectrum. On the other hand, this service has the highest availability of eDocuments for cross-border users. The most room for improvement regarding eDocument implementation for cross-border services is seen at the service *Appeal against VAT decision* with only 38% countries providing this so far.

Opportunity to submit or download eDocuments, per service	🏠	📥
1.1 Declare corporate tax	94%	43%
1.2 Declare social contributions	94%	48%
1.3 Submit financial reports to business registration office	100%	65%
2.1 Declare VAT	97%	64%
2.2 Apply for a refund of VAT	97%	61%
2.3 Appeal against VAT decision	78%	38%
3.1 Register illness of employee with competent administration	86%	67%
3.2 Register the end of a contract of an employee with competent authority	89%	50%
3.3 Register new address with competent authority	96%	57%
Average Regular Business Operations	93%	55%

Figure 3.9: Comparison eDocuments for Regular Business Operations services, national and cross-border

Slovenia – Digitally obtaining data for calculating the wage compensation in case of health-related work absence

Top-level benchmark
User centricity, Transparency

Life event
Regular business operations

1. **Good practice description**

The Ministry of Digital Transformation, together with the Financial Administration and the Health Insurance Institute, has launched a service within the SPOT portal (national portal for businesses), that provides electronic access to the salary data needed by business entities for the preparation of the claim and calculation of salary compensation in the event of temporary absence from work due to health reasons. This service simplifies the preparation of the calculation of the wage compensation in cases where the current employer does not have the data, on the bases of the previous wage contributors. The service enables fully electronic two-way communication between businesses and the State.

2. **Benefits**
   - The employee no longer needs to inquire about salary information from the former employer and the current employer obtains the required data directly on the SPOT portal.

   - Since the procedure can only be carried out electronically, potential users are all business entities in the Republic of Slovenia.

   - From the establishment of the service (July 1, 2023) to the end of the year, **25,658** e-inquiries were made

3. **Key success factors**
   - Effective cooperation of all key stakeholders, availability of financial resources.

4. **More information**
More information can be found at: https://spot.gov.si/sl/poslovanje/zaposlovanje-in-delovno-razmerje/osnove-nadomestila/

4. Health

"Over the last 5 years, the way we work and cooperate in the area of health has changed fundamentally."

Stella Kyriakides, Commissioner for Health and Food Safety
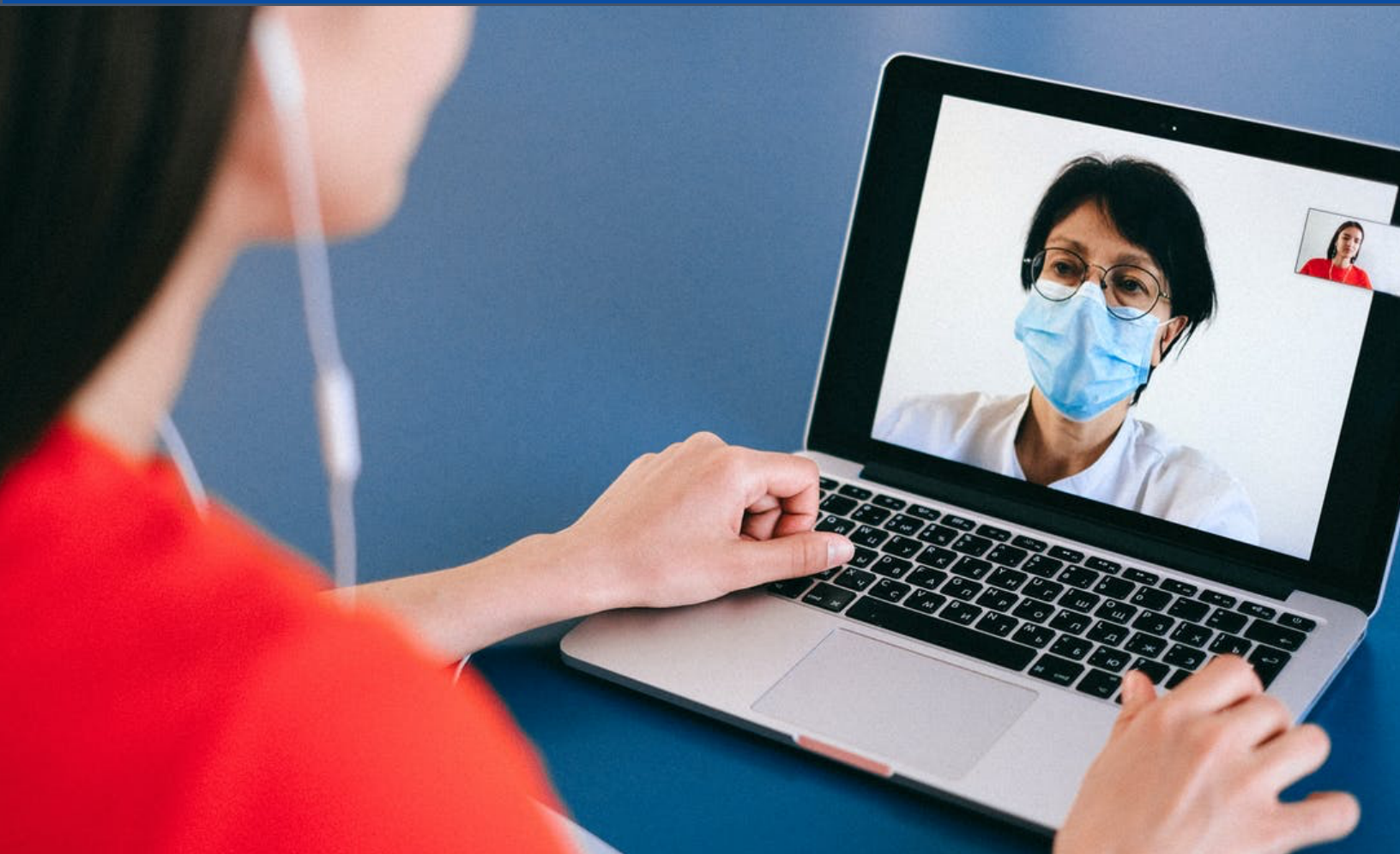
4 Health

Challenges such as pressures on health budgets (i.e., ageing population and chronic diseases), unequal quality and access to healthcare services, and shortage of health professionals, have underscored the need for accelerated digitalization within healthcare systems. This imperative has not only been acknowledging but actively prioritized by the European Commission, as evidenced notably by its political objective of "A Europe fit for the digital age" and the Digital Decade policy programme. While strides have been made, from the use of e-prescriptions to advancements in electronic health records accessibility, it is evident that there remains room for further enhancement and optimization of digital health services.

The *Health* Life Event assesses citizens' access to essential healthcare services. Think of questions like: is it possible for me to register and (re)schedule an appointment at the hospital online? Can I apply for an e-consult with a hospital doctor? As a recent addition to the eGovernment benchmark, data is collected for this life event every odd year since 2021.

Figure 4.1 shows the overall performance of each country in the EU27+ for the Health life event, which is an aggregate of four underlying key dimensions, and Figure 4.2 shows how each country scored in the years 2021 and 2023. This year, we observed an positive progression in the provision of online health services across European countries compared to the 2021 assessment. This trend is evidenced by the EU27+ average increasing by 4 points, rising from 63 to 67, and the reduction in the number of countries scoring below 60 points from 16 to just 9. Noteworthy leaders in this life event include Malta (95 points), Luxembourg (95 points), Estonia (92 points), and Türkiye (90 points). Additionally, Belgium and Cyprus have demonstrated significant maturation since the 2021 assessment, with each country boosting their scores by approximately 20 points.[6]
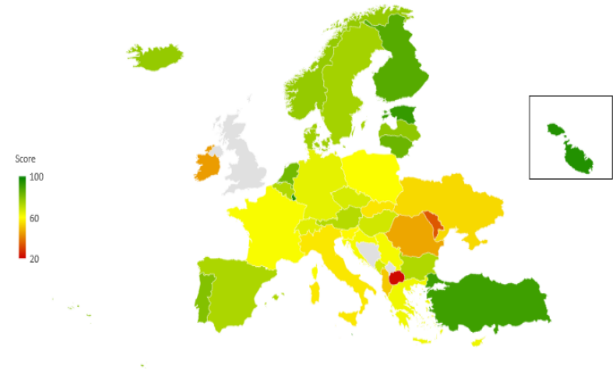
Figure 4.1: Overall performance of the participating countries for the Health life event.

Shortened Persona: *Health*

Juan, an avid skateboarder who recently turned 18, injures his wrist while attempting a trick. He seeks online guidance to determine which healthcare provider to visit and ultimately decides to see his general practitioner.

After an examination, Juan's GP refers him to a hospital for further assessment by a specialist. Fortunately, imaging tests reveal only a minor fracture, which Juan can view through his electronic health portal. Following a period of rest, Juan's wrist begins to heal.

During a winter vacation, Juan, feeling sufficiently recovered, switches from skateboarding to snowboarding. However, on the last day of his trip, he experiences a severe wrist injury after losing control on the slopes. In need of cross-border medical assistance, Juan seeks help for his injury.

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[6] The evaluation of health-related services in the eGovernment Benchmark and the eHealth Indicator study (which presents the results of the monitoring framework for the Digital Decade target of 100% of EU citizens having access to their electronic health records by 2030) display notable disparities in focus and methodology. The eGovernment Benchmark, employing the Mystery Shopper method, engages independent researchers as well as administrators within the respective country and abroad (for cross-border services) to complete surveys. In contrast, the eHealth Indicator study adopts a self-assessment approach, wherein competent authorities appointed by each participating country complete surveys to provide insights. While the eGovernment Benchmark covers a broader spectrum of services within the health domain, incorporating merely one question pertaining to electronic health records among others, the eHealth Indicator study concentrates specifically on access to electronic health records. This difference in scope is further exemplified by the eHealth Indicator study's provision of separate national and regional versions of the survey, allowing for a more detailed examination of contexts where health data access is decentralized.
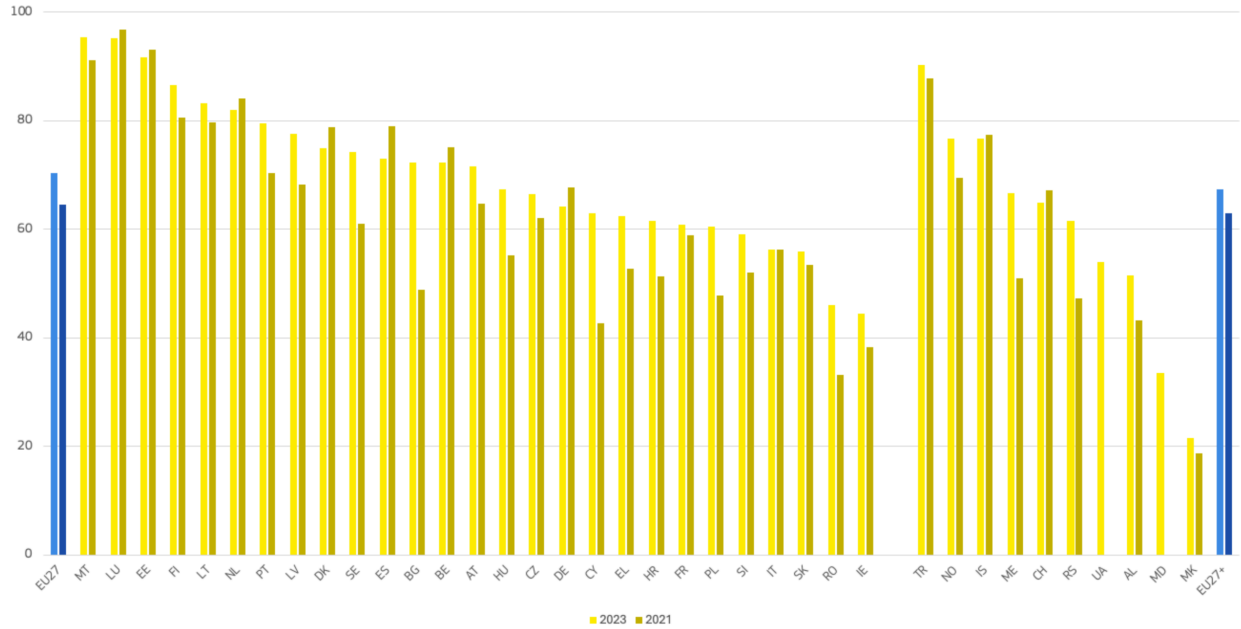
Figure 4.2: Country averages of all key dimensions for the Health life event

4.1. User Centricity

The User Centricity key dimension focusses on the Online Availability, Mobile Friendliness and User Support of government services. User Centricity in service delivery enables citizens and businesses to get an optimal experience when dealing with public administrations. This section describes in detail the results for Online Availability, Mobile Friendliness and User Support for the Health life event.

Online availability

The Online availability indicator for the health life event scores 86 points. This score is based on three questions: the availability of information about a service online, the possibility to complete the service online, and the possibility to find the website via a government portal.

Figure 4.3 shows the extent to which government services are available online, together with the corresponding mobile friendliness of the services in the Health life event. 85% of all services under evaluation in this domain could be completed online, experiencing a 9 p.p. increase since the previous report. For another 11% of the services, information could be found online but online completion of the service was not possible. The number of services where European citizens could not complete nor find information about online is 5%.

In the benchmarked countries, *getting guidance and information about where you can get healthcare* (92%) and *information on doctor's registration* (91%) is readily available online. *Obtaining a European Health Insurance Card* stands out as one of the most often available online services for citizens (92%). Additionally, *applying for electronic health records* receives an incremental 1 p.p. increase since the last report, with an availability rate of 89%.

The service least available online is *applying for e-consults with a hospital doctor (tele-consultation)* (51%). In 25% of cases there is no information available for this service. Therefore, improving the online accessibility of this service presents an avenue for European countries to enhance the accessibility of essential healthcare services. Another service amendable for improvement is *Obtaining e-prescription from a hospital doctor,*

diminishing the proportion of cases lacking information on the service to 0%, while concurrently increasing the availability of the service to 8 out of 10 countries.
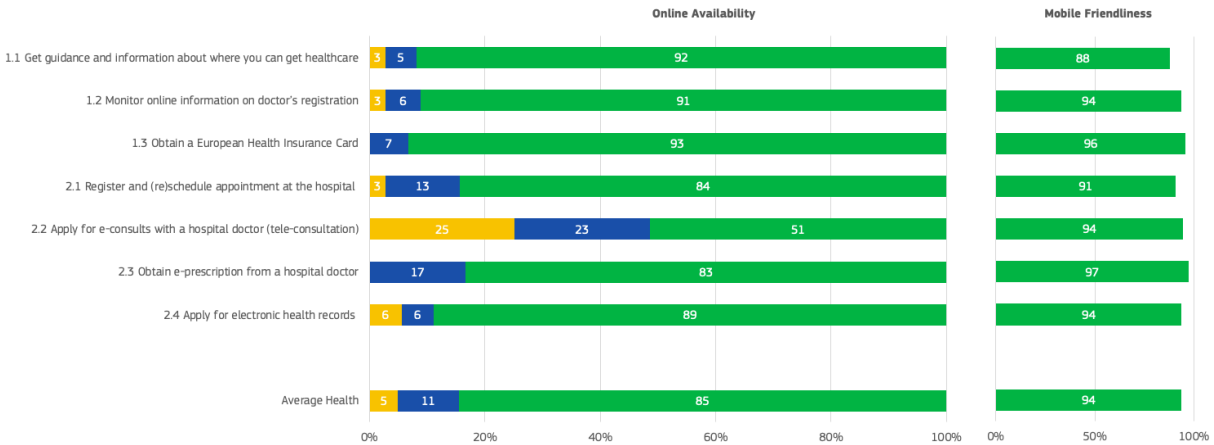
Figure 4.3: Online availability and mobile friendliness of services in the Health life event

Mobile friendliness

Health-related websites are often accessible with smartphones, with 94% of measured websites in this life event scale to accommodate users on mobile devices. The service least optimised for mobile use is *Getting guidance and information about where you get can healthcare,* where 88% of the evaluated services are mobile friendly. From the seven services available, six scored higher than 90%, underscoring that citizens in need of health-related services can often take the first steps on their mobile phone.

User-support

The overall score for the Health life event on the User Support indicator is 92 points, which is in line with the average score of all four life events assessed in this report. In general, portals for health-related services provide information on how to obtain services via other channels than a website (i.e., call centres, email) (100%) and the contact details of the responsible division/department for certain services (97%). However, one area for potential enhancement in the Health life event among EU27+ countries is the availability of AI-powered live support functionality, currently accessible in only 27% of services.

4.2. Transparency

Transparency comprises the indicators Transparency of Service Delivery, Transparency of Service Design and Transparency of Personal Data. Transparency of Service Delivery measures whether public services provide clear, openly communicated information about how the service is delivered. Transparency of Service Design assesses whether users can participate in policy and service design. Transparency of Personal Data evaluates to what extent users are in control of their personal data.

Transparency of Service Delivery

Figure 4.4 shows the extent to which features that enhance transparency of the service process are present on websites for health-related services. The most common transparency feature incorporated into services websites is a delivery of notice that informs the users that the service step has been completed successfully online (79%). The second most common feature is providing users with an overview of delivery timelines (54%). However, the majority of questions in this indicator reveal a less positive picture. A little less than half of all services provide

users with a progress tracker while they are completing services. Similarly, only 42% of the services have a maximum time limit set within which the administration must deliver the service. Even fewer services provide an estimation of the duration of the process of requesting the service (36%). Lastly, only slightly more than one in four services (28%) have information available about the performance of the online service (i.e., user satisfaction).

Services	Delivery Notice	Progress tracker	Draft possibility	Estimation of process duration	Delivery timelines clear	Maximum time limit set	Information about service performance
1.3 Obtain a European Health Insurance Card	93	65	56	53	87	70	37
2.1 Register and (re)schedule appointment at the hospital	74	19	12	19	44	32	15
2.2 Apply for e-consults with a hospital doctor (tele-consultation)	44	17	8	11	21	9	9
2.3 Obtain e-prescription from a hospital doctor	89	62	59	53	59	47	36
2.4 Apply for electronic health records	84	47	42	34	45	36	19
Average Health	79	48	42	36	54	42	28

Highest score	Lowest score

Figure 4.4: European averages for features for transparent service delivery for services in the Health life event

Transparency of Personal Data

Within the Health life event it is particularly important to see what extent users can access, modify, and monitor their personal health data. The score of the *Transparency of Personal Data* indicator for the portals in the *Health* life event is 67 points, which is just below the biennial average of all life events, which stands at 70 points. While there remains room for improvement, this year's score reflects a slight uptick from the previous report (64 points), indicating a positive trend in performance.

Transparency of Service Design

The *Transparency of Service Design* indicator for the *Health* life event scores 56 points, which shows that not all services allow users to participate in policy and service design. Specifically, we see that citizens are informed on how relevant policies came into existence and how new policies are being developed (54%). However, information on how digital services is designed (54%) and how to participate in the policy making process (43%) or the service design process (32%) are often lacking.

4.3. Key enablers

The Key Enablers dimension comprises four indicators: eID, eDocuments, Pre-filled Forms, and Digital Post. A national eID provides users with the possibility of secure authentication online and eDocuments help users send and receive verified files with the government. Pre-filled Forms measures whether users can enter their data once or must duplicate data entry in multiple forms, and Digital Post evaluates whether it is possible to communicate with the responsible authorities solely through digital channels.

eID

Figure 4.5 shows the extent to which citizens can use their eID for services in the *Health* life event. For 8 out of ten (82%) services, citizens can use their national eID to request a service online. For a further 9% online authentication is possible, albeit not with an eID. For this case, think for instance about a municipality where an account specific to that municipality needs to be registered, for example with a phone number or email address. In 8% of services measure for this life event, there was no form online authentication possible. In these cases, the user needs to go to a government office to authenticate themselves in person to access the service.

Within the life event *Health,* the services where users are most enabled to use their eIDs include obtaining a e-prescription from a hospital doctor (96%), applying for electronic health records (89%), obtaining a European Health Insurance Card (85%). Despite the higher values for such services, several health-related services have only limited eID and online authentication possibilities. For instance, in-person authentication is most required for applying for e-consults with a hospital doctor (18%) and registering and (re)scheduling appointments at the hospital (19%).
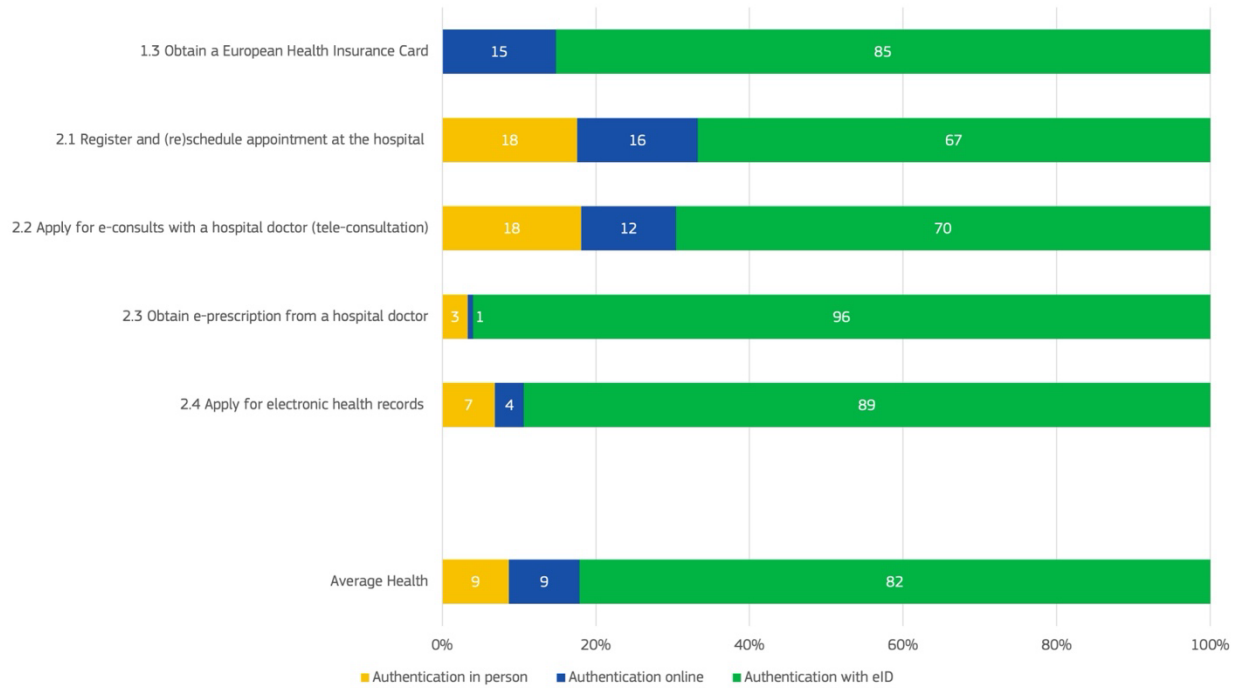
Figure 4.5: Authentication possibilities for services in the Health life event if authentication is required

eDocuments & Pre-filled forms

Figure 4.6 shows how often citizens could submit or download official documents required for a health-service in electronic form (eDocuments) and how frequently their personal information is pre-filled when using the services (called Pre-filled Forms). The Health life event has an indicator score of 90 for eDocuments and 84 for Pre-filled Forms. Both of these scores exceed the biennial average score of 79 (eDocuments) and 69 (Pre-filled forms) across all life events.

Users can use eDocuments in almost nine out of ten cases, meaning they can upload or download official documents online instead of hard copies and the postal service. Notably, eDocuments are accepted 100% of the time when obtaining e-prescription from a hospital doctor. Similarly, eDocuments are regularly accepted when trying to obtain a European Health Insurance Card (94%) and when applying for electronic health records (92%).

Personal information is prefilled in 80% of cases, up from 4% from the previous report. Information is prefilled most often when obtaining e-prescriptions from hospital doctor (95%) and for obtaining a European Health Insurance Card (92%). On the other hand, information is prefilled the least often when applying for an e-consult with a hospital doctor (61%).
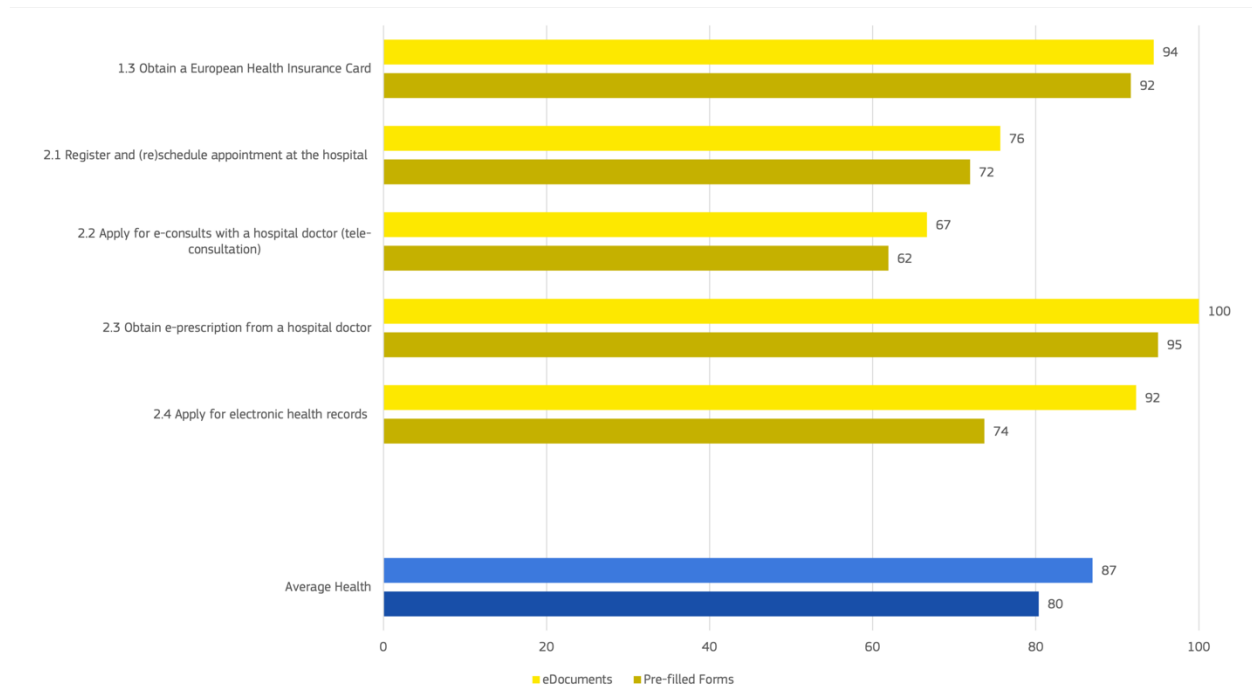
Figure 4.6: Average indicator scores for eDocuments and Pre-filled Forms per Health service

Digital Post

In the Health domain, 74% of government bodies provide a digital mailbox solution, facilitating secure communication between patients and authorities, and consolidating all pertinent correspondence within a unified online platform. Across Europe, citizens can opt for digital interaction with their central government for health-related services in 57% of countries, while in only 25% of European countries, they have the option to receive digital communications from local governments.

4.4. Cross-border services

Cross-border Services evaluates how easy it is for non-national users to access and use online services provided by public authorities in an European country. It is comprised of four indicators: Cross-border Online Availability, Cross-border User Support, Cross-border eID, and Cross-border eDocuments. These indicators measure if services are available online, if there are sufficient help functionalities, and if key enablers like eID and eDocuments work for people living or coming from abroad.

Cross-border online availability

The score for the indicator *Cross-border online availability* for the *Health* life event stands at 49 points. The metric is derived by combining the availability of information about a service online for cross-border users and the possibility to complete the service online. Figure 4.7 shows for each service how often information is available online to cross-border users and how often services can be completed online.

Currently, 47% of services are entirely available online for non-national citizens. Additionally, for 16% of these services, cross-border users have access to information in languages other than the national language of the respective country. In the remaining 37% of cases, neither information about the health-related service nor the service itself is available online, making it a challenge for non-national citizens to request these services.
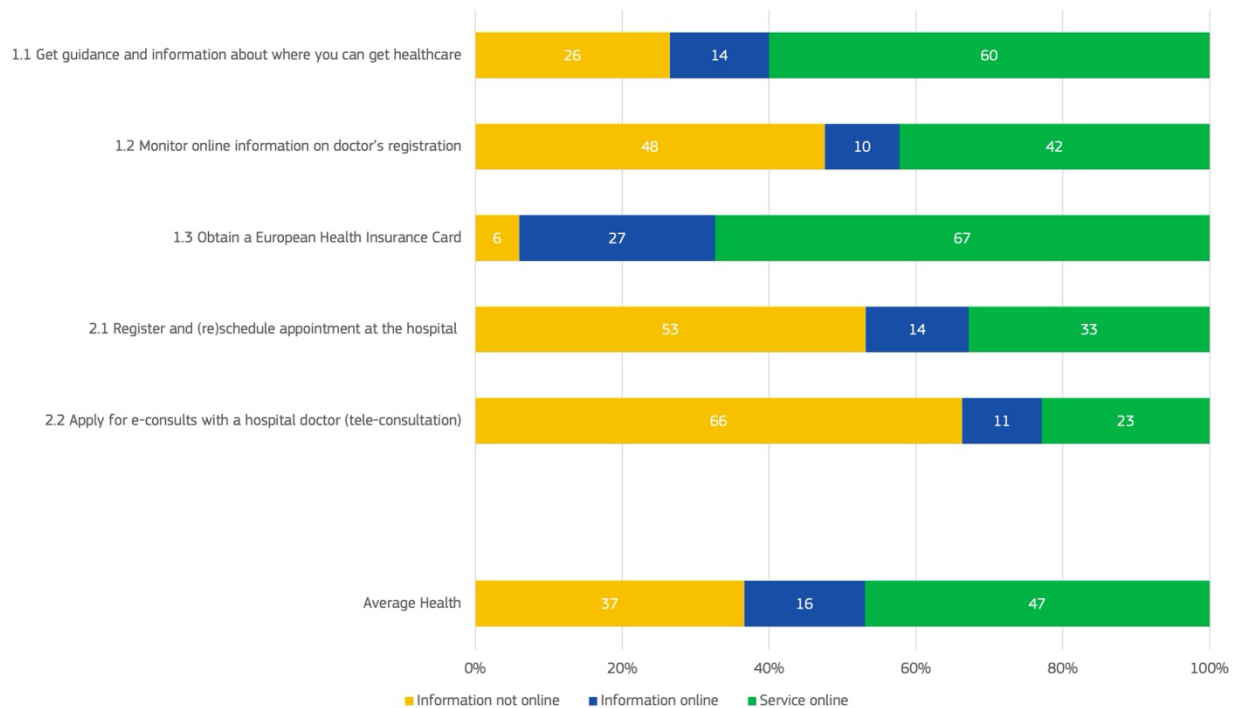
Figure 4.7: Cross-border online availability of Health services

Cross-border User Support

User Support functionalities for cross-border users are not yet on the same level as for national portals. Individuals that do not have the national identity of the country from which they are requesting a service and do not speak the national language have access to a help functionality on the portal website 70% of the time. Additionality, feedback mechanisms are available for non-national users on 65% of portals, while easily accessible complaint procedures are available on only 46% of portals for non-nationals across Europe.

Cross-border eID and eDocuments

In line with the previous report, a large discrepancy remains for eID possibilities between cross-border users and national users. Whereas national users can use their eID for 82% of the services, this number is only 32% for cross-border users. Cross-border functionality is most prevalent when obtaining a European Health Insurance Card (41%) and least prevalent when registering and (re)scheduling appointments at the hospital (20%).[7]

Authentication with eID per service	🏠	📥
1.3 Obtain a European Health Insurance Card	85%	41%
2.1 Register and (re)schedule appointment at the hospital	67%	20%
2.2 Apply for e-consults with a hospital doctor (tele-consultation)	70%	30%
Average Health	82%	32%

Figure 4.8: Comparison eID for Health services, national and cross-border

Figure 4.9 illustrates that while over half of the services allow cross-border users to download or submit eDocuments, this proportion is significantly lower than that for national users, which stands at 87%. Notably, disparities of up to 35% exist between national and cross-border users for certain services, such as registering and (re)scheduling appointments at the hospital (76% for national users compared to 36% for non-national users) and applying for e-consults with a hospital doctor (67% for national users compared to 33% for non-national users).

Opportunity to submit or download eDocuments, per service	🏠	📥
1.3 Obtain a European Health Insurance Card	94%	79%
2.1 Register and (re)schedule appointment at the hospital	76%	36%
2.2 Apply for e-consults with a hospital doctor (tele-consultation)	67%	33%
Average Health	87%	51%

Figure 4.9: Comparison eDocuments for Small Claims Procedure services, national and cross-border

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[7] For national eID the score to the question "F3: if it is possible to authenticate online, can you use your eID?" was taken instead of the score of the indicator, to ensure a valid comparison. The indicator score for national eID is a composite indicator of online authentication, eIC and Single Sign On (SSO). For cross-border eID the Cross-border eID score was taken.

Hungary – EgészségAblak mobile application ('Health Window')

Top-level benchmark

User centricity, Transparency, Cross-border services, Key enablers

Life event

Health

1. Good practice description

The EgészségAblak application has been available to citizens since the pandemic, providing access to the Digital COVID Certificate and test results. 17 May 2023, it was relaunched with a new logo and expanded features. The application is free to download in the app stores. The mobile application allows citizens view their dispensable and previously dispensed ePrescriptions and provides possibilities to dispense multiple prescriptions easily at the same time. The application sends notifications about new and expiring prescriptions. Health documents (such as test results, outpatient records, etc.) are now downloadable within the application, and citizens can receive push notifications about them.

2. Benefits

- The number of users is above 2.5 million, based on application downloads on mobile devices. EHR-documents and ePrescriptions can be accessed in the application. The application is bilingual, apart from Hungarian, English language is also available.

- In November 2023, the EgészségAblak functionality expanded to display appointments published in the EESZT national eHealth infrastructure and now allows patients to view and cancel appointments if needed, freeing up capacity for others.

- More than 800 thousand of ePrescriptions are dispensed daily, which became available through the EgészségAblak mobile application as well, also helping pharmacists during the redemption process.

- The status of the social security number can be queried in real time, directly from the base registry, so the user can see whether their employer has actually notified the employment to the authority.

3. Key success factors

- Continuous development of the mobile application, expansion with additional functionalities.
- Family members or any authorized individuals can also access documents and prescriptions through the mobile application, with the appropriate authorization.

4. More information

More information can be found at:

- https://www.eeszt.gov.hu/hu/dokumentumok-az-egeszsegablak-mobilapplikacioban
- https://egeszsegvonal.gov.hu/u-u/230-ellatorendszer/ellatasi-rend/2344-egeszsegablak-alkalmazas.html
- https://apps.apple.com/hu/app/eg%C3%A9szs%C3%A9gablak/id1550970543
- https://play.google.com/store/apps/details?id=hu.gov.eeszt.mgw.app.allampolgari&hl=hu&gl=US

5. Starting a Small Claims Procedure

"Consumers should never be discouraged from seeking redress because of complex or too costly procedures."

Didier Reynders, Commissioner for Justice

5 Starting a Small Claims Procedure

In the realm of legal affairs within the EU, facilitating citizens' ability to efficiently initiate small claims procedures is fundamental to upholding the rights established by legislators. The advent of digitalization presents a pivotal opportunity to enhance this process, offering significant advantages that transcend geographical boundaries and temporal constraints. By providing small claims services digitally, governments can significantly lower entry barriers, thereby democratizing access to justice. Citizens are afforded the flexibility to engage with these services at their convenience, unrestricted by the limitations of physical location or operating hours.

The *Starting a Small Claims Procedure* life event evaluates to what extent Europeans can manage their legal affairs with clarity and confidence. From accessing relevant legislation relating to submitting claims, to monitoring case progress, and appealing court decisions, this life event evaluates support provided for individuals submitting small claims. The digitalization of small claims procedures also streamlines and expedites claims submitted from a cross-border perspective (citizens seeking information/services in other EU countries than their own), enabling European citizens to participate in foreign judicial systems. As all non-EU member states have similar procedures, this life event is suitable for comparison.

Figure 5.1 shows the overall performance per country for this life event. The Small Claims Procedure life event emerges once more as the domain exhibiting the lowest level of digitalization in this year's evaluation, with an average overall score of 61 points or the EU27+. Non-digital procedures remain prevalent for people who want to start a court procedure.

16% of all measured countries achieved scores of 80% and above, with Malta, Latvia, and Estonia once again standing out as the sole countries with an overall maturity exceeding 90%. However, 43% of countries still score below 60%, indicating a strong need to increase the competency of this life event in future years.
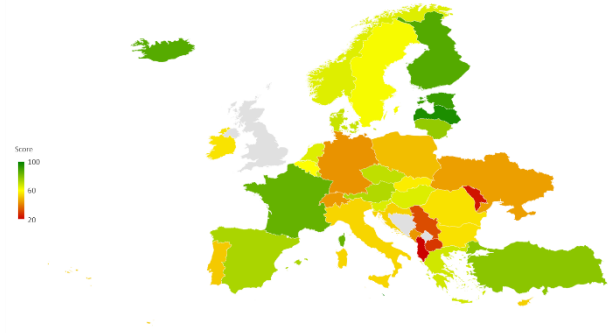
Figure 5.1: Overall performance of the participating countries for the Starting a Small Claims Procedure life event

Shortened Persona: *Starting a Small Claims Procedure*

George, a 25-year-old photography enthusiast, recently purchased a new camera from an e-commerce platform in another European country. Upon delivery, he discovers a broken accessory lens and contacts the supplier for redress. Despite the supplier's refusal to take responsibility, George decides to initiate a European Small Claims Procedure.

To begin the process, George seeks relevant information on filing a claim and understanding his rights as a consumer. Once equipped with the necessary knowledge, he submits his claim to the relevant authority and presents his case. Throughout the proceedings, George diligently tracks key milestones, including the time to verdict and case-handling steps.

Despite an initial setback with an unfavorable judgment, George exercises his right to appeal the decision. This time, his perseverance pays off, resulting in a favorable outcome and the receipt of compensation for incurred expenses.
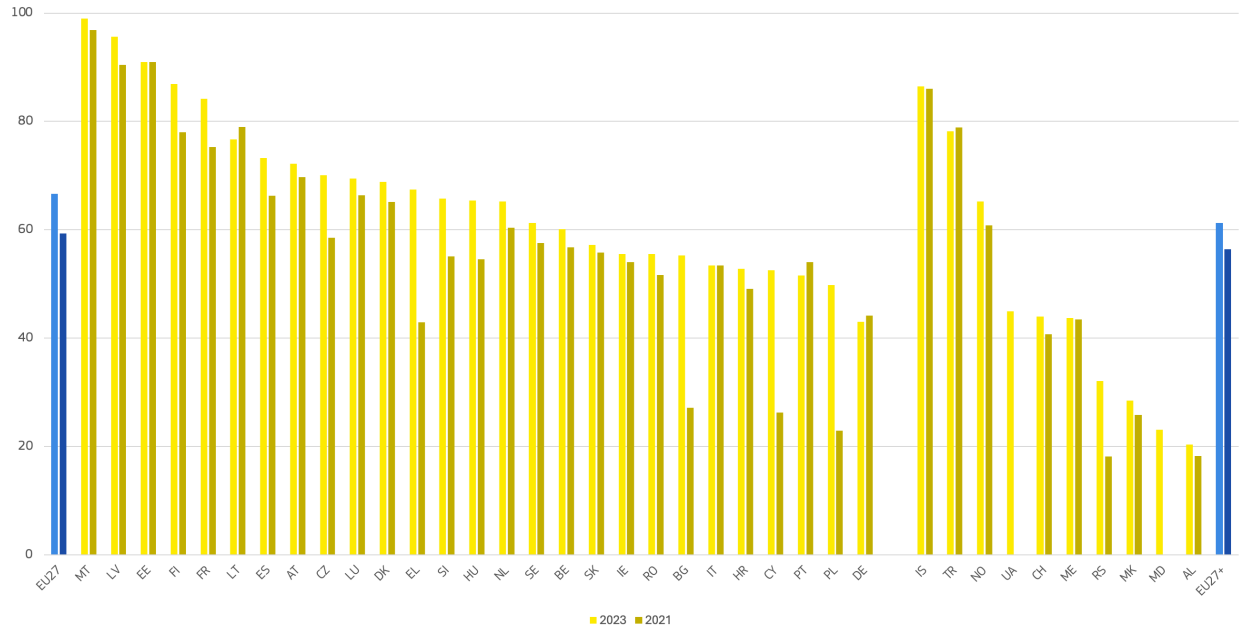
Figure 5.2: Country averages of all key dimensions for the Small Claims Procedure life event for the years 2023 and 2021

5.1. User centricity

The User Centricity benchmark focusses on the Online Availability, Mobile Friendliness and Usability of the services. User Centricity in service delivery enables citizens and businesses to get an optimal experience when dealing with public administrations. This section describes in detail the results for Online Availability and for Mobile Friendliness for the Small Claims Procedure life event.

Online availability

The score of the indicator Online availability for *Small Claims Procedure* life event is 86 points. This score is based on three questions: the availability of information about a service online, the possibility to complete the service online, and the possibility to find the website via a government portal.

Figure 5.2 displays the extent to which services are available online and whether the services are mobile friendly for the *Small Claims Procedure* life event. On average Europeans can complete four-fifths (82%) of services for the Small Claims Procedure life event online. For another 16% of the services, information could be found online but online completion of the services was not possible.

Much like the previous measurement of this life event, the extended (informational) services obtain higher scores than basic (transactional) services. Namely, the services *Monitor status of case* (97% service online), *Check relevant legislation and rights for defending your case* (89% service online), *Check procedural steps for starting a small claims procedure* (88% service online) are the services with the highest scores. *Start a small claim procedure* maintains its upwards trajectory while being available online in three-fourths of cases (77%). The most improvement was seen in the *Submit evidence documents* (78%) and *Appeal against court decision* (64%) services, demonstrating greater focus on improving transactional Small Claims Procedure services since the previous report.

Online Availability | Mobile Friendliness

	Online Availability	Mobile Friendliness
1.1 Check procedural steps for starting a small claims procedure	6 / 6 / 88	94
1.2 Check relevant legislation and rights for defending your case	2 / 9 / 89	100
2.1 Submit small claims procedure (issue the claim to court)	23 / 77	99
2.2 Submit evidence/supporting documents	22 / 78	94
3.1 Monitor status of case	3 / 97	97
3.2 Appeal against court decision	36 / 64	96
Average Starting a Small Claims Procedure	2 / 16 / 82	96

■ No information available ■ Only information available ■ Service can be completed online

Figure 5.3: Online availability and mobile friendliness of services in the Small Claims Procedure life event

Mobile Friendliness

In comparison to the preceding report, significant enhancements in mobile friendliness within the Small Claims Procedure life event have been observed. Notably, with an overall score of 96 points and 16-point augmentation since the previous report, it can confidently be stated that Small Claims Procedure-related online services exhibit sufficient accessibility on mobile devices. This notable progress stems from a 10-point elevation across all evaluated services within this life event since the prior report, resulting in all six services surpassing the 90% score threshold.

User support

The government portals of the Starting a Small Claims Procedure life event offer adequate functionalities for users to ask for help, contact officials, or voice their opinions. The score for the User Support indicator is 88 points, which is remarkably the lowest score compared to other life events included in this report. Portals in the Small Claims Procedure life event generally have dedicated FAQ sections for service assistance (95%), easy access to contact details (97%), and information on alternative service channels (100%). Additionally, Small Claims Procedure related portals often provide sections for lodging formal complaints, ensuring transparency and accountability (86%).

5.2. Transparency

Transparency comprises the indicators *Transparency of Service Delivery*, *Transparency of Service Design* and *Transparency of Personal Data*. *Transparency of Service Delivery* measures whether public services provide clear, openly communicated information about how the service is delivered. *Transparency of Service Design* assesses whether users can participate in policy and service design. *Transparency of Personal Data* evaluates to what extent users are in control of their personal data.

Transparency of Service Delivery

Figure 5.4 shows the extent to which features are made available to users to make the service process more transparent for each transactional services in the *Starting a Small Claims Procedure* life event. Slightly more than seven out of 10 (72%) services in the Small Claims Procedure life event send users a delivery notice upon completion of the service. Nearly 3 out of 5 (59%) service website provide a progress tracker, making this the second highest scoring indicator in this life event.

However, most indicators under this indicator are underperforming in EU27+ countries. Notably, the estimation of the duration of the processes and the maximum time limit set for delivering a service is communicated to users in less than 50% of websites. Insufficient clarity on these questions can result in user uncertainties, highlighting a critical area for enhancement to bolster citizen trust and satisfaction with eGovernment services.

Services	Delivery Notice	Progress tracker	Draft possibility	Estimation of process duration	Delivery timelines clear	Maximum time limit set	Information about service performance
2.1 Submit small claims procedure (issue the claim to court)	83	72	66	47	61	55	36
2.2 Submit evidence/supporting documents	72	59	50	37	58	45	32
3.2 Appeal against court decision	63	45	41	36	50	36	31
Average Starting a Small Claims Procedure	72	59	53	40	56	45	33

Highest score	Lowest score

Figure 5.4: European averages for features for transparent service delivery for services in the Small Claims Procedure life event

Transparency of Personal Data

The *Small Claims Procedure* Portals score 59 points for the *Transparency of Personal Data indicator.* This score is based on several questions that measures how well government institutions communicate how they use personal data. Although there's room for improvement across all indicators of Transparency of Personal Data, citizens benefit most from features such as the ability to report incorrect or incomplete data (70%) and access to complaint procedures regarding data storage and usage (73%).

Transparency of Service Design

The *Transparency of Service Design* indicator for *Starting a Small Claims Procedure* life event scores 49 points, indicating that user participation in the policy and service design process is not a common occurrence. Although most portals provide information about policymaking and service design (86%), very few enable citizens to participate in policymaking and service design (46%), provide information about how policy and design are created (30%), and inform citizens about how they can participate in the creation of policy or design of a service themselves (32%).

5.3. Key enablers

The Key Enablers dimension comprises four sub indicators: *eID*, *eDocuments*, *Prefilled-forms* and *Digital Post*. A national eID provides users with the possibility of secure authentication online, eDocuments help users send and receive verified files with the government, *Pre-filled forms* measures whether users only have to enter their data once and, lastly, Digital Post evaluates whether it is possible to communicate with the responsible authorities solely through digital channels.

eID

Figure 5.5 shows the extent to which citizens can use their eID for services in the *Small Claims Procedure* life event. In this domain slightly more than one-fifth of services (21%) require users to authenticate offline, necessitating the physical presence of users and their identification documents at government premises. Conversely, citizens can use their eID to authenticate online for 62% of services. The use of eID is consistent across all services in this life event. Namely, in at least 60% of countries, citizens can use their eID for initiating a small claims procedure (59%), submitting supporting evidence for their case (67%), and appealing against certain court decisions (61%).
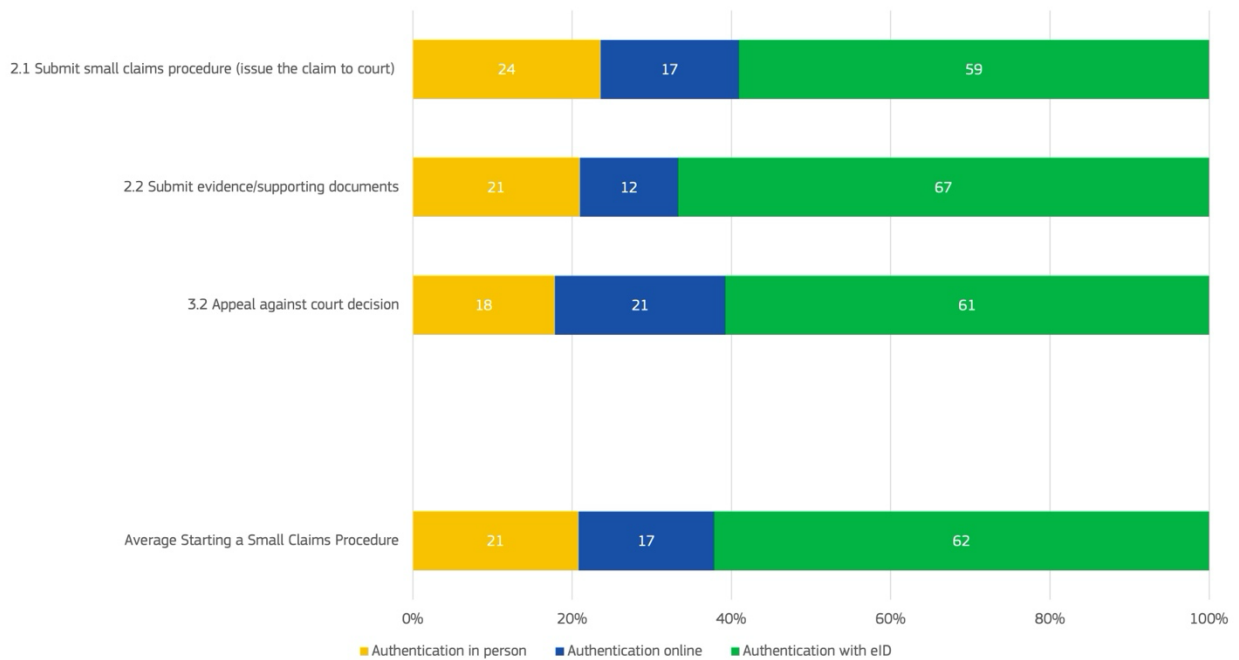
Figure 5.5: Authentication possibilities for services in the Small Claims Procedure life event if authentication is required

eDocuments & Pre-filled forms

Figure 5.6 shows the extent to which services in the *Starting a Small Claims Procedure* life event offer the possibility to submit or download eDocuments that are required and how often personal information for users is prefilled on forms.

Citizens could, on average, submit and obtain eDocuments for more than seven out of ten (76%) services in this life event, where such documentation is required. For the services where eDocuments could not be uploaded or downloaded, users need instead to send or receive a physical copy of the form to government departments in the relevant countries. Users could submit or download eDocuments in 85% of countries when starting a claims procedure. The process of submitting supporting documents/evidence for a claims procedure also facilitated the usage of eDocuments in an adequate 75% of countries.

In terms of prefilling information, only 51% of services in the Small Claims Procedure domain have personal information pre-filled via Pre-filled Forms. Specifically, citizens often found had to manually enter information about themselves when attempting to submit a small claims procedure (50%) and Appeal against court decisions (43%). However, pre-filling capabilities were most apparent for EU citizens when attempting to submit evidence/supporting documents (59%).

Digital Post

For 68% of countries under evaluation, users can choose to receive digitally all their communications with the government related service in the *Small Claims Procedure* life event.
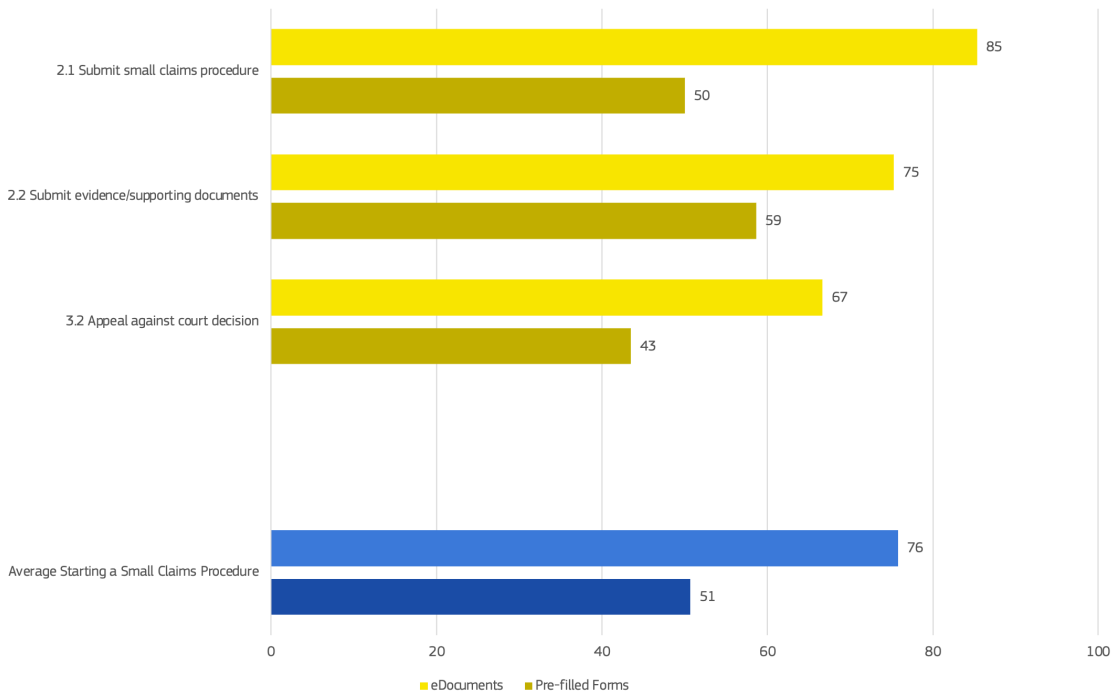
Figure 5.6: Average indicator scores for eDocuments and Pre-filled Forms per Small Claims Procedure services

5.4. Cross-border Services

Cross-border Services evaluates how easy it is for non-national users to access and use online services provided by public authorities in another European country. It is comprised of four indicators: Cross-border Online Availability, Cross-border User Support, Cross-border eID, and Cross-border eDocuments. These indicators measure if services are available online, if there are sufficient help functionalities, and if key enablers like eID and eDocuments work for people living or coming from abroad.

Cross-border Online Availability

The score for the indicator *Cross-border online availability* for the Starting a *Small Claims Procedure* life event stands at 51 points, which is lower than the EU average (62 points). This metric is derived by combining the availability of information about a service online for cross-border users and the possibility to complete the service online.

Figure 5.7 shows how often cross-border users can obtain Small Claims Procedure services online in a foreign country. 44% of the services evaluated in this domain could be completed entirely online and an additional 22% of services at least had information about the service provided online in multiple languages. For the remaining 34% of *Small Claims Procedure* –related services, non-nationals can neither complete the service online nor find online information on how to complete the service through non-digital means. This year's data reveals that transactional *Small Claims Procedure* services are often not fully available online for cross-border users. Specifically, Services such as submitting small claims, providing evidence/support documents, and appealing court decisions are available online less than 40% of the time for non-nationals.

Similar to the previous report, the "Appeal against court decision" service shows the most potential for improvement. Currently, over two-fifths of countries do not offer this service online for cross-border users, nor do they provide any information about it online for cross-border users.

Cross-border User Support
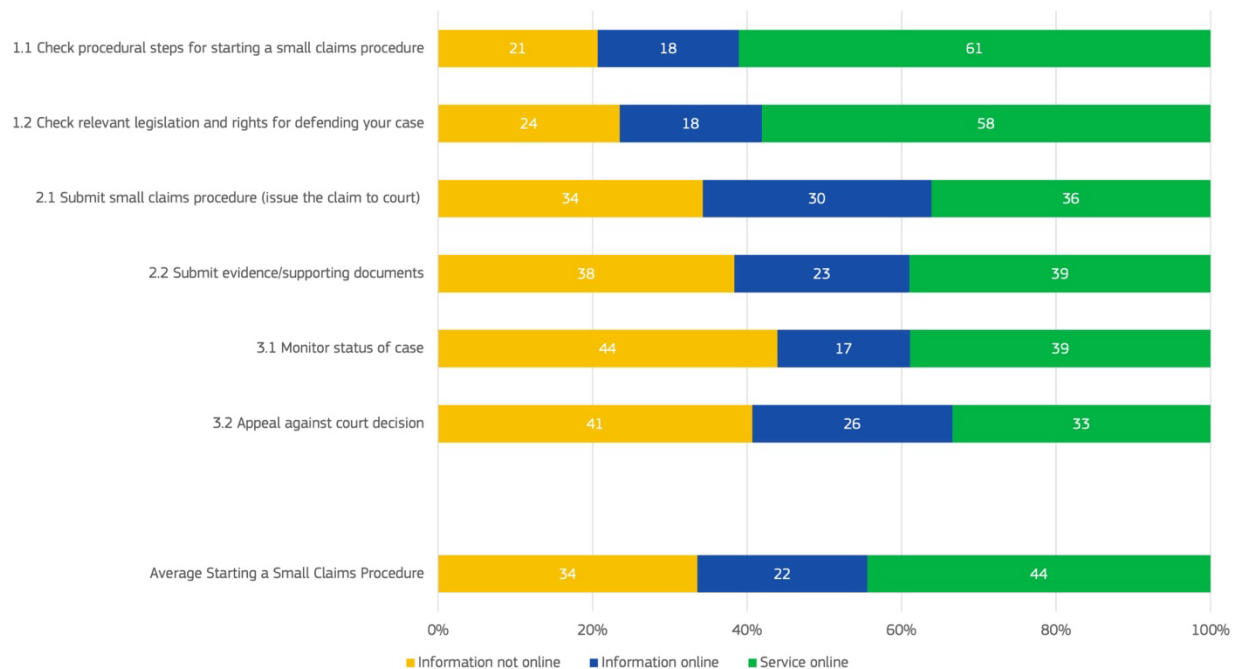
Figure 5.7: Cross-border online availability of Small Claims Procedure services

The Cross-border User Support indicator has a score of 54 points. The web portals used for Small Claims Procedure related services tend to have moderately acceptable help functionality accessible for non-national citizens (68%), but the provision of feedback mechanisms for non-nationals to express their opinions on the service is comparatively low (51%). Additionally, only 43% of Small Claims Procedure portals have complaint procedures available that are easily accessible for non-nationals.

Cross-border eID and eDocuments

There's a notable disparity in eID authentication availability between cross-border users and national users when accessing Small Claims Procedure services. While national users enjoy a 62% eID authentication rate for national services, cross-border users encounter a significantly lower rate of only 14% for cross-border services. This highlights a clear gap in access to eID authentication mechanisms for cross-border users seeking Small Claims Procedure services compared to their national counterparts.[8]

Authentication with eID per service	🏠	📥
2.1 Submit small claims procedure (issue the claim to court)	59%	18%
2.2 Submit evidence/supporting documents	67%	15%
3.2 Appeal against court decision	61%	9%
Average Starting a Small Claims Procedure	62%	14%

Figure 5.8: Comparison eID for Health services, national and cross-border

The availability of eDocuments for applying to Small Claims Procedure –related services shows a similar discrepancy between national and non-national citizens as seen with eIDs. Specifically, eDocument usage is accessible in 76% of European countries for national citizens but only in 31% of European countries for non-national citizens.

Opportunity to submit or download eDocuments, per service	🏠	📥
2.1 Submit small claims procedure (issue the claim to court)	85%	31%
2.2 Submit evidence/supporting documents	75%	27%
3.2 Appeal against court decision	67%	34%
Average Starting a Small Claims Procedure	76%	31%

Figure 5.9: Comparison eDocuments for Small Claims Procedure services, national and cross-border

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[8] For national eID the score to the question "F3: if it is possible to authenticate online, can you use your eID?" was taken instead of the score of the indicator, to ensure a valid comparison. The indicator score for national eID is a composite indicator of online authentication, eIC and Single Sign On (SSO). For cross-border eID the Cross-border eID score was taken.

Belgium (Flanders) – Flemish Mandate System

Top-level benchmark

User centricity, Cross-border services, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Career, Studying, Family

1. **Good practice description**

The Flemish Mandate System (VMS) is a new digital government building block that provides for the management of informal mandates, i.e. the management of agreements between two parties (citizens or organisations) whereby a mandator grants a mandate holder the right/power of attorney to act on his/her behalf. The actual management of these mandates (granting, modifying, deleting) is made available through the main portals of the Flemish government (e-loketondernemers.be, My Citizen Profile, et al.). VMS has been designed and built through an intensive collaboration process between the Flanders Digital agency and the Flanders innovation & entrepreneurship agency (VLAIO).

In the first phase (go-live April 2024), the emphasis was placed on mandates between companies: as an entrepreneur, you can, for example, grant your accountant a mandate to apply for a licence on behalf of your company in an application of the Flemish government, or to manage your company's files in another application of the Flemish government. As a result, the Flanders Digital agency and VLAIO are once again lowering the threshold for the business sector to use the many digital services of the Flemish government.

In the second phase (go-live January 2025), the focus will shift to mandates between natural persons: as a person in need of care, you can, for example, grant a healthcare provider the right to manage your electronic health data in an application of the Flemish government. By providing this possibility, the Flanders Digital agency is once again reinforcing its vision of guaranteeing maximum digital inclusion to citizens.

2. **Benefits**

- Central management of mandates for all applications of the Flemish government
- The possibility to delegate actions/interactions with the Flemish government to another organisation or natural person by means of a digital mandate

3. **Key success factors**

- Integrating an application with or registering a new organisation or user in the Flemish Mandate System is easy and quick
- The actual management of the mandates will take place in the portals of the Flemish government. E.g. mandates between companies will be administered on the e-loketondernemers.be of VLAIO, the portal for entrepreneurs. Mandates between natural persons will (in the second phase) be administered in My Citizen Profile, the portal for citizens. Mandators and mandate holders therefore do not need to use or get to know a new portal, but can keep using their existing, familiar portal

4. **More information**

More information can be found at:

- VMS: https://www.vlaanderen.be/uw-overheid/aanmelden-via-het-mandatenbeheer-van-de-vlaamse-overheid-ssm-self-service-mandatenbeheer#self-service-mandatenbeheer

6. Moving

*"**Migration and mobility** spread knowledge, contribute to growth, innovation and social dynamism."*

Margarítis Schinás, Commissioner for Promoting our European Way of Life
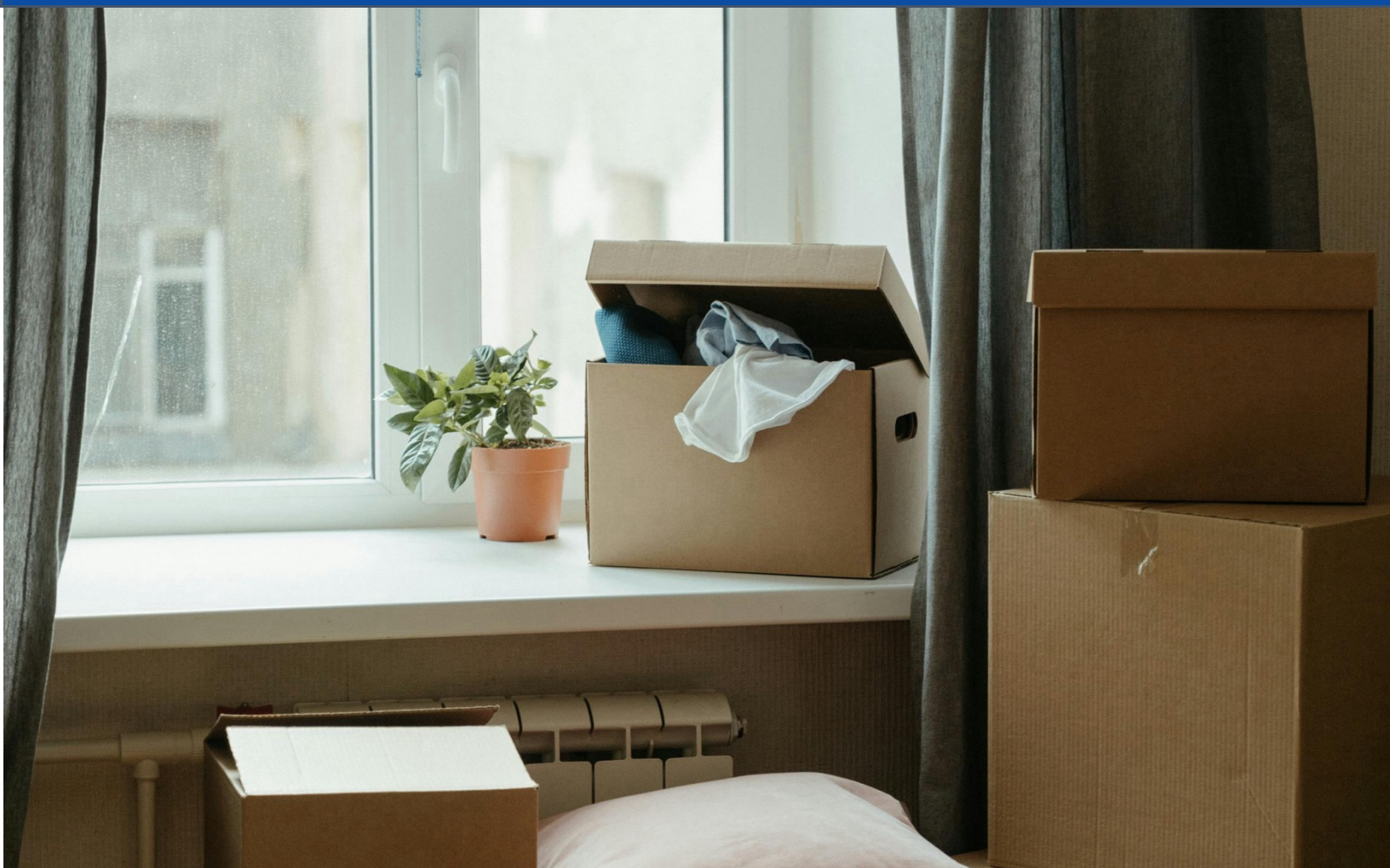
6 Moving

Moving to another country within the European Union is a significant decision that many citizens undertake for various reasons such as work opportunities, education, or personal preferences. In this process, governments play a pivotal role in providing essential services to facilitate the relocation seamlessly. From assisting individuals in finding suitable accommodation to navigating the legal and administrative procedures required for moving to a new country, effective government support is essential. Digital services offered by governments further enhance this process by providing accessible information, online application procedures, and support channels for individuals relocating within the EU.

Figure 6.1: Overall performance of the participating countries for the Moving life event

The *Moving* Life event assesses services that citizens seek from governments when moving houses and places. Think for example about getting information on local facilities when moving abroad, registering your new address with the government, and at a later point in time, requesting a proof of residence. Such services serve as critical touchpoints in the complex journey of relocation, requiring seamless interaction between citizens and governmental bodies to ensure efficient transitions. The aim of this section is to thoroughly investigate the digital accessibility and efficacy of these services, elucidating the extent to which citizens can effectively engage with their respective governments online to facilitate their relocation endeavours.

Figure 6.1 shows the overall performance of each country in the EU27+ for the *Moving* life event and Figure 6.2 shows a comparison per country for data collected in 2021 and 2023. The European score for this life event is 73 points, an increase of 2 points from the previous report.

Latvia demonstrates exceptional maturity in its provision of eGovernment services related to moving, achieving a near perfect score of 98 points. Their 4-point advancement is particularly noteworthy considering Latvia's already prominent leadership in this domain in the previous report. Eight other countries score 90 points or more in the overall scoring: Malta (96 points), Iceland (95 points), Türkiye (95 points), Luxembourg (94 points), Denmark (92 points), Austria (92 points), and Estonia (90 points). Four countries score lower than 50 points for this life event: Romania (46 points), Montenegro (33 points), North Macedonia (24 points), and Moldova (23 points). Citizens in lower scoring countries will likely be required to appear in person at different institutions to facilitate moving-related services. Furthermore, improvement in this life event since the previous report is clear, the count of countries scoring above 90 points has risen by 2, while the number of countries scoring below 50 remains unchanged, as Moldova was not assessed in the previous report.
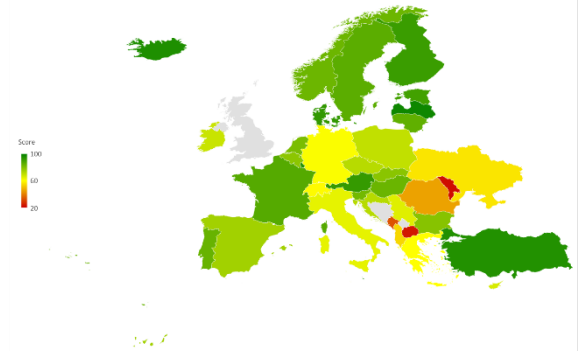
Shortened Persona: *Moving*

Joyce, 44 years old, married and mother of three children has bought a new family house in another municipality and region within her country of residence.

Before moving she obtains information on the local facilities, she also makes sure she registers her new address in the municipality register and all other relevant authorities are notified about her changed addresses. Mail sent to her previous house would be a pity. Finally, she signs out at the old municipality and registers herself as the new owner of the house in the land register.

After five years in her house, Joyce gets a new job in another EU country. She and her husband decide to move the family there for at least two years. She again obtains information on the local facilities and required permits to move there. She also obtains information on her rights and obligations when moving abroad. Finally, she registers her new address in the register of the country of destination.
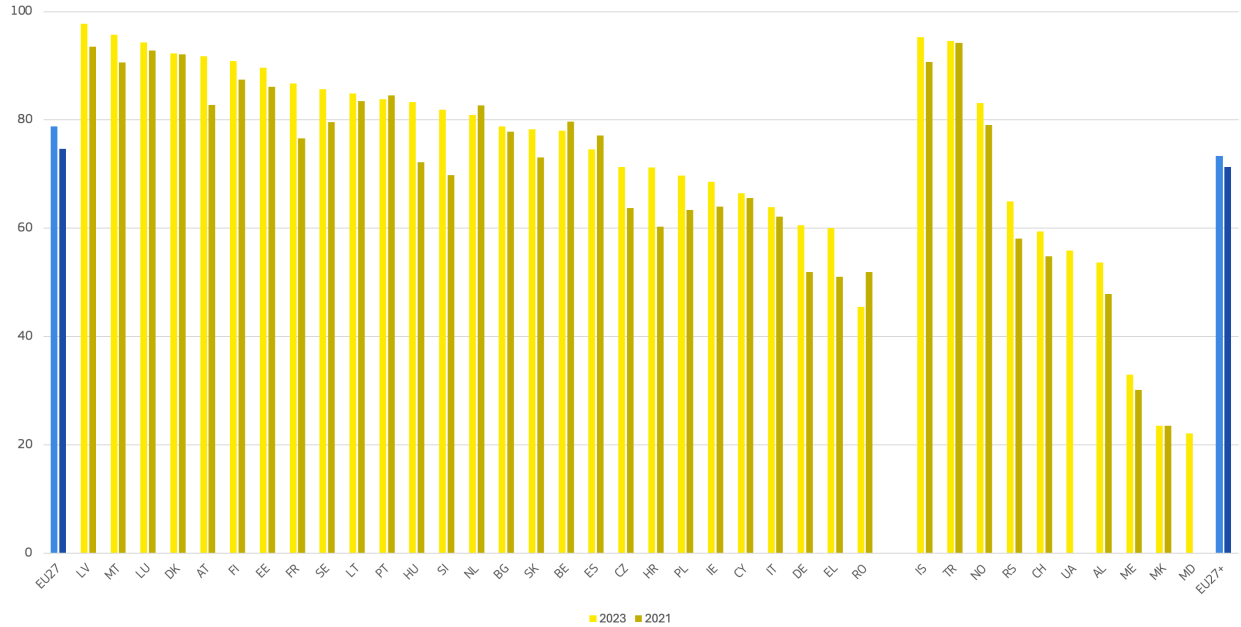
Figure 6.2: Country averages of all key dimensions for the Moving life event

6.1. User Centricity

The User Centricity key dimension focusses on the Online Availability, Mobile Friendliness and User Support of the services. User centric services enable citizens and businesses to get an optimal experience when dealing with public administrations. This section describes in detail the results for Online Availability, Mobile Friendliness and User Support for the Studying life event.

Online availability

The score of the indicator *Online Availability* for the *Moving* life event is 91 points. This score is based on three questions: the availability of information about a service online, the possibility to complete the service online, and the possibility to find the website via a government portal. Figure 6.3 shows that most moving-related services can be completed entirely online (86%). For the remaining 14% of the services, citizens could find information about the service online, but needed to visit a government facility to complete the service.

Although most services within this life event are transactional in nature, the informational service focused on *monitoring the availability of local facilities* stands out as the top performer (96%). Additionally, the services *register new address with additional organisations* (91%), *Register you signing out from old municipality* (91%), *Obtain proof of residence* (87%), are readily online for citizens.

75
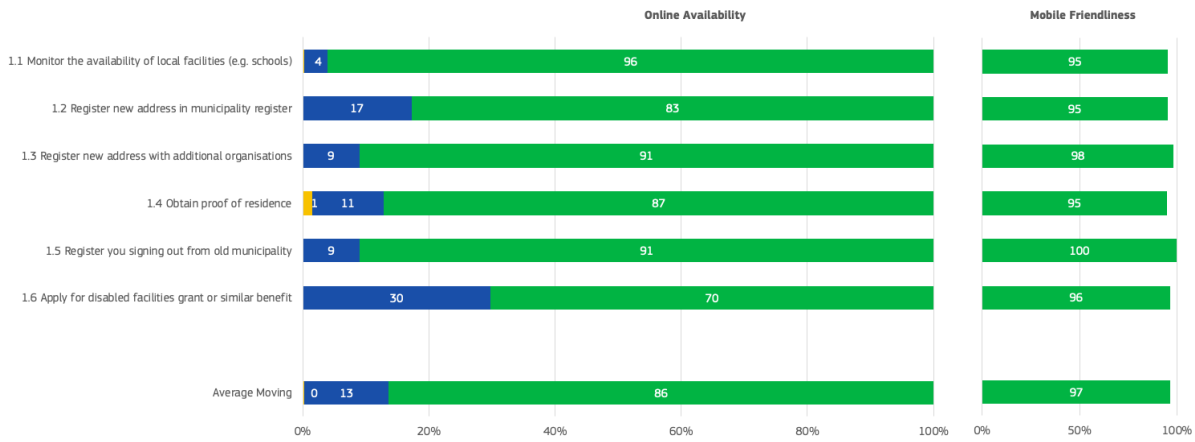
Figure 6.3: Online availability and mobile friendliness of services in the Moving life event

Apply for disabled facilities grant or similar benefit (70%) ranks the lowest scoring service. In 30% of cases, while information about the service is available online, a visit to a government facility is still required for service completion. Nevertheless, this service improved substantially since the previous report (+13%), underscoring governmental efforts to enhance accessibility for individuals with health conditions or impairments who rely on this online option.

Mobile Friendliness

Moving-related services offered online demonstrate a high level of accessibility on mobile devices, with 4p.p. increase since the previous score and a near perfect (97%) mobile-friendliness score. Moreover, all services under this life event score 95% or higher in terms of mobile friendliness, with the largest improvement made in the *Obtaining proof of residence* service, increasing by 8p.p.

User Support

The government portals of the *Moving* life event offer a range of functionalities to users to ask for help, contact officials, or voice their opinion Notably, all eight portal functions evaluated in this study for the Moving life event typically aligns closely with the EU27+ average, with deviations of approximately 4 points observed, both above and below. This trend is further reflected in the score for the EU27+ average of the overall *User Support* indicator for the Moving life event (92 points), which is in line with the other life events included in this report.

6.2. Transparency

Transparency comprises the indicators *Transparency of Service Delivery*, *Transparency of Service Design* and *Transparency of Personal Data*. *Transparency of Service Delivery* measures whether public services provide clear, openly communicated information about how the service is delivered. *Transparency of Service Design* assesses whether users can participate in policy and service design. *Transparency of Personal Data* evaluates to what extent users are in control of their personal data.

Transparency of Service Delivery

Figure 6.4 shows the extent to which features that enhance transparency of the service process are present on websites for study-related services. The most common and most improved (+3 p.p.) transparency feature incorporated into service website is a delivery notice that informs the users that the service step has been completed successfully online (82%). Additionally, two out of three services have a progress tracker for the number

of steps that must be taken before completing the service, as well as information on the maximum time limit set for the administration to deliver the moving-related service.

Despite its 4 p.p. increase since the previous report, *Communication of information about the performance of the service online* remains the lowest scoring function (51%) in the transparency indicator on average across the EU27+. Additionally, only in 54% of cases are users provided with the option to save their progress on a moving-related service procedure online, with only a 2p.p. increase since the previous report.

Registering that you signed out from your old municipality (94%) is the top performing service across all transparency features. This service especially exceeds the average on the time-related transparency features. Websites for this service surpass the average score for moving-related services by 18% for providing delivery timelines, by 24% for providing an estimation of the process duration, and by 23% for draft possibility. This means that, in general, users know when to expect an outcome on registering their relocation from another municipality.

However, citizens who are eligible for grants that cover the cost of making a house more accessibility friendly, still encounter a relatively non-transparent service process. This is because all transparency functions under this service are considerably lower than the EU27+ average. However, improvements have been made since the previous report. For example, more countries provide information on service performance (+11p.p.) and a progress tracker (+9p.p.).

Services	Delivery Notice	Progress tracker	Draft possibility	Estimation of process duration	Delivery timelines clear	Maximum time limit set	Information about service performance
1.2 Register new address in municipality register	78	62	37	57	75	65	44
1.3 Register new address with additional organisations	91	79	79	83	88	78	76
1.4 Obtain proof of residence	79	54	35	46	68	51	30
1.5 Register you signing out from old municipality	94	85	85	88	91	88	85
1.6 Apply for disabled facilities grant or similar benefit	67	54	43	19	29	31	22
Average Moving	82	67	56	59	70	63	51

Highest score	Lowest score

Figure 6.4: European averages for features for transparent service delivery for services in the Moving life event

Transparency of Personal Data

The *Moving life event portals* score 66 points for the *Transparency of Personal Data* indicator. This score is based on several questions that measures how well government institutions communicate how they use personal data. As an example of a specific survey question, citizens can notify the government online if they think that their personal data online is incorrect/incomplete in nearly eight out of ten countries (78%), demonstrating that governments enable citizens to verify their own data for residency matters.

Transparency of Service Design

The Transparency of Service Design indicator for the Business Start-up life event scores 64 points, which shows that there is room for more services to allow users to participate in policy and service design. Citizens are often informed about the policymaking process (94% of measured websites), however guidance on engaging in the service design process (43%) and understanding the principles behind digital service design (54%) is frequently deficient.

6.3. Key enablers

The Key Enablers dimension comprises four indicators: eID, eDocuments, Pre-filled Forms and Digital Post. A national eID provides users with the possibility of secure authentication online and eDocuments help users send and receive verified files with the government. Pre-filled Forms measures whether users can enter their data once or must duplicate data entry in multiple forms, and Digital Post evaluates whether it is possible to communicate with the responsible authorities solely through digital channels.

eID

Figure 6.5 shows the authentication possibilities for services in the *Moving* life event. For almost one out of six services in the Moving domain, users still need to authenticate offline (15%), meaning that they must bring their identification documents to a government building. In contrast, citizens can use their eID to authenticate online for 82% of services. Some services are more enabled for eID use than others. In 93% of countries, citizens can use their eID when notifying government organisations (i.e., agency and health care institutions) other than the new municipality, about their new address. Users can also use their eID when notifying their old municipality about their change of address to a new municipality (90%).

Online authentication is becoming standard for most *Moving* services, yet offline authentication remains necessary in many cases. For example, users wishing to register their new address with the competent authority will need to show documents in person in approximately one-fifth of cases. Additionally, users wishing to apply for grants needed to make changes to their home due to a disability (i.e., widening doors, access improvements such as lifts), will need to authenticate in 22% of cases.
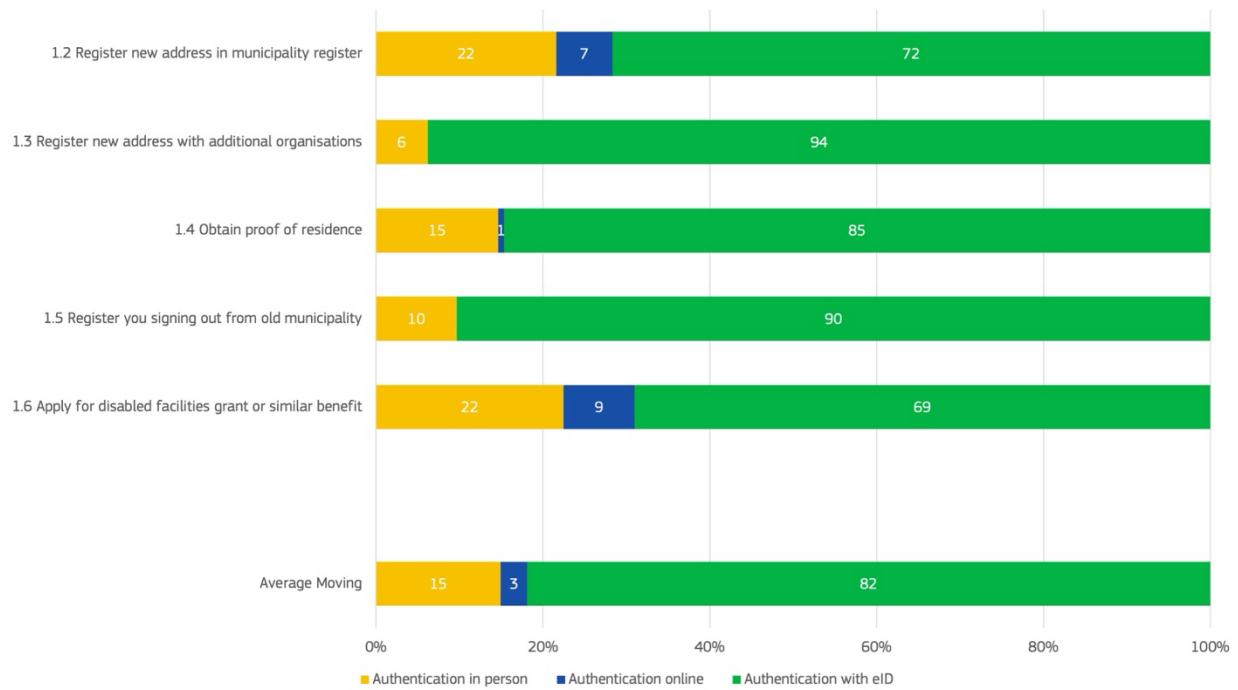
Figure 6.5: Authentication possibilities for services in the Moving life event if authentication is required

eDocuments & Pre-filled Forms

Figure 6.6 illustrates the degree to which *Moving* life event services provide options for submitting or downloading necessary eDocuments, as well as the frequency with which user personal information is automatically populated in forms.

Citizens could, on average, submit or obtain eDocuments for close to 9 out of 10 (86%) services in this life event, where such documentation is required. eDocuments are especially accepted when deregistering from a previous municipality during a move (96%), registering a new address with additional organisations (90%), applying for disabled facilities grant (87%), and obtaining a proof of residence (84%). Conversely, registering a new address with the competent authority (74%) is the least enabled services for eDocuments.

In terms of prefilling information, 79% of services in the Moving domain have personal information prefilled via Pre-filled Forms. Akin to their high scores for eDocuments, services *Register you signing out from old municipality* (96%) and *Register new address with additional organisations* (96%) demonstrate mature information prefilling capabilities. The *Obtain proof of residence* service (75%) saw the greatest increase in score compared to all other services in this life event since the previous study (+4 p.p.).
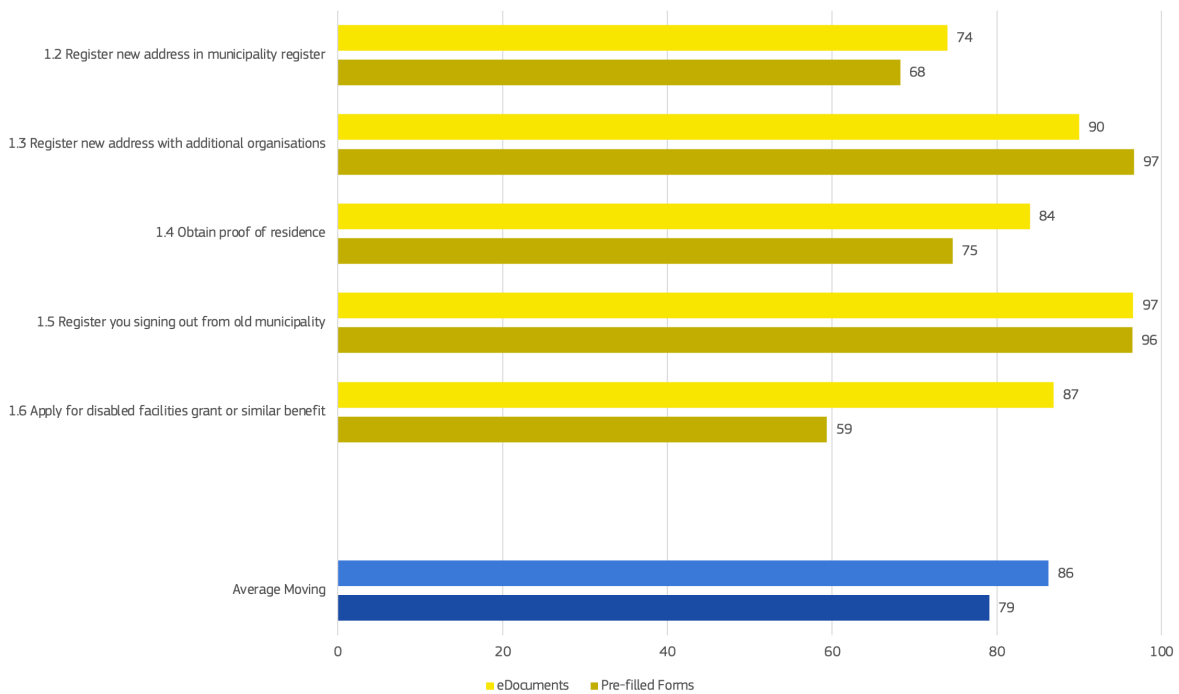
Figure 6.6: Average indicator scores for eDocuments and Pre-filled Forms for services in the Moving life event

Digital Post

The average score for the *Digital Post* indicator for the *Moving* life event is 80 points. For moving-related services, citizens can access online communication from the central government in 76% of instances, compared to 68% when dealing with the local government through a designated mailbox.

79

6.4. Cross-border Services

Cross-border Services evaluates how easy it is for non-national users to access and use online services provided by public authorities in another European country. It is comprised of four indicators: Cross-border Online Availability, Cross-border User Support, Cross-border eID, and Cross-border eDocuments. These indicators measure if services are available online, if there are sufficient help functionalities, and if key enablers like eID and eDocuments work for people living or coming from abroad.

Cross-border Online Availability

The score for the indicator *Cross-border online availability* for the *Moving* life event stands at 63 points. This metric is derived by combining the availability of information about a service online for cross-border users and the possibility to complete the service online.

Cross-border users can complete slightly more than half of the Moving life event services (52%) online and an additional 25% of services at least had information about the service provided online in multiple languages, which enables cross-border users to go on and complete the service through non-digital channels. For the remaining 23% of moving-related services, non-national citizens can neither complete the service online nor find online information on how to complete the service through non-digital means. Intriguingly, three out of four services measured in the Moving life event are only fully online in 40% of cases for cross-border users. Despite barriers with registering new address with the municipality, obtaining proof of residence, and obtaining registration certificate, citizens wishing to move abroad find information about their new home country in most instances (84%).
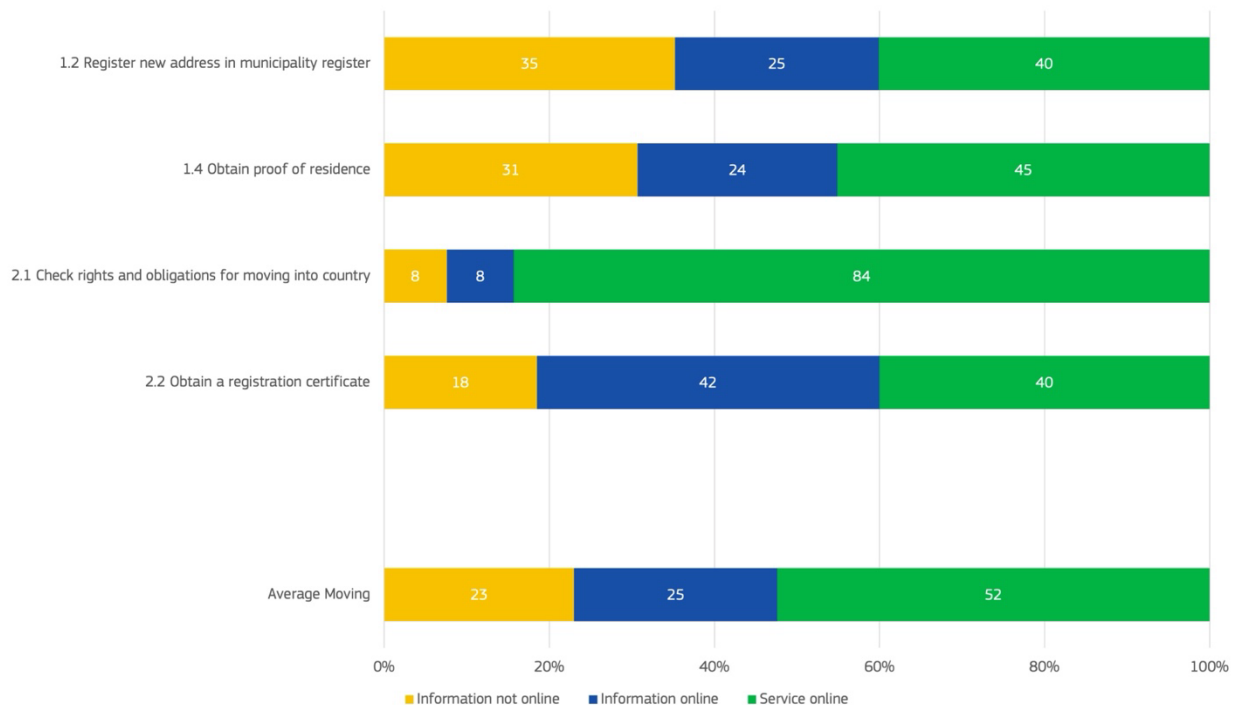
Figure 6.7: Cross-border online availability for services in the Studying life event

Cross-border User Support

The *Cross-border User Support* indicator has a score of 69 points. On average, 78% of the web portals used for moving-related services have a help functionality accessible for non-national citizens. However, gaps persist in accommodating non-nationals' feedback and complaints. Specifically, only 68% of portals provide feedback mechanisms for non-nationals to give their opinion on the service, and only 62% have complaint procedures available that are easily accessible for non-nationals.

Cross-border eID and eDocuments

Figure 6.8 shows how often citizens can use an eID for *Moving* services, both from a national as well as cross-border perspective. Across the board, there is a significant disparity between services providing authentication via national eID (82%) and those facilitating authentication through cross-border eID (22%). However, much improvement has been made since the previous report. Cross-border eID authentication for *Registering new address in municipality* saw a 16 p.p. increase since the previous report, along with *Obtaining proof of residence* (+11 p.p.). This suggests greater interoperability of electronic authentication between countries for Moving-related services.[9]

Authentication with eID per service		
1.2 Register new address in municipality register	72%	21%
1.4 Obtain proof of residence	85%	26%
2.2 Obtain a registration certificate	-	19%
Average Moving	82%	22%

Figure 6.8: Comparison eID for Moving services, national and cross-border

Figure 6.9 shows how frequently national and cross-border users could download or submit eDocuments for the services within the *Moving* life event. Non-national users were able to submit or download eDocuments for 61% of services under evaluation, compared to 86% for national citizens. The service of registering a new address in the municipality register stands out as top service for eDocument capabilities for cross-border users (69%). Additionally, this service exhibits the smallest disparity between national and cross-border users, with only a 5 p.p. less than the score for national eDocuments.

Opportunity to submit or download eDocuments, per service		
1.2 Register new address in municipality register	74%	69%
1.4 Obtain proof of residence	84%	63%
2.2 Obtain a registration certificate	-	53%
Average Moving	86%	62%

Figure 6.9: Comparison eDocuments for Moving services, national and cross-border

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[9] For national eID the score to the question "F3: if it is possible to authenticate online, can you use your eID?" was taken instead of the score of the indicator, to ensure a valid comparison. The indicator score for national eID is a composite indicator of online authentication, eIC and Single Sign On (SSO). For cross-border eID the Cross-border eID score was taken.

Italy – National Digital Data Platform
Top-level benchmark

User centricity

Life event

Health, Career, Studying, Family

1. **Good practice description**

ANIS is the National Register of Tertiary Education, established pursuant to article 62-quinquies of Established by the art. 50-ter of the Italian law n. 82/2005, the National Digital Data Platform (known as "PDND") is the tool that enables simple and secure information exchange between all public administrations. Every administration involved will be allowed to reuse and share data and documents through a machine to machine communication, upon the user's approval. The integration of databases and services will generate an interoperable ecosystem able to ensure a virtuous data quality management cycle and implement the once-only principle.

Through the interoperability public administrations will be enabled to solve problems and contraints related to a wide range of databases and fragmented information access, resulting in manual, repetitive actions and therefore a costly use of time and resources.

In this perspective, PDND optimizes procedures and decreases the administrative burden through managing identification and authorization levels, facilitating agreement execution among PA and consolidating access to all published e-services by the providers at a single point

2. **Benefits**

*   The interoperability facilitated by the National Digital Data Platform (PDND) realizes the "once only" principle: citizens are no longer asked for data available to the Public Administrations, and self-certifications can be avoided;
*   The increase of data managed by Public Administrations is estimated to result in annual savings of approximately 5 billion of Euros;
*   Contribute to a faster de-certification process, making the entire information assets accessible to the public and private sector, in compliance with the current regulatory framework;
*   Improvement of services offered by the private sector (e.g. Health Insurance companies can now automatically check some necessary personal data through the platform). The availability of more services provided by the private sector is expected in the next few months.

3. **Key success factors**

*   Establishment of **constant cooperation** among the public administrations involved in several different tasks: to pinpoint high-value e-services to publish, explore potential issues, and further refine the service quality and usability of the platform itself;
*   The adoption of a flexible legislative framework aiming to facilitate an constant and responsive enhancement of the functionalities of the platform;

4. **More information**

More information can be found at [Piattaforma Digitale Nazionale Dati - Interoperabilità (pagopa.it)](pagopa.it)

7. Transport

"It is a key achievement and cornerstone of the EU Single Market that people can live, work and study in other EU Member States."

Valdis Dombrovskis, Executive Vice-president for an Economy that Works for People

7 Transport

The availability of transport services online is not just a matter of convenience; it also promotes accessibility and inclusivity for all EU citizens. By offering these services digitally, governments enable individuals, regardless of their location or physical mobility, to access essential transportation information and services. For commuters, this means being able to plan their journeys, check routes and schedules, and purchase tickets from the comfort of their homes or on the go, reducing the time and effort traditionally associated with such tasks. Additionally, for individuals with impairments or mobility limitations, online accessibility ensures equal access to transportation resources, fostering greater independence and autonomy in their daily lives.

Importantly, the provision of online transport services aligns with broader EU efforts to promote sustainable and environmentally friendly modes of transportation. By facilitating the application process for subsidies on alternatively fuelled vehicles and emission stickers online, governments encourage citizens to make eco-conscious choices when it comes to their transportation options. This not only supports the EU's goals for reducing carbon emissions and combating climate change, but also contributes to the creation of cleaner and more liveable cities.

Before 2020, the *Transport* life event only included services that related to owning and driving a car. Since the method update prior to the 2020 report, it goes by the name of *Transport*, as it includes a wider set of services. Thanks to this update, this life event now also reflects eGovernment maturity of services related to public transport and electric vehicles, both more sustainable methods of transport that are being used more and more for commutes.

The average overall performance of the services within the *Transport* life event of the EU27+ countries is 69 points. This indicates that commuters are not always able to successfully depend on the digital services that they might require for their commute. Countries that score higher than 90 points are Luxembourg (93 points), Denmark (92 points), Malta (92 points) and Lithuania (90 points). There are five countries that score below 50 points on this spectrum, even going as low as 20 points.
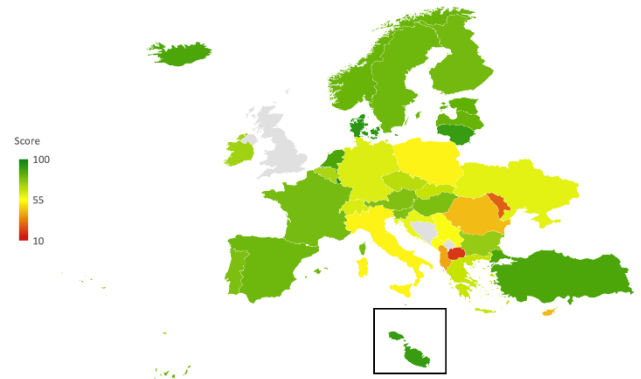
Figure 7.1: Overall performance of the participating countries for the Transport life event

Shortened Persona: *Transport*

Sofia has just reached pension age. She loves her family, with whom she can now spend more time. However, Sofia lives near the border and her family lives on the other side of the country.

She decides to buy a car so she can travel to her (grand)children more often. Sofia cares about the environment (explaining why she did not drive a car for some years) and therefore chooses a (second hand) alternative fueled vehicle, for which she also benefits from government financial support.

After a while, Sofia's (grand)children move to her city of residence. Public transport becomes much more convenient than driving in the busy streets. On sunny days she want to buy tickets online for herself and her (grand)children to go on family activities together.
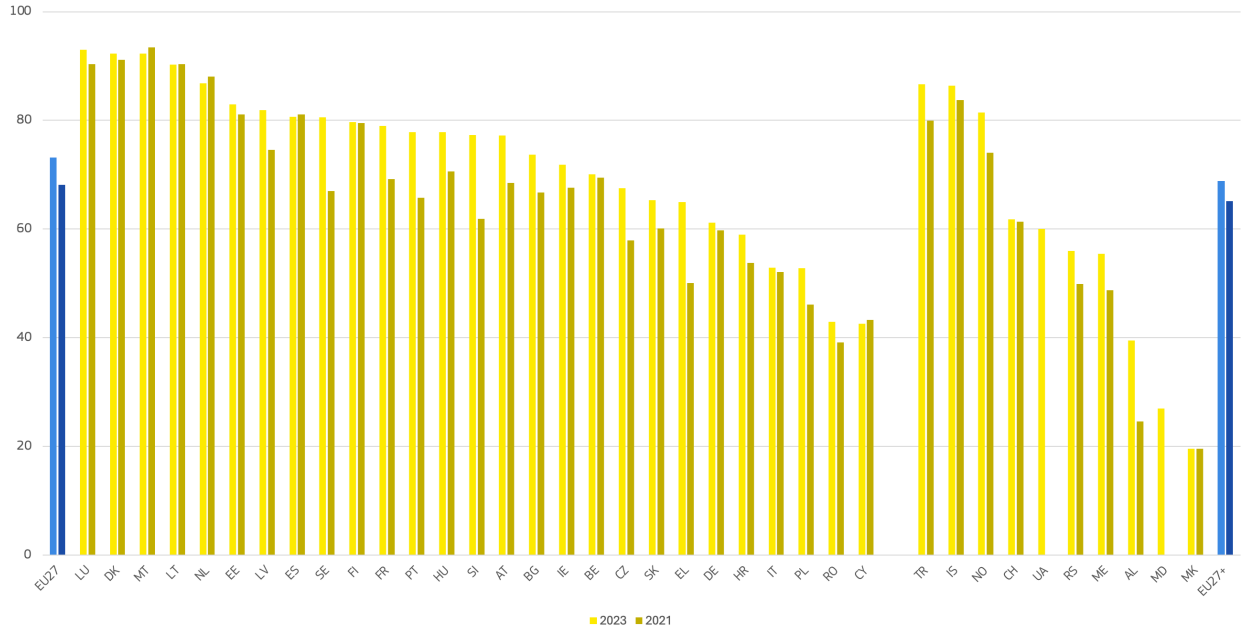
Figure 7.2: Scores for the life event Transport, based on average of all four key dimensions

7.1. User Centricity

The User Centricity key dimension focuses on the Online Availability, Mobile Friendliness and User Support of government services. User centricity in service delivery enables citizens and businesses to have an optimal experience when dealing with public administrations. This section describes in detail the results for Online Availability, Mobile Friendliness and User Support for the Regular Business Operations life event.

Online availability

More than eight out of ten services (84%) can be fully completed online throughout Europe, as shown in Figure 7.3. 13% of all the services in the *Transport* life event cannot be completed digitally, but users can at least find information available on how to complete the service offline. The remaining 3% of all services cannot be completed online, nor have digital information available.

Services with an exceptional online availability are *Apply for government support for alternative fuelled car*, which can be completed digitally in 95% of the cases around Europe and has information available in all countries, and *Check information and plan a journey*, which can be completed digitally in 95% of the cases across Europe and has information available in 3% of the cases. A service which has room for improvement in its *Online Availability* across Europe is *Obtain a parking permit*. 34% of all cases of this service cannot be completed online, obstructing commuters from easily facilitating a parking spot for themselves.

Citizens that travel by public transport can buy their tickets in 89% of all countries. However, when they experience a delay during their travel and want to claim a refund, they can only do so in 81% of all countries and online information on requesting this refund is lacking in 18% of all the countries that offer this service.
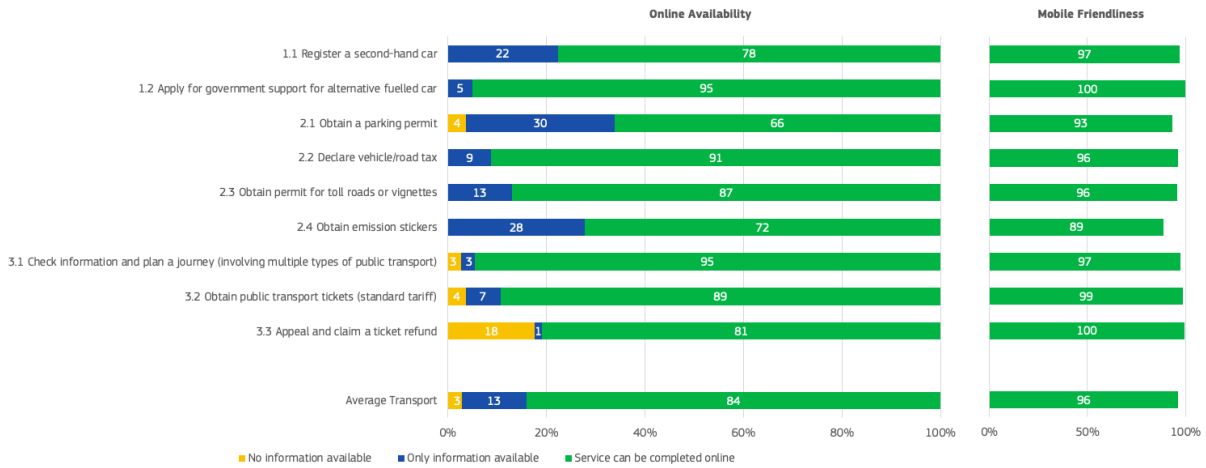
Figure 7.3: Online Availability and Mobile Friendliness per service for the Transport life event

Mobile Friendliness

Figure 7.3 also depicts how 96% of all services within the *Transport* life event are adaptive to mobile devices. Especially the websites for commuters that travel by public transport score very well on this indicator (97% or higher). This is especially beneficial as these commuters can use their mobile phone easily to look for train, bus, or other public transport information while they are on their commute. The overall score for *Mobile Friendliness* is very high across this life event. The services through which users *Obtain emission stickers* has the most room for improvements, which is the case for 11% of all the websites that offer this service.

User Support

The average score for *User Support* on the government portals evaluated for this life event is 93%. A notable score across the *Transport* portals is that 43% of all portals offers an AI-powered chatbot. Besides the *Regular Business Operations* life event, *Transport* is the life event with the highest score on this topic. Complaint procedures are also available on more portals (92%) for this life event than on average across portals (88%).

7.2. Transparency

Transparency comprises the following indicators: Transparency of Service Delivery, Transparency of Service Design and Transparency of Personal Data. Transparency of Service Delivery measures whether public services provide clear, openly communicated information about how the service is delivered. Transparency of Service Design assesses whether users can participate in policy and service design. Transparency of Personal Data evaluates to what extent users are in control of their personal data.

Transparency of Service Delivery

The score for *Transparency of Service Delivery* sits at 39 points for *Transport*. This implies that there is much room for improvement in this domain. It is notable that this score has improved by 3% since the last measurements of the *Transport* life event, which were reported on in 2022. Figure 7.4 shows the averages for each service on the various questions that make up this indicator.

Users are lacking transparency mostly regarding the time the online procedure will take. Just over half (53%) of the services include a progress tracker that shows the user how many steps they still need take before completion and only 29% of the services show an estimation of the online process duration.

A service that scores relatively well across all *Transparency* sub indicators is *Declare vehicle/road tax*. There are also still noticeable areas for improvement. For example, in only 44% of the countries that provide this service, users are informed about service performance.

Another service that performs relatively well across most sub indicators is *Apply for government support for alternative fuelled car*, which delivers users a completing notice in 88% of all countries and allows users to save their information during the completion process in 61% of all countries.

Services	Delivery Notice	Progress tracker	Draft possibility	Estimation of process duration	Delivery timelines clear	Maximum time limit set	Information about service performance
1.1 Register a second-hand car	72	52	24	30	52	32	24
1.2 Apply for government support for alternative fuelled car	88	65	61	35	45	30	25
2.1 Obtain a parking permit	55	33	19	22	35	24	10
2.2 Declare vehicle/road tax	84	66	54	48	57	50	44
2.3 Obtain permit for toll roads or vignettes	87	57	29	21	40	13	4
2.4 Obtain emission stickers	69	50	29	22	39	22	28
3.2 Obtain public transport tickets (standard tariff)	82	53	20	11	50	36	19
3.3 Appeal and claim a ticket refund	75	30	10	14	43	18	15
Average Transport	77	53	34	29	48	32	25

Highest score	Lowest score

Figure 7.4: Averages scores for the transparent service delivery for services for the Transport life event

Transparency of Personal Data

The average score for *Transparency of Personal Data* of all portals across Europe is 66 points. The sub indicators of this domain show that 78% of all countries have a portal in this life event that allows commuters to modify their personal data. On a less positive note, only 48% of the countries offer a portal where users can see whether their personal data was consulted, and for what reason. This functionality can be included in more than half of the countries.

Transparency of Service Design

The average score for *Transparency of Service Design* on government portals sits at 65 points, which is slightly above the average of all life events (62 points). This can be attributed to its score on whether these *Transport* portals provide information on the user's ability to participate in policy making processes, which is the case in 68% of the countries. However, these portals are lagging in providing information regarding the process via which digital services are designed. This only happens in just over half of the countries (51%), which is lower than the average for this sub indicator across all life events (60%).

7.3. Key Enablers

The Key Enablers dimension comprises four sub indicators: eID, eDocuments, Pre-filled forms and Digital Post solutions. A national eID provides users with the possibility of secure authentication online, eDocuments help users send and receive verified files with the government, Pre-filled forms measures whether users only have to enter their data once, and lastly, Digital Post evaluates whether it is possible to communicate with the responsible authorities solely through digital.

eID

The possibility to authenticate with a national eID is provided in 63% of all the *Transport* services across Europe. This demonstrates a substantial growth since the previous measurements that were reported in the 2022 report, where this figure was 63%. Figure 7.5 also shows that users cannot log in with an eID but are able to authenticate through another method in 23% of the cases where authentication is required. Online authentication is lacking completely in the remaining cases, which is 16%. These require commuters to physically authenticate somewhere, preventing them from easily obtaining a service.

The type of service that has the highest eID implementation across Europe is *Obtain emission stickers*, where all available services in Europe provide eID authentication. This extraordinarily high score should be accompanied by the note that this service is not applicable in many European countries, because they do not make use of emission stickers. These countries are not considered in this score. For *Register a second-hand car*, commuters can authenticate safely and securely through their national eID in 88% of the countries.

For Europeans that want to *obtain a parking permit* or *appeal and claim a ticket refund*, eID is not always present, respectively in only 37% and 36% of the countries. For commuters that are looking to *Obtain public transport tickets*, eID authentication is lacking for the most countries. However, it should be stated that an alternative method of authentication is available in most remaining cases, namely 60%.
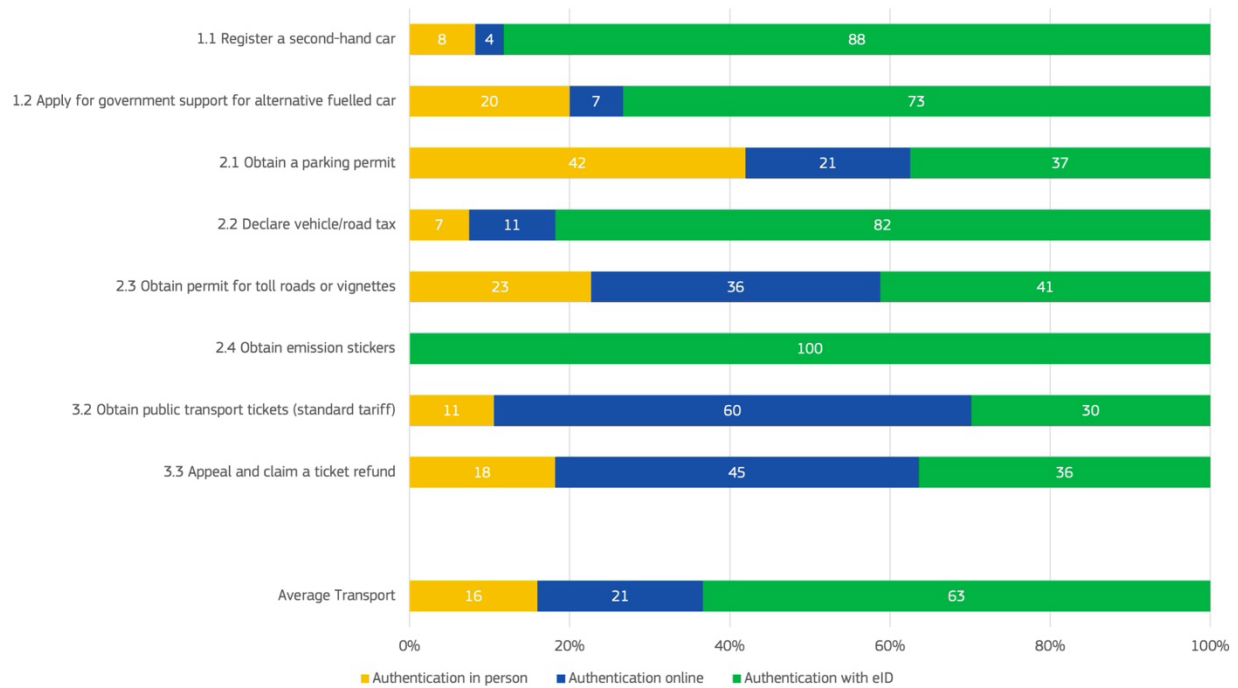
Figure 7.5: Authentication possibilities for services in the Transport life event if authentication is required

eDocuments & Pre-filled forms

Figure 7.6 depicts for each *Transport* service the percentage of countries that provide their users with the option to download or submit eDocuments. On average across this life event, in 81% of the cases, users can do so. A noteworthy score is that all users across Europe can download their public transport ticket once they have successfully requested one.

Figure 7.6 also depicts for each service the percentage of countries where users are aided by automatic prefilling of their personal data when filling in a digital form. On average, this is the case for just over half the cases (52%). The difference across services is substantial for this sub indicator, ranging from 25% for users that want to *Obtain public transport tickets* to 89% for users that are looking to *Declare vehicle/road tax*.

The average availability of both *eDocuments* and *Prefilled-forms* have each improved with a few percentages (respectively 6% and 4%) since the previous measurements, which were reported in the 2022 report.
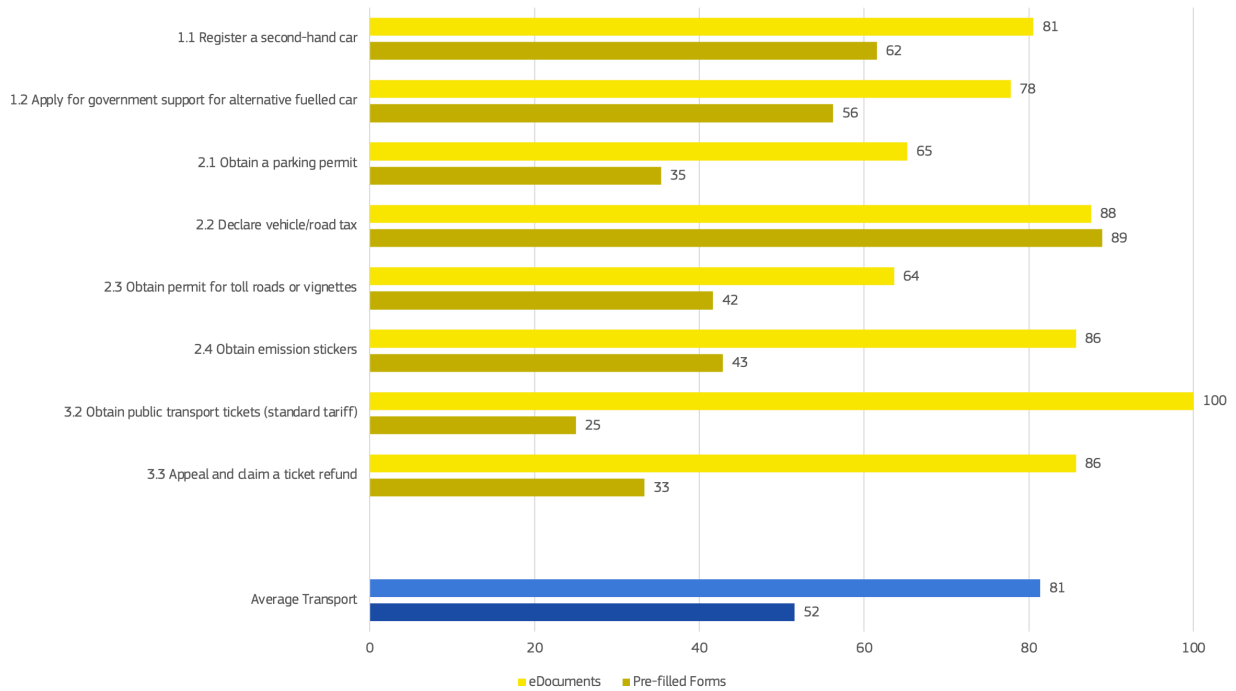
Figure 7.6: eDocument and Pre-filled Forms per service for the Transport life event

Digital Post

The average score across Europe for *Digital Post* is 70 points. Commuters can receive their post online in 76% of the countries from central governments via a dedicated mailbox, which is slightly lower than the average across all life events (85%). These online mailboxes are less developed by local governments, as their *Transport* portals only provide such a dedicated mailbox in 46% of the countries. This is substantially lower than the average across all life events for this sub indicator (60%).

7.4. Cross-border Services

Cross-border Services evaluates how easy it is for foreign users to access and use online services provided by public authorities. It is comprised of four indicators: Cross-border Online Availability, Cross-border User Support, Cross-border eID and Cross-border eDocuments. These indicators measure if services are available online, whether there is sufficient user support and if key enablers such as eID and eDocuments work for people living or coming from abroad.

Cross-border Online Availability

The average score for *Cross-border Online Availability* for the *Transport* life event stands at 79 points, which is an aggregated score of this indicator's sub questions. This indicates that Transport-related services are more tailored to international users than all services on average, which score an average of 62 points.

Figure 7.7 shows that across the relevant *Transport* services, 67% of them can be fully completed online by cross-border users. For 16% of these services, information is provided, while cross-border users are required to complete the service offline. For 18% of the services, the service must be completed offline and information for cross-border users is missing. This means that the *Transport* life event has the highest online availability for international users of all the nine life events, indicating that the services are relatively well tailored to cross-border commuters. On the other hand, national users can fully complete transport-related services in 84% of the cases. Which shows that there are still gaps to close between the service-offering for national and international users.

The service with the highest *Cross-border Online Availability* is *Check information and plan a public transport journey*, which is available to international users in 95% of the European countries. This is especially useful, as international visitors might opt for public transport more often. In 79% of the countries, these commuters can also actually obtain a ticket for their travel via public transport and can at least find online information on how to obtain a ticket in 18% of the countries.

International citizens that are looking to *Register a second-hand car* often face barriers while doing so. Only in 39% of the countries, they can fully complete the service digitally. In 30% of the cases can they at least find information digitally, yet in the remaining 31% they must find information and complete the service fully offline.
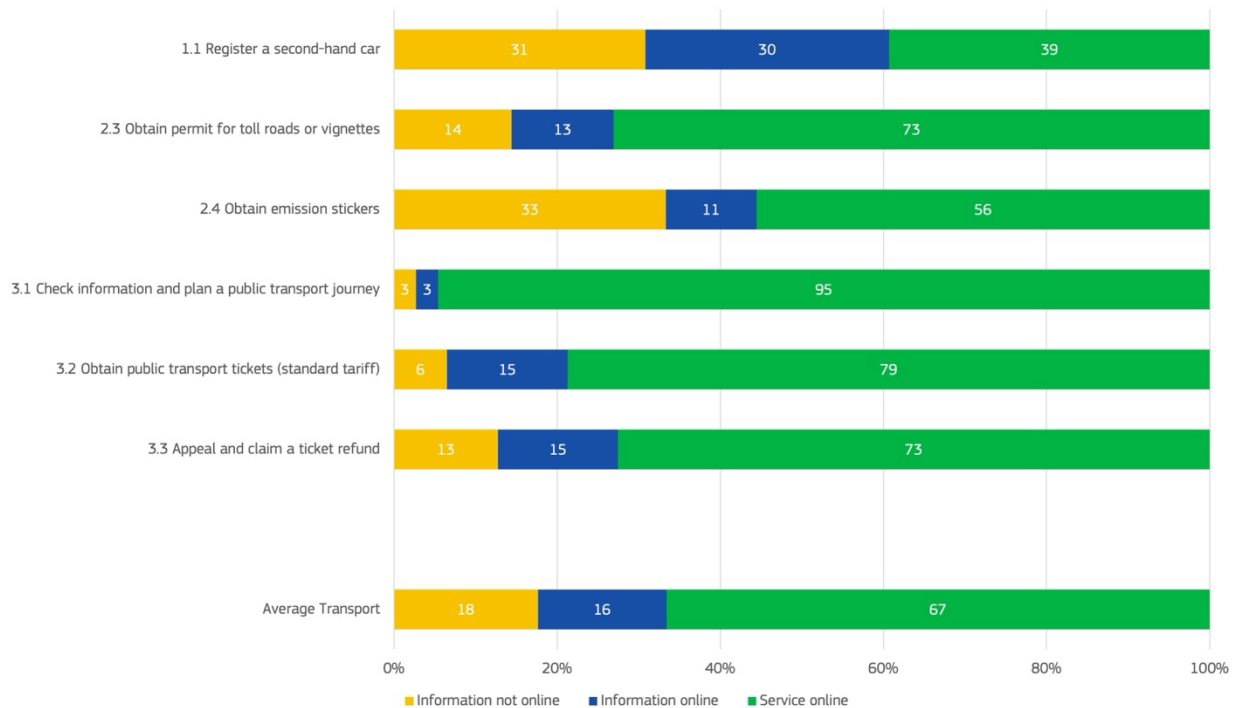
Figure 7.7: Services online for cross-border users in the Transport life event

Cross-border User Support

The average score for *Cross-border User Support* for the *Transport* life event stands at 67 points, which shows a small increase of 2 points since the last measurements which were reported in the 2022 report. This score is slightly below the average across the nine life events. This means that feedback mechanisms and complaint procedures are slightly less available for international users across the transport-related portals, compared to the average European portal. These portals help cross-border users to easily start and complete their online journey, for both private and public transport.

Cross-border eID

The availability of safe and easy authentication is important to both national and cross-border users when they are dealing with public online services. The availability of a national and *cross-border eID* plays a big role in providing this to these citizens. Figure 7.8 shows the difference in availability of an eID system to national and cross-border users. On average in the *Transport* life event, national users benefit from an eID system in 63% of the services, whereas this is only the case for 24% of the services that cross-border commuters use. The biggest discrepancy sits within the *Obtain emission stickers* service, where only 20% of the international users benefit from a cross-border eID system, such as eIDAS.

It should be noted that the average availability of an eID system has increased for both national and international users, since the last measurements that were reported in 2022. At the time, national users benefited from an eID system in 51% of the services (12 p.p. increase), and cross-border users did so in 15% of the cases (9 p.p. increase).[10]

Authentication with eID per service	🏠	🪪
1.1 Register a second-hand car	88%	23%
2.3 Obtain permit for toll roads or vignettes	41%	33%
2.4 Obtain emission stickers	100%	20%
3.2 Obtain public transport tickets (standard tariff)	30%	23%
3.3 Appeal and claim a ticket refund	36%	25%
Average Transport	63%	24%

Figure 7.8: Comparison eID for Transport services, national and cross-border

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[10] For national eID the score to the question "F3: if it is possible to authenticate online, can you use your eID?" was taken instead of the score of the indicator, to ensure a valid comparison. The indicator score for national eID is a composite indicator of online authentication, eIC and Single Sign On (SSO). For cross-border eID the Cross-border eID score was taken.

Cross-border eDocuments

Figure 7.9 shows the difference between the extent to which national and international users can submit or obtain documents digitally. On average across the *Transport* life event, national users can do so in 81% of the services and cross-border users can do so in 64% of the services. This means that international commuters are lacking the possibility to process their documentation fully digitally in comparison to the national users. For users that want to *Obtain public transport tickets*, all national users are able to download their ticket, while this is only the case in 57% of the countries for cross-border users.

A notable score is seen for the *Obtain emission stickers* score, which demonstrates that many (86%) of the national users can obtain or submit documentation digitally and all cross-border users that require eDocumentation can submit or obtain this. This extraordinarily high score must again be accompanied by the note that this service is not considered applicable in many countries. And if it is considered applicable, it might not require any form of documentation. These instances of services are not considered in this percentage.

Opportunity to submit or download eDocuments, per service		
1.1 Register a second-hand car	81%	48%
2.3 Obtain permit for toll roads or vignettes	64%	50%
2.4 Obtain emission stickers	86%	100%
3.2 Obtain public transport tickets (standard tariff)	100%	57%
3.3 Appeal and claim a ticket refund	86%	69%
Average Transport	81%	64%

Figure 7.9: Comparison eDocuments for Transport services, national and cross-border

Czech Republic – E-vignette for the Czech Republic

Top-level benchmark

User centricity, Transparency, Cross-border services

Life event

Transport

1. **Good practice description**

The e-vignette service makes it possible to purchase an electronic vignette for all vehicles with four wheels and a maximum weight of 3,5 tons quickly online from the PC, tablet, or smartphone, as well as at the country border in kiosks or at sales point – Czech posts and petrol stations EuroOil. Citizens and visitors can submit online their notice of motorway electronic vignette exemption, as is explained at the dedicated website www.edalnice.cz. Families and businesses owning several vehicles use the option to make bulk purchases by filling-in or editing data for all their vehicles at once, and then pay via card or a bank transfer. Service users can manage information about purchased vignettes, change   validity dates or license plate number, as well as set their preferred notification and contact details.

The e-Vignette service is also findable from the Transport Portal of the Ministry of Transport, which is interconnected with the Citizen Portal.

2. **Benefits**

- 90% of users pay their motorway e-vignette online 24/7/365 via www.edalnice.cz.
- An e-vignette saves time because it must be purchased before the journey and not only at a service station, petrol station or toll stating and is affixed to the vehicle.
- The more efficient control of the time-based toll payments by authorities is done through the register of payments and exemptions. The check is performed on the toll road using patrol cars equipped with cameras to scan the license plates, by connecting to control gates, or by checking at rest stops and parking lots.

3. **Key success factors**

- The multiple interests of various target groups were considered when developing the solution, including citizens using toll roads, national police, customs administrations, and the State Fund for Transport Infrastructure of the Czech Republic.
- Multichannel approach to service provision includes the e-shop, kiosks and distribution API.
- Ongoing collaboration between the administrator of the e-Vignette information system (the State Fund for Transport Infrastructure) and the system operator (the National Centre for Transport Information Systems - CENDIS).

4. **More information**

More information in six languages can be found at: www.edalnice.cz.

Description of the service and related life event is provided at the Czech Portal of Public Administration https://portal.gov.cz/sluzby-vs/S5400

Annex. Good Practices

Table of Content

Albania – e-Albania platform

Top-level benchmark

User centricity, Transparency, Key enablers, Cross-border services

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

The digital revolution of the public services in Albania has deeply changed the citizens perception about the electronic communication with the public institutions, for this reason today we provide **1227** online services or about **95%** of the total public services. They are dedicated to a large category of users, starting with the employed, unemployed individuals, pupils, students, businesses, retired people, Albanian citizens abroad, or even the public administration employees, etc. e-Albania offers services that are 100% reengineered by making a complete paperless service.

60 electronic systems are connected to the Governmental Interoperability Platform (GG), the core architecture that enables the exchange of real-time data in a safe and reliable manner. Furthermore, the services are also available in the mobile version and the dedicated mobile app, as it is user friendly and it is the easiest way to be used from all age, young and elderly people or even the social groups with less access to technology.

As for the online support mechanism, e-Albania provides online helpdesk, that is designed to give the users information and support in response to their enquiry or in relation to specific queries, technical enquires, and e-services. An informative area on user support (FAQs and information on using the portal) is also available on the portal

Each e-service has its description section, before it is used, where the user can get prior information on:
- The context of the service and its legal basis
- The necessary accompanying documentation (evidence), divided into two groups:
    - The state-issued documents which are simply listed but are gathered by the public employee on behalf of the user, after giving his consent;
    - The remaining documents such as self-declarations and private documents that should be provided by the user himself.
- The steps for applying for the service and its procedure until delivered
- The time necessary for the provision of the service
- Its costs
- The validity of the final document
- Information of the provider institution and problem-solving contacts
- The above-mentioned information on other languages, if applicable
- Other information

2. Benefits

Number of users (2. 8 million); more than 9 million euros saved from the removal of fees when providing e-sealed documents free of charge; elimination of 999 years of waiting in lines.

3. Key success factors
1) centralized infrastructure
2) strong political will in the digital revolution.

4. More information

More information can be found at: www.e-albania.al

Austria – Digital proof of age

Top-level benchmark

User centricity, Transparency, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

With the app "e-Ausweise" that was established in 2022 it is now also possible to verify your age within Austria. For maximum protection of your data, the verifying person only sees your photo, the time of the last update and whether you have reached the required age. Your name and date of birth remain anonymous.

2. Benefits

- Privacy friendly

- Data minimisation

3. Key success factors

- Easy to use via the app "e-Ausweise" (You create a QR code using the "Verify age" function. The person carrying out the check selects which age authorization they would like to query in their app and scans your QR code. They confirm their selection and the data is transferred).

4. More information

More information can be found at: [eAusweise: Digitaler Altersnachweis (oesterreich.gv.at)](https://oesterreich.gv.at)

Austria – eGovernment strategy 2023

Top-level benchmark
User centricity, Transparency, Key enablers

Life event
Regular business operations, Business start-up, Health, Moving, Transport, Career, Studying, Family

1. Good practice description
More than 80 representatives from the federal government, provinces, cities and municipalities have developed the joint e-government strategy as a direction and development for the Austrian administration. With the **principles** "People at the center", "Innovative services for a digital future" and "Building the foundations for digital sovereignty" in the **areas** of citizens, companies, administration, overall architecture and basic components, the strategy addresses the key areas for the further development of trustworthy public services.

2. Benefits
- Future proof

- Comprehensive (the strategy was developed with the involvement of different levels of governmental administration; takes into account the perspective of citizens, entrepreneurs and administration employees when further developing digital services)

3. Key success factors

- The well-established cooperation across federal government, provinces, cities and municipalities (so called BLSG) ensures cross-organizational, partnership-based collaboration in the area of e-government.

4. More information
More information can be found at: [E-Government Strategie für Österreich (digitalaustria.gv.at)](https://digitalaustria.gv.at)

Belgium – **Federal Action Plan Administrative Simplification**

Top-level benchmark
User centricity & Key enablers

Life event
Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description
The Belgian Federal Action Plan Administrative Simplification is a horizontal overview of initiatives in the domains of administrative simplification and digitalisation. The updated version for 2022 – 2024 consists of 48 projects. The plan is a management and coordination tool for monitoring administrative simplification projects by explicitly linking objectives, timelines, actions, milestones, resources, and authorities to strategic projects.

2. Benefits

- Trackability of existing and future projects

- Positive spillover effects between different projects, economies of scale

- Facilitating timely adjustments

3. Key success factors

- The Action Plan contributes to the effective execution of digitalisation projects

- Improved stakeholder engagement leads to better services for end users

- It contributes to the political objective of the current Belgian federal government to achieve a 30% reduction in administrative burden by 2024

4. More information
More information can be found at: https://news.belgium.be/nl/evaluatie-en-actualisatie-federaal-actieplan-administratieve-vereenvoudiging-0

Belgium – JustAct

Top-level benchmark

User centricity, Key enablers

Life event

Regular business operations, Business start-up

1. Good practice description

JustAct enables the digital establishment of a company or non-profit organization via the Belgian Just-on-Web portal.

2. Benefits

- JustAct allows companies and non-profit organizations to register in Belgium through a completely digital platform

- It provides an intuitive user-centric web service including for those with little to no legal knowledge

- Users of JustAct save time compared to those choosing paper-based registration.

3. Key success factors

- Increased accessibility of legal services for entrepreneurs and non-profit organisations

- Simplified online processes (JustAct) integrated in one platform (Just-on-Web)

- Reduced risk of loss and errors vis-à-vis paper documentation

4. More information

More information can be found at: https://egrf.prod.pub.techasadav.be/app/ & https://justitie.belgium.be/nl/nieuws/persberichten/een_onderneming_oprichten_en_beheren_in_enkele_kliks_met_justact_op_just_on

Belgium – Chatbots as a managed service

Top-level benchmark
User centricity

Life event
Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description
The Federal Public Service Policy & Support (BOSA) offers a 'Bot platform as a managed service' for every Belgian federal public instance. By gathering user feedback and building expertise within BOSA and other government agencies, the Belgian federal public services strive to evolve from separate bots to an integrated digital assistant for citizens, facilitating their interaction with government services.

2. Benefits
- 24/7 accessible personalized service
- Reduced workload for contact centers
- Integrated high-performing chatbots are to act as one-stop-shops for citizens

3. Key success factors
- Feedback loops and training contribute to better performing chatbots
- Citizens get easier access to the information they are looking for
- Chatbots have the potential to contribute to administrative simplification

4. More information
More information can be found at: https://bosa.belgium.be/nl/services/chatbots

Belgium (Flanders) – Flemish Access Management & LeerID

Top-level benchmark

User centricity, Cross-border services, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Career, Studying, Family

1. **Good practice description**

The Flemish Access Management (ACM) is the strong authentication infrastructure of the Flemish government: it is the central gateway to more than 2,000 web applications, mobile apps and APIs of the Flemish government and the Flemish local authorities. Citizens, entrepreneurs and other users can use this access management to authenticate themselves using a generic set of digital keys (MFA – Multi-Factor Authentication). ACM processes more than 19 million authentications on a monthly basis, and is used by more than 1.4 million unique users every month.

Together with the Department of Education, Digital Flanders has now also added a single sign-on solution for primary and secondary school pupils: the LeerID ("SchoolingID"). Through the LeerID, students can now also log in in the same, uniform way to various digital learning tools and applications. For the youngest students, in 2023 a landing page was even designed where they can log in with an image password!

2. **Benefits**
   - ACM provides a safe, uniform and recognizable way for users to log in to applications of the Flemish government & Flemish local authorities
   - ACM offers a single sign-on to all applications within the Flemish government digital services ecosystem
   - ACM is integrated with the Flemish User Management (IDM), My Citizen Profile, the Flemish Mandate System (VMS), the 4 main portals of the Flemish government, etc.

3. **Key success factors**
   - Integrating an application with the Access Management can be done easily and quickly as the Access Management infrastructure relies on the use of open standards
   - A wide range of authentication digital keys can be used, that are well established in Flanders
   - Access Management supports authentication via eIDAS. In April 2024 , eIDAS will also be rolled out across the whole Flemish government on all applications already using Access Management, based on an opt-out model. In this way, Digital Flanders is taking another giant step towards optimising cross-border access to the digital services of the Flemish government for non-Belgians

4. **More information**

More information can be found at:

- ACM: https://www.vlaanderen.be/digitaal-vlaanderen/onze-oplossingen/veiligheidsbouwstenen-applicatie-en-platformdiensten/toegangsbeheer
- LeerID: https://leerid.be/

Belgium (Flanders) – Dynamic forms engine

Top-level benchmark

User centricity, Key enablers

Life event

Regular business operations, Studying, Family

1. **Good practice description**

The Dynamic forms engine is a low-code, self-service solution to allow civil servants to translate new regulations and legislative measures into electronic forms to be used in digital applications in no time. Almost no involvement of IT staff is needed to create a new digitalised application for citizens or enterprises.

- Simple and fast: the electronic forms to be used in digital applications can be created and managed by the public service that wants the applications
- The electronic forms can be published on the My Citizen Profile portal, sites using the WebPlatform content management system or own websites
- Smooth integration with other digital government building blocks: payment module, e-Box digital postbox, Access and Identity Management (ACM/IDM), …
- Connection with authentic sources: base registries such as the address register and the national register of natural persons can be accessed to pre-fill the forms
- The data that is entered in the forms is smoothly and securely delivered to the back-end of the public service organization through API, e-mail or datahub

2. **Benefits**

- Rapid conversion of new legislation into electronic forms that can be used in digital applications

- A central library with reusable electronic form components for all types of subsidies, permits, etc., with built-in integration with our MAGDA data exchange platform to automatically collect and pre-fill forms with the necessary citizen or business data ('once only' principle)

- User-tested and WCAG-compliant user interface design that allows for consistency and accessibility in every new electronic form used in a digital application of the Flemish government

3. **Key success factors**

- No IT-development needed to quickly digitalise new government measures

- Consistent step-by-step process handling options make the use all new electronic forms predictable and easy to understand

- All electronic forms can be provided from 1 place, the central My Citizen Profile that a citizen can log in to from over more than 400 websites of Flemish and local authorities through the "global government header"

4. **More information**

More information can be found at:

- Formulierentool: https://www.vlaanderen.be/digitaal-vlaanderen/onze-oplossingen/formulierentool

- Aanvraagmodule: https://assets.vlaanderen.be/image/upload/v1674036966/Redactiedag_WP_Aanvraagmodule_2023_01_16_onwrzi.pdf

Belgium (Flanders) – Global government header

Top-level benchmark

User centricity, Transparency, Cross-border services

Life event

Regular business operations, Health, Moving, Transport, Studying, Family

1. **Good practice description**

More than 1,000 websites of regional government services and local authorities in Flanders use the "Global government header". The Global government header allows visitors to all these different government websites to log in to their central citizen profile, as a business owner, a citizen or a representative of an association, and access their relevant government-owned data.

The Global government header provides the same access door on a 1,000 different government websites, providing users with an overview of all the data the government has on them, access to personalized services, to status information on subsidies and permits being applied for, and to a single electronic message box with official messages from a large number of public services.

2. **Benefits**

    - The header provides clear consistency in appearance of all the different Flemish government websites, so that they can all easily be recognized as a trustworthy site

    - The header offers the user a single sign-on through the Flemish Access Management (ACM) to all the transactional applications and informative websites that use this header

    - The header acts as a centralised digital "no wrong door" to government services

    - The header provides access to a central contact center (e-mail, chat, phone) when the user needs help in using the government services

3. **Key success factors**

    - Through a simple and swift process, government websites can integrate the header in their information and service pages

    - If a government websites needs to change the appearance of or the contact options in the header they can do this themselves through a self-service

    - The different portals for businesses, citizens and associations are linked and a user can easily change between these portals by simply selecting their appropriate profile as a citizen, a business owner or an association representative

4. **More information**

More information can be found at: https://www.vlaanderen.be/digitaal-vlaanderen/onze-oplossingen/mijn-burgerprofiel/global-header

Belgium (Flanders) – Flemish Identity Management

Top-level benchmark

User centricity, Cross-border services, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Career, Studying, Family

1. Good practice description

The Flemish Identity Management (IDM) is the central authorization module of the Flemish Government: it is the platform which controls access to more than 1,000 applications of the Flemish government and Flemish local authorities. Today, more than 400,000 organisations – including all entities of the Flemish government, all Flemish local authorities, all Flemish education and training institutions and more than 200,000 companies – use IDM to manage the inflow and outflow of employees and their rights to access these applications.

In 2023, IDM was enriched with additional authorization and registration functionalities for foreign companies, i.e. companies that are not registered in the federal Crossroads Bank for Enterprises. For example, Dutch companies can register in IDM via a manual registration procedure for the time being, and set up access to applications of the Flemish government in IDM. As a result, we have succeeded in optimising to a large extent the cross-border digital services of the Flemish government for non-Belgians.

2. Benefits

- Central management of employees and of their accesses for all applications of the Flemish government

- Strict control over the inflow and outflow of employees and their application rights

- Provides the right access, tailored to each employee's range of tasks

3. Key success factors

- Integrating an application with the Identity Management or registering an organization in the Identity Management can be done easily and quickly

- Delegated management: organizations are themselves responsible for the self-service management of their employees and accesses.

- In 2023, functionality was added in IDM to automatically assign the appropriate user rights within enterprises

4. More information

More information can be found at:

- IDM: https://www.vlaanderen.be/digitaal-vlaanderen/onze-oplossingen/veiligheidsbouwstenen-applicatie-en-platformdiensten/gebruikers-en-rechten-tot-je-digitale-toepassingen-beheren

Belgium (Flanders) – Interoperable Traffic Measurements for Mobility Data Space

Top-level benchmark

Cross-border services, Key enablers

Life event

Transport

1. Good practice description

In Flanders, as part of the well-known Flemish Smart Data Space, we encourage sustainable data sharing. Mobility and transportation have emerged as initial focal points for our efforts.

A significant challenge for improving transport and mobility lies in achieving the "modal shift," which involves transitioning travel behaviours by integrating various transportation modes such as public transit, shared bikes, and shared cars. This transition requires standardized data availability and exchange, a hurdle we address through the creation of a Mobility Data Space. By prioritizing sustainable standardization, publication, and reuse of mobility data, we facilitate smooth application development for both public and private actors. Our efforts encompass reusing semantic assets, developing technical standards, building blocks, and trust frameworks, fostering an open data ecosystem where data is shared and utilized reliably and uniformly. Via common data standards and cooperation protocols, we actively promote the development of smart-data and personal data space applications, beginning with a focus on traffic measurements in the Mobility Data Space.

2. Benefits

- The solution saves considerable amounts of money and effort by eliminating the need for customisation involved in traffic measurements data exchange
- Data is being exchanged cross-border, private companies (eg. Telraam) are onboarding traffic measurements data from USA, Europe, …
- More than 500 Flemish public and private entities use the data from traffic measurements for the construction of bicycle highways, zoning of shopping centres, charging stations, estimating environmental impacts, building hospitals,… They can all save money and time by acquiring the data and integrating it into their use cases, and e.g. building digital twins to make more informed policy choices. Private companies, engineering firms, mobility app developers gain from decentralised standardised data and can develop new business models

3. Key success factors

- The same data source can be deployed for multiple use cases or multiple purposes, where each party gets the best possible insights from the data
- Partners can focus on their core tasks (data quality, extracting insights from the data, building new applications, etc.) thus making the data exchange and use more scalable and sustainable for the future
- The data space successfully reuses existing semantic interoperability building blocks, such as OSLO, and technical interoperability building blocks, such as LDES and the metadata Datavindplaats

4. More information

More information can be found at:

- Data Space Traffic Measurements: https://www.vlaanderen.be/vlaamse-smart-data-space-portaal/use-cases/data-space-verkeersmetingen
- Implementation guideline Data Space Traffic Measurements: https://assets.vlaanderen.be/image/upload/v1702918086/Implementation_guideline_Dataspace_Verkeersmetingen-ENGLISH_VERSION_ejwxwu.pdf

Bulgaria – Single portal for access to electronic administrative services (egov.bg)

Top-level benchmark
User Centricity, Transparency, Key Enablers

Life event
Business Start-Up, Studying, Family, Career, Regular Business Operations, Moving, Transport, Starting a Small Claims Procedure

1. Good practice description

The Single portal for access to electronic administrative services of the Republic of Bulgaria has been upgraded to meet the needs of e-government users. The portal provides an easy-to-use interface for a simpler and more convenient way to use electronic services. The upgraded portal serves as a national point of contact under Regulation (EU) 2018/1724 of the European Parliament and of the Council of 2 October 2018. It is also compliant with the requirements of Directive (EU) 2016/2102 of 26 October 2016.

Users of the Portal have the opportunity to use a personal space where they can store their favorite (important) services, track their history of searched and / or requested electronic services, as well as the results of these services.

At present, 439 electronic administrative services have been developed and published for centralized request through the Portal, 213 of which are provided by central administration, 170 by municipal, 32 by specialized territorial and 21 by regional administration.

In response to the COVID-19 situation, a job application service was developed for the unemployed at the Labor Office, which is one of the most used electronic services.

2. Benefits
- Single point of access for eGovernment services, personal information and electronic messages.
- Online services 24/7.

3. Key success factors
- Available for both citizens and businesses.
- Whole government cooperation in service design and delivery to have more digital services available.

4. More information
More information can be found at: https://egov.bg/

Switzerland – E-ID / AGOV

Top-level benchmark
Key Enablers

Life event
Moving / Family

1. Good practice description

The CH-LOGIN access system is to be gradually replaced by the Switzerland-wide AGOV authentication service. For the time being, CH-LOGIN will continue to be available.

As soon as the state E-ID is available, you will also be able to use the E-ID to log in to authorities via AGOV. From AGOV's point of view, the E-ID can replace the AGOV access app.

2. Benefits

- In addition to the federal authorities, AGOV is also available to all other administrative levels in Switzerland (cantons, municipalities, cities); CH-LOGIN was restricted to the federal authorities.

- AGOV dispenses with the outdated login factors of CH-LOGIN such as passwords and SMS mTAN and relies on the highly hardened FIDO-based AGOV Access app and alternatively on FIDO hardware tokens.

3. Key success factors

- Can be used across all administrative levels

- Different levels of trust (LoA)

- Easy to use, e.g. video identification

- Security guaranteed, e.g. through bug bounty programme

4. More information

More information can be found at: https://www.agov.admin.ch/de

Switzerland – I14Y (Interoperability platform)

Top-level benchmark
Key Enablers

Life event
Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. **Good practice description**
The I14Y interoperability platform is Switzerland's national data catalogue. It ensures the efficient exchange of data between public authorities, businesses and citizens. The platform provides an overview of structured public datasets, electronic interfaces of the Confederation, cantons and communes and makes their metadata publicly available. Its content and functions are continuously being expanded. A directory of government public services completes the offer.

2. **Benefits**
   - Metadata are important for understanding the context of the data. The documentation of datasets provides a structured overview of data held by Swiss public authorities. The metadata catalogue documents which public authority holds which data, how that data is structured and how it may be accessed.

   - All users can access the available data sources by means of the I14Y interoperability platform (open access or with the required rights). It also makes it easier to recognise information that has already been registered and to reuse it once only principle).

   - The l14Y interoperability platform's metadata catalogue fulfils the following main functions: Search engine, metadata register, description of data by means of metadata and glossary.

   - The I14Y interoperability platform is a "API First" platform. It makes it easy to reuse the information that's available.

3. **Key success factors**
   - The I14Y interoperability platform provides basic functionality and content for the reuse of data.

   - Private and public organisations can use the system to make their data more transparent for third parties.

   - They can adopt existing and widely used concepts, thereby promoting data interoperability. This guarantees a solid foundation for their long-term use.

   - I14Y promotes interoperability by using established standards such as DCAT and CPSV to describe datasets, APIs and government services.

4. **More information**
More information is available at: https://www.i14y.admin.ch/de/home

Cyprus – Tax For All – The Integrated Tax Administration System of the Cyprus Tax Department.

Top-level benchmark

User centricity, Transparency, Key enablers

Life event

Regular business operations

1. Good practice description

Tax For All is the Integrated Tax Administration System of the Cyprus Tax Department that will gradually replace all internal and external IT systems. It will contribute tremendously to its Digital Transformation, meaning less paperwork through a case management system aimed at facilitating the everyday life of tax officers and providing traceability to taxpayers' requests. It provides real-time information from the taxpayer to the Tax Department and vice versa. TFA is implemented gradually following a hybrid approach. TFA's Stage 1 went live successfully on 27th March 2023. The objective of Tax For All is to provide enhanced services to internal and external stakeholders and by the end of 2024 to be THE #OneStopShop for #TaxPayers in #Cyprus.

In Stage 1, the registration process in the Tax Department's registry for all types of taxes is fully covered with electronic application registration. A significant aspect of Stage 1 is the inclusion of VAT, which allows taxpayers to have their evaluations and analyses conducted in real-time. Moreover, the system facilitates payment management for VAT, enabling taxpayers to make real-time payments using cards (credit and debit), with the TFA being instantly updated with those payments. Additionally, alternative payment methods like bank account transfers are available. The system also encompasses VAT Online Certificates, including Registration and Tax Clearance certificates. Furthermore, the submission of VAT Refunds is done online and undergoes automatic processing through case management. In terms of communication and inquiries regarding VAT matters, the system provides a platform for message exchange. Notably, the system offers pre-designed reports, and its integration with Power BI enables the creation of custom reports and statements for data analysis. The TFA grants the personnel of the department a comprehensive view of taxpayers' VAT-related information, which is readily accessible in their respective sections. The system interfaces with other governmental service systems, facilitating seamless information exchange. Importantly, the exchange of information between the system and the taxpayers' portal of the TFA is executed in real-time, ensuring prompt communication. A significant undertaking involved the cleansing and migration of data from older legacy systems, some of which have records dating as far back as 1992. This process involved carefully organizing, refining, and transferring historical tax data into the new integrated platform. By incorporating this legacy data, Tax For All ensures continuity and accessibility of historical tax records within a modernized framework, providing valuable insights and continuity for tax administration and compliance efforts.

2. Benefits

- 128.936 Tax Payers Connected
- 43.987 Registrations
- 2.282.054.730 € Indirect Taxes Collected
- 480.186 VAT Returns Submitted
- 379.068.421 € Refunds to the Taxpayers

3. Key success factors

- Well-Defined Objectives
- Structured and Highly Trained Project Management Team (Roles and Responsibilities)
- Supportive and Highly Engaged Department Management (Tax Commissioner's Support to the Project)
- Continuous Engagement with the Project by the Project Management Team

4. More information

TFA – TAX FOR ALL, Welcome to Tax For All

Cyprus – Update my personal details

Top-level benchmark

User centricity, Transparency, Cross-border services, Key enablers

Life event

Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

The "Update My Personal Details" service is offered by the Civil Registry and Migration Department and serves as a tactical solution in the government's efforts to promote a single source of truth for citizen's personal data. At its core, the service enables users to check and update their personal details such as email, postal address and mobile phone number from a single service point.

The service represents a pivotal step towards streamlining government operations and enhancing citizen service delivery and lays the foundation for a strategic solution where all government systems will securely access and use personal data exclusively from this single source. This integration will ensure consistency and coherence across government services and will also enhance efficiency, enabling quicker responses to citizen inquiries and requests.

2. Benefits

Description of main benefits

- Efficiency and convenience for citizens
- Ensure accuracy and integrity of citizen information

3. Key success factors

Description of key factors that contributed to the success

- Political Commitment and support
- Adherence to Service Standard to ensure that the service has been developed based on the needs and preferences of citizens

4. More information

More information can be found at: https://update-my-details.service.gov.cy/

Czech Republic – Client Zone of Ministry of Labour and Social Affairs "Jenda"
Top-level benchmark

User centricity, Transparency, Key enablers
Life event

Career, Family

1. **Good practice description**

The Client Zone of the Ministry of Labor and Social Affairs (MLSA), expanded in two phases during 2023, represents a unified platform for providing personalized services and handling the agendas of its clients. Built on the principles of a self-service web application, the Jenda Client Zone allows clients to log in using a secure National Identity (NIA) certificate and obtain up-to-date information on their services, particularly in the area of state social support – parental allowance, child benefit, or housing allowance. Clients can submit applications, provide documents, report changes, and manage their information online through this zone. Services are accessible anywhere via a personal PC or mobile device, even outside standard office hours. In the future, the MLSA Client Zone will be expanded to include additional service areas.

2. **Benefits**

- By the end of year 2023 – 45,6 % of all new parental allowance applications, 27,6 % of all new child benefit applications and 36,5 % of all new housing allowance applications were submitted via this new online platform.

- The possibility to gather feedback from the client regarding the service provided directly within the client zone following the submission of application. Jenda services received a following rating on the scale from 1 to 5 in terms of user comfort (1 = best rating): 1,4 for parental allowance (15 000 respondents), 1,6 for child benefit (3000 respondents), 1,6 for housing allowance (5000 respondents). Clients are also able to provide a free text response where they can include their ideas or comments on possible improvements.

- Gradual reduction of client application form processing time – current reduction is approx. by 25 % on average.

3. **Key success factors**

- Personalization and streamlining of offered services and provided information – clients are provided with relevant information and options regarding their agendas based on personal information provided by the client or received from internal systems.

- Automated filling of the application forms as a result of integration between different state databases increases speed of application submission process and decreases probability of input errors.

- Availability of services online 24/7 on different types of devices contributes to user comfort.

- Secure, reliable and widely used authentication methods, such as Bank ID as part of National Identity tools.

4. **More information**

More information can be found at: https://www.mpsv.cz/digitalizace

Czech Republic – The "Transport Portal" of the Czech Ministry of Transport

Top-level benchmark

User centricity, Transparency, Cross-border services, Key enablers

Life event

Transport

1. Good practice description

The "[Transport Portal](#)" is a gateway to online services related to life events of citizens in connection with cars, small boats, railways and aviation. The system pre-fills user data and sends notifications about the application status. When submitting applications electronically, citizens receive a 20% discount on administrative fee. Services on the portal include an online application for a Czech driving license, transfer of the vehicle to a new owner, issuance of an additional plate with a current license plate (for a bicycle rack, for example), car registration, listing of previously owned or operated vehicles, an extract of technical data of the vehicle and the link to e-vignette website. When the registry of electronic Mandates will be implemented, the portal will provide access to online services for legal persons as well.

2. Benefits

- Online transactional services save time & money of citizens and administrations: online access to most of the car-, boat- and aviation-related services for physical persons, with the perspective of e-services for businesses and companies to be available.

- Single sign on: the Transport Portal is interconnected with the Citizen Portal, and the single login is sufficient to access both of them making it easier for user to switch between different digital government services.

- By applying online and choosing speedy application processing option ("BLESKY"), the citizens can have their requests solved within five working days.

3. Key success factors

- Successful interconnection of several registries and portals.

- Easy-to-navigate, user-friendly design.

- 24/7/ user support and feedback collection.

4. More information

More information can be found at:

https://portaldopravy.cz/faq

https://portal.gov.cz/en/sluzby-vs/issuing-of-czech-driving-licence-S113

Czech Republic – Migration of government websites to a single ".gov.cz" domain

Top-level benchmark

User centricity, Transparency, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

This best practice focuses on websecurity: its implementation by service providers improves the security of citizens, enterprises and the digital government

1. **Good practice description**

To ensure a trustworthy, safe, and efficient online interaction with citizens, the government launched the process of bringing all state administration websites under one single domain named gov.cz. This will replace the current system of different administrative portals on different websites when citizens could not rely on them being official. The single domain for government websites will ensure greater cybersecurity and legal certainty, eliminating the risks of potential fraud and phishing via fake websites. The timetable for the migration of central state administration bodies to the single state domain gov.cz is being implemented. A single domain for government websites also enhances credibility and user-friendliness for non-Czech users. By implementing the single government domain initiative, Czech Republic joined several EU countries, such as Belgium, Estonia, Croatia and Poland.

2. **Benefits**

- Increased cyber security and a better resilience against certain kinds of cyber-attacks (such as phishing).

- Clearer and more straight-forward interaction with government due to the standardized email addresses and websites at gov.cz.

- Increased transparency and legal certainty for all stakeholders and digital government service users.

- Long-term savings: public administrations will not have to use their own DNS infrastructure, pay for second-level domains or plan, create, and ensure new semiotic, process, operation and cybersecurity rules for their web and email domains.

3. **Key success factors**

- Top-down approach complemented by a consensus and technical support to implementation.

- Dedicated project team.

4. **More information**

More information can be found at: https://portal.gov.cz/kam-dal/cesky-egovernment/jednotna-statni-domena-gov-cz

Germany – Administration Cloud

Top-level benchmark

Transparency, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

Cloud computing has grown into a major paradigm in the IT-world – this applies for the administration as well; at the same time, a number of clouds are already in use in the German public administration at federal, state and local level. However, because the individual technical structure as well as the cloud stacks, used by these clouds are not standardized, they are (if at all) interoperable with each other only to a limited degree. Thus it is at least difficult to share cloud services or at least to reuse applications in the different clouds. Therefore the IT Planning Council decided to build up a federal multi-cloud. The underlying strategy is intended to introduce uniform standards and open interfaces as a means of establishing an interoperable multi-cloud infrastructure across the board. The primary goal is to provide the option of using cloud services and software solutions on reciprocal basis; a further goal is to reduce critical dependencies on individual vendors through its standardized, modular IT architectures. The realization of the multi-cloud is already in progress; the second version of the architecture framework is in effect. A minimum viable product is already in use.

2. Benefits
- reduces dependencies and strengthens digital sovereignty
- increases efficiency and effectiveness in development, implementation and operation
- ensures and strengthens privacy and information security
- optimises data exchange, shared storage and use by federal, state and local public administration

3. Key success factors
- can be used by IT service providers on a federal, state or local level
- enables the IT service providers to share cloud services and to reuse applications
- reduces costs

4. More information

More information can be found at www.it-planungsrat.de/foederale-zusammenarbeit/gremien/ag-cloud-computing-und-digitale-souveraenitaet

Denmark – Public Access to Environmental Assessments (EA)
Top-level benchmark
User centricity (primary), Transparency (secondary), Cross-border services (to some extent)

Life event
Regular business operations (primary)

1. **Good practice description**

The cost and time associated with environmental assessments are substantial. It is estimated that around 1% of the total investment costs of any project are associated with environmental assessments. This is a major bottle neck for the development towards a sustainable carbon neutral economy. Recently, Denmark has launched two tools to make it possible to make better decisions faster and cheaper. One solution combines AI search with geographical and index search interfaces on 2.500 environmental assessment reports of plans and projects. The other solution makes it possible to identify potential dilemmas for a specific area based on a search in 200 map layers and 55 million species observations collected both from public authorities and as citizen science.

2. **Benefits**

- Estimated savings of 10% in the time and budget needed to conduct and environmental assessment (2 – 4 months/100 – 175 million DKK)

- Common and public access to environmental assessments enabling better access to information for developers, authorities, citizens and NGOs

3. **Key success factors**

- Verification of savings of up to 10% based on number of searches and user survey.

- Participation from the public and private sector to go from 10% savings to 30% savings, e.g., by increased use of AI.

- Emerging international cooperation including the use of auto-translation.

4. **More information**

The platform is developed dual language, and the code is owned by the Danish Environmental portal and can re-used by others for free. More information can be found at: dreamsproject.dk, https://eahub.miljoeportal.dk/ and https://eatools.miljoeportal.dk or by sending an e-mail to support@miljoeportal.dk

Denmark – MitID Erhverv

Top-level benchmark
User centricity and Key enablers

Life event
Regular business operations, Business start-up

1. Good practice description
From August 2022 to October 2023, Denmark updated its eID and identity management solution for businesses, associations, and public authorities to the second-generation solution, MitID Erhverv.

With MitID Erhverv, employees can be assigned with eIDs to act on behalf of an organisation. In Denmark, where all interactions with public authorities are handled digitally, this is paramount for creating efficient cooperation between businesses, associations, and public authorities. Today, MitID Erhverv is fully implemented, and there are more than 1.1 million active business identities within the solution.

MitID Erhverv provides improved security and builds on the Danish national standard NSIS, which is consistent with the eIDAS Level of Assurance 'substantial'. Hence, the implementation has entailed a reinforcement of identity management for businesses, associations, and public authorities in Denmark.

2. Benefits

- Previously, the administration modules were divided between multiple platforms. MitID Erhverv compiles the administration modules into one collective solution that encompasses uptake, issuance of certificates, user administration as well as administration of rights and privileges.

- MitID Erhverv entails heightened flexibility and usability, as the user can choose to utilise their personal MitID (eID) in order to authenticate themselves as a business user.

- With the implementation of MitID Erhverv, there has been a reinforcement of the security in identity management for Danish organisations.

3. Key success factors

- The clear focus on usability in the development of MitID Erhverv has strengthened the uptake of organisations.

- A strong cooperation with a variety of stakeholders has been vital to the success of the implementation of MitID Erhverv.

4. More information
More information can be found at: www.mitid-erhverv.dk/en/

Estonia – Neurokõne

Top-level benchmark

User centricity, Transparency

Life event

Regular Business Operations, Moving, Transport, Health, Starting a Small Claims Procedure, Business Start-Up, Studying, Family, Career

1. **Good practice description**

Neurokõne helps to provide more accessible e-services. This can be used as a basic component for all public services which enables visually impared people to consume e-services more comfortable manner. This can also be used in network applications.

Neurokõne is a prototype of Estonian neural speech synthesis developed by the NLP research group at the University of Tartu. The model has been trained on Estonian news and literature corpora. The system is currently able to imitate the speech of six different speakers. Although the project is not finished we can already see that a neural speech synthesis model sounds much more natural when compared to previous approaches.

2. **Benefits**
- There are 200 000 visually impaired people in Estonia and 2000 blind people who can benefit this service

3. **Key success factors**
- Cooperation
- Science

4. **More information**

More information can be found at: https://neurokone.ee/

Greece – Gov.gr AI digital assistant chatbot

Top-level benchmark

User centricity, Transparency, Cross-border services, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. **Good practice description**

Gov.gr AI digital assistant chatbot (mAigov) is an application that utilizes Artificial Intelligence technologies to facilitate communication with citizens, understanding the questions they pose, searching for relevant information, and providing answers in a simple and understandable manner. Specifically, citizens wherever they are have the ability to communicate with mAigov in the 24 official languages of the European Union and in Albanian, in order to be informed about the services and administrative procedures provided. The "conversation" can take place from a mobile phone, tablet, or computer, by submitting questions in writing or verbally. mAigov helps them locate the service they are looking for in a simple and friendly way, and at the end of the "conversation," they have the opportunity to evaluate the application. The digital assistant provides exclusively informational character, and its responses should not be construed as official advice or opinion of the respective competent authorities. The digital assistant does not provide advice on legal, financial, or other administrative matters. The digital assistant relies on Natural Language Processing (NLP) technologies to enable optimal communication between humans and computers. In simple terms, the digital assistant is trained on a knowledge base, processes the questions you submit in plain everyday language, finds the appropriate information, and provides answers in a user-friendly manner – almost like conversing with a person. The digital assistant has been trained on openly available data from gov.gr (1.700 digital proscedures), the National Registry of Administrative Procedures (mitos.gov.gr) (3.300 administrative procedures), and other websites of public entities. The digital assistant does not require personal data to respond.

2. **Benefits**
   - Over 400,000 searches conducted within the initial 2 months
   - Ability to interact with mAigov in all 24 official languages of the European Union
   - Implementation of AI and Natural Language Processing (NLP) technologies
   - Support for both written and verbal communication
3. **Key success factors**
   - Emphasis on user-centered design and experience
   - Access to a database of over 5,000 administrative procedures
4. **More information**
   - Links for the service:
   - https://aibot.apps.gov.gr/
   - https://www.gov.gr/

Greece – National Registry of Pet Animals

Top-level benchmark

User centricity, Transparency, Cross-border services, Key enablers

Life event

Health, Family

1. **Good practice description**

The National registry of pet animals is a digital platform aiming to the protection and the well-being of pet animals. The main goal of the platform is to provide a friendly and inclusive one stop service for pet owners, animal welfare associations, pet animal refugees, pet breeders, veterinarians, and local authorities by gathering all the necessary informational and transactional data at one point and at the same time digitalizing and facilitating a wide range of services related to the above users. It is an end-to-end digital service based on electronic identification and available on the public digital gateway. The service incorporates interoperability with three national registries to automatically validate and fetch data while it provides a multiple channel support mechanism. The digital output of the service includes digital declarations related to the life events of a pet, a pet QR identification code and a pet health booklet.

2. **Benefits**
   - A paperless, efficient time and cost saving service for pet owners, animal welfare associations, pet animal refugees, pet breeders, veterinarians, and local authorities
   - Provision of an electronic health record: Pets get a digital health record, and their owners get digital access to their data.
   - Digital management of the resources and obligations of local authorities ensure transparency and successful implementation of the digital management of stray animals.
   - Digital Pet Registers of animal welfare associations and organizations, shelters, and breeders.
   - The Adoption Portal facilitates the adoption procedures constituting a monitoring asset for the authorities.
   - The Digital Registry of pet blood doners contributes to the health and the well-being of pet animals.
3. **Key success factors**
   - Interoperability with the national registries.
   - Online availability of service outcome.
   - Agility
   - Alignment of diverse stakeholders.
4. **More information**
   - More information can be found at:
     https://www.gov.gr/en/ipiresies/polites-kai-kathemerinoteta/zoa-suntrophias
     https://pet.gov.gr

Greece – Vehicle registration

Top-level benchmark
User centricity, Transparency

Life event
Transport

1. Good practice description
The new digital process for the issuance and circulation of the vehicle registration certificate and the granting of license and license plates was put into operation on 19/5/2023 when the relevant Joint Ministerial Decision was published in the Government Gazette and until 15/9/2023 it operated as a pilot. From 16/9/2023 it was put into full production operation and concerns all categories of vehicles (new and used) imported into the country. With the new procedure, the necessary actions are carried out until its finalization and the submission of the classification certificate to the competent services of the Regions for the granting of the license and license plates. It is a digital service with significant added value in the fields of economy and entrepreneurship.

2. Benefits
- Only in 2022, nearly 290,000 vehicles were registered and to date the co-authorized services for vehicle management have printed and processed more than 800,000 documents per year.
- With the electronic procedure, the presentation of the following five supporting documents to the Transport and Communications Directorates of the Regions is abolished:
  classification certificate, certificate of conformity (for new vehicles), vehicle type approval, sales invoices, proof of license fee payment (for regions that support RF electronic payments),
- From 16/9/2023 until today, over 70,000 vehicle registrations have been carried out with the new procedure,
- With the digitization of the process, administrative burdens are drastically reduced in 59 Transport Directorates that employ more than 700 employees in the 13 Regions of the country, saving valuable resources and working hours for the benefit of citizens, as well as the public sector.

3. Key success factors
Digital vehicle registration is an entirely transparent process, as it provides a systematic sequence of checks and ensures communication between different systems, without human intervention. It automatically checks compliance with the prerequisites and restrictions (e.g. for vehicles with multiple children or the disabled persons). At the same time, it provides graded access of all involved parties to the necessary data. In this way, a time-consuming process is definitively put to an end and businesses, citizens, customs authorities, but also the Transport and Communications Directorates of the Regions, save resources and time. With the electronic procedure, the presentation of the following five supporting documents to the Transport and Communications Directorates of the Regions is abolished:

- classification certificate, certificate of conformity (for new vehicles), vehicle type approval, sales invoices, proof of license fee payment (for regions that support RF electronic payments).

4. More information
- Links for the service: https://www.gov.gr/ipiresies/periousia-kai-phorologia/okhemata/taxinomese-okhematos

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Spain – My citizen folder

Top-level benchmark

User centricity

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

A +/- 100 words description of the good practice

The objective of My Citizen Folder is to simplify the relationship between the administration and citizens by making it accessible and personalized from any device.

My citizen folder is an easy app mobile to access all services, consult all their procedures, your previous appointments, submit writings and requests to the Administration and to get a complete view of all your data held by the status on the state portal.

For example, regarding vital events, citizens can check your university and non-university degrees available in the National Registries of Qualifications or consult civil records such as birth or marriage and check the files you have registered with the different agencies.

2. Benefits

- My citizen folder permit a centralization of information from the different Administrations in a single place to facilitate consultation and access by citizens.

- User could consult the exchanges of personal data made between public administrations.

- My citizen folder is incorporating functionalities and services without changing devices.

3. Key success factors

- It has a simple and easy to follow interface.

- My Citizen Folder has a series of very useful services for citizens, such as consulting notifications or registry data.

- Finally, It allows you to detect phishing by the administration.

4. More information

More information can be found at:

https://masinformacioncarpeta.carpetaciudadana.gob.es/infocc/masInformacion.html

https://administracionelectronica.gob.es/pae_Home/pae_Estrategias/pae_Moilidad_Inicio/pae_Aplicacion_movil_mi_carpeta_ciudadana.html

Spain: Cybersecurity Operations Centre of the General State Administration and its Public Bodies

Top-level benchmark
User centricity

Life event
Regular business operations

1. **Good practice description**

The Cybersecurity Operations Centre of the General State Administration and its Public Bodies (COCS) seeks, through the provision of horizontal cybersecurity services, to strengthen the prevention, protection, detection and response capabilities to cybersecurity incidents, of more than 120 entities in its scope, so that thanks to optimisation and economies of scale, better effectiveness and efficiency are obtained at the same time. In addition to helping to improve cybersecurity, it facilitates the compliance with the National Security Framework.

The COCS is integrated into the National Network of SOCs and provides an overview of the cybersecurity situation of the General State Administration.

An integrated and integrative approach has been applied, which is based on a cybersecurity scenario of enormous complexity, fragmentation and heterogeneity and which has the highest degree of ambition, and which allows the project to implement and build the COCS to be described as disruptive.

2. **Benefits**
   - The scope of the COCS reaches currently 123 entities of the General State Administration and its Public Bodies of Spain, with over 200.000 users.
   - The protection of the General State Administration against cyberthreats and cyberattacks through the prevention, protection, detection and response services of the Cybersecurity Operations Centre contributes decisively to guaranteeing the exercise of rights and freedoms, as well as the fulfilment of duties by citizens.
   - It also contributes to the normal development of the tasks of the entities in their scope, in a scenario in which the Public Administration is the most attacked sector, according to the reports available from sources such as the CCN-CERT and ENISA.

3. **Key success factors**
   - The cybersecurity capabilities of the COCS are articulated around a catalog of horizontal cybersecurity 27 services, organized around 6 families, with their own coding, definition, and standardized detailed design.
   - It includes the integration model, procedures and conditions of service, with various modalities of provision (on-demand and continuous services) and schedules (8x5, 24x7).

4. **More information**
More information can be found at:

https://administracionelectronica.gob.es/ctt/verPestanaGeneral.htm?idIniciativa=ciberseguridad

Spain – Galicia – Xemelgo Dixital

Top-level benchmark
User centricity

Life event
Moving, Transport

1. **Good practice description**

Xemelgo Dixital is one of the three Galician projects that are part of the first emblematic initiatives selected by the Government for the Territorial Networks of Technological Specialization Program (RETECH).

A virtual recreation of Galicia on a cartographic basis, real data from sensors and other sources will allow administrations and companies to carry out simulations and tests and improve the provision of services in rural environments with the use of Artificial Intelligence technologies.

Among the challenges of the digital twin are the use of infrastructure to achieve a sustainable transport model, the creation of tools and techniques to improve the optimization of agricultural and livestock resources or data analysis and simulation for decision making in the rural infrastructure management.

2. **Benefits**

- This tool will make it possible to intelligently plan, based on simulations and predictive analytics, the provision of services and public actions in rural environments.

- It is part of the Retech project "Acceleration of entrepreneurship and innovation ecosystems based on digital twins", and the communities of La Rioja, Extremadura, Navarra and Castilla La Mancha also participate.

3. **Key success factors**

- The digital twin, which will be open and will collaborate with other territories, will have services such as a scenario simulator

- The Xunta de Galicia already contributes starting assets to the project such as the Smart Villages; the launch of an Internet of Things network (iCousas project).

4. **More information**

https://www.farodevigo.es/empresas-en-vigo/2023/07/19/gemelo-digital-galicia-sistema-clave-90032231.html

https://www.juntaex.es/w/jornada-sobre-el-proyecto-gemelos-digitales

Finland – Suomi.fe e-Authorizations

Top-level benchmark

User centricity, Transparency, Key Enablers

Life event

Regular Business Operations, Moving, Transport, Health, Starting a Small Claims Procedure, Business Start-Up, Studying, Family, Career

1. **Good practice description**

Suomi.fi e-Authorizations make it possible to act on behalf of other persons, companies, associations or other organisations.

In Suomi.fi e-Authorizations, private persons, companies, associations and other organisations can authorise a person, company, association or other organisation to act on their behalf. A mandate is an electronic power of attorney. The digital mandates are saved in the Mandate Register of Suomi.fi e-Authorizations, where the verification of the authorizations is done.

When the user selects to have someone else use the service on their behalf, a mandate check query is made to the e-Authorizations service. The e-Authorizations service retrieves the data from the basic data registers and/or the Mandate Register and returns the response in real time to the e-service. The answer is given as either Yes or No or as a list of mandate themes approved in the e-service.

2. **Benefits**

The e-Authorizations service offers numerous benefits for both service providers and end users:
- for service providers: an automatic and reliable check of mandates and rights in real time; savings through the digitalisation of transaction and service processes
    o Cost savings estimated for organizations in Finland are 6-10 € per single transaction, compared to paper-based acting on behalf of citizens or organizations
- for end users: a better service experience - efficient self-service for end users regardless of place and time
    o Substantial time and cost savings for citizens when no need for writing and managing paper mandates
    o No need to physically visit customer service points
- reducing the risk of malpractices

Suomi.fi-e-Authorizations: Extent of use
- In use in more than 200 different digital services in Finland + all of Finland's over 800 pharmacies accept digital mandates also in physical, over the counter transactions.
- Over 4 million authorization queries per month.
- 20 million digital mandates created by citizens and companies in the Suomi.fi-national portal.

3. **Key success factors**
- the e-Authorizations service retrieves the data from the basic data registers (The Finnish Population Information System, Finnish Trade Register, Finnish Register of Associations, the Mandate Register etc.)
- each e-service independently determines which roles entitling to representation or what kind of mandates granted in Suomi.fi e-Authorizations people need for carrying out transactions in the service
- the Suomi.fi Data Exchange Layer

4. **More information**

More information can be found at:

https://palveluhallinta.suomi.fi/en/sivut/valtuudet/esittely (for e-services)

www.suomi.fi/instructions-and-support/e-authorizations/what-is-suomifi-e-authorizations (for citizens)

France – Proactive administration

Top-level benchmark
User centricity, Key Enablers

Life event
Moving, Transport, Studying, Family

1. **Good practice description**

In its new Strategic Roadmap for eGovernment, the French plans to use data as a lever for a strengthened Proactive Administration, notably in order to fight the non-take-up. The idea is to go from Government a "once-only" principle to a "never tell us" principle. The objective is to use available data to make rights directly available for users, notably regarding the Government's political priorities (ID card renewal, social fares for transports, electroral registration, youngsters in a dropout situation, student life, etc.).

2. **Benefits**

- Users don't have to prove their status anymore to get a benefit.
    - For example, students receiving a state or regional grant are eligible for €1 meals in collective student restaurants. Using the new API « scholarship status », the organization in charge of catering was able to automatically allocate the €1 meals to concerned students (more than 700 000 students).
- Every potential recipient knows about his rights and, if possible, each right is granted automatically
    - For example, the "energy voucher", which allows users to pay for any energy bill was sent automatically to every eligible household (12.6 millions).
- Services don't have to manually process eligibility files
    - For example, the complementary health insurance is granted automatically to every recipient of the solidarity income, without services nor users having to fill up the detailed form

3. **Key success factors**

- Short-term, "run-of-the-mill" projects (3-6 months)
    - To demonstrate feasibility and bring quick gains to users (e.g., targeting large family cards, social solidarity pricing for transportation with communities)
    - To test the integration of new use cases into interministerial capitalization systems
- Incremental provision of an interministerial data sharing system ("Datalab" ; see below), used to create new proactive actions (information or automatic attribution)
- Availability of interministerial targeting and calculation tools
- Ability to link fiscal and social situations on the one hand and, on the other, the gradual harmonization of criteria for granting rights
- Financing and support for proactive actions

Croatia – Foreign professional qualification recognition in the healthcare and education system

Top-level benchmark

Cross-border services, Key enablers

Life event

Business start-up, Health, Career, Studying

1. **Good practice description**

Service for submitting applications and obtaining decision for the recognition of foreign professional qualifications in the healthcare and education systems. Requests can be submitted by citizens of the Republic of Croatia and foreign citizens who wish to obtain temporary or permanent residence in the Republic of Croatia. Service for submitting applications for recognition of foreign professional qualifications enables users to submit a request, download

administrative acts and filing an appeal.

The request with attachments is forwarded to the chamber or ministry responsible for the regulated profession.

2. **Benefits**

- easier access to the labour market of the Republic of Croatia based on a foreign qualification obtained abroad
- faster and easier submission of applications for the recognition of foreign professional qualifications

3. **Key success factors**

- the application can be used by EU citizens who want to live and work in the Republic of Croatia, citizens of the Republic of Croatia who studied abroad, citizens of third countries who have the option of using credentials from the e-citizens or e-IDAS system.

- basis for upgrading service so it can be used by other public sector bodies with the need for foreign professional qualification recognition.

4. **More information**

More information can be found at: https://pisk.gov.hr

Croatia – eTourism information system

Top-level benchmark

Transparency, Cross-border services, Key enablers

Life event

Regular business operations, Business start-up

1. Good practice description

The eTourism is an integrated information system that provides public eservices in tourism to citizens and businesses. The system consists of several modules, of which are the most important for citizens and business entities TuStart and TuRiznica.

TuStart is an electronic service intended for legal and natural persons who register catering facilities and services in tourism with the aim of classification, categorization, and registration in the Central Tourist Register.

TuRiznica is an electronic service intended for legal entities that apply for the use of small value grants that the Ministry of Tourism and Sports provides for certain areas and types of activities, for which there are public invitations/tenders.

2. Benefits

- improved communication between citizens and public administration in the tourism sector

- increased efficiency and transparency of public administration in providing public services in tourism to citizens and entrepreneurs

- administrative relief for entrepreneurs in tourism

3. Key success factors

- faster and easier submission of applications for registration of activities in tourism and catering

- up-to-date information on facilities and entities in tourism and catering

- simpler submission and processing of requests for grants in tourism and catering

4. More information

More information can be found at: https://mints.gov.hr/eturizam/

Croatia – Industrial design and trademark registration

Top-level benchmark

User centricity

Life event

Business start-up,

1. **Good practice description**

The service enables the submission of applications for the protection (registration) of trademarks and industrial designs as intellectual property, as well as the submission of other applications and documents in the procedures for registration and maintenance of registered rights.

Trademark registration enables creating the request, attaching evidence to requests, signing via the e-signature service and payment of prescribed fees.

For industrial design registration, the service enables entering data about the designer, using a template to create a new request, processing of design views, attaching evidence to requests, signing via the e-signature service and payment of prescribed fees.

2. **Benefits**

- complete package of user services for the implementation of the industrial design registration procedure

- set of available functionalities that facilitate the application submission process

3. **Key success factors**

- the service is based on a similar service for e-application of industrial design of the European Union

- the integrated services of the state information infrastructure, namely e-Signature, e-Authorizations and e- Fees (reuse of previously developed horizontal components)

4. **More information**

More information can be found at: http://e-filing.dziv.hr/

Hungary – Automatic Public Administration Decision-Making (AKD) building block for Public Administration reuse: pilot automation of second-hand vehicle registration

Top-level benchmark
User centricity, Transparency, Key enablers

Life event
Transport

1. Good practice description

The goal of the AKD project was to develop an integrated building block service for algorithmic decision-making that can be reused by any public administration body, and with which, by integrating it to the administrative process, the administrative steps can take place without human intervention. Among the pilot cases of the AKD project, 3 vehicle registration related services have been automated with the AKD building block, and thanks to this development, Hungarian citizens can now use the service online from the comfort of their home when e.g. buying a second-hand car. In addition, as this was a customer-focused project, a user-friendly portal has been created which guides the user through each step of the process. Each step was designed to be simple, easy to follow hence there is a low chance of making any mistake. The user has to provide only a few details as the automated process connects multiple systems from where most of the necessary data are sourced. This project is a pilot for future automated processes. During the project new ideas and opportunities were explored in the area of automation and many challenges were successfully faced. The delivered product shows that there is a huge potential in the future for similar projects.

2. Benefits

- The product is user friendly, time and cost saving.
- Instead of in-person service, the clients can now use these services online.
- The automated process reduces the risk of human errors.
- No need for clerk interaction as the process is completely automated.
- Reducing the number of human encounters also reduces the risk of corruption.

3. Key success factors

- Flexibility of stakeholders to solve upcoming problems quickly with the best possible solution.
- Agile way of working was initiated.
- Other enhancements and best practices were utilized.
- High focus on development of automated processes, simplifications and cost effectiveness.

4. More information

More information can be found at:
https://bmprojektek.kormany.hu/download/d/25/23000/AKD%20projektz%C3%A1r%C3%B3%20kiadv%C3%A1ny.pdf

Hungary – Public grocery price monitoring system and comparison website (Árfigyelő)

Top-level benchmark

User centricity, Transparency

Life event

Regular business operations, Family

1. Good practice description

A public price monitoring system for the daily selling consumer price of certain grocery products have been developed, and the data are offered to consumers to help them compare the prices of products they need on a newly developed website. The Price Monitoring System registers the business details of the commercial entities that are obliged to provide data or that volunteer to provide data, the daily selling price (at least the predetermined minimum price) and the regular selling price of the products they sell. In addition, it is able to store and archive the data provided by commercial units in order to enable the Office of Economic Competition, the ministers responsible for trade, economic development, consumer protection and public finance, the courts, the administrative authorities and the Central Statistical Office to perform their statutory tasks. At the same time the public website allows consumers to browse through the products they wish to buy, compare prices and thus determine the most economical places to shop. The price monitoring system enhances transparency, makes different pricing practices transparent and ultimately, in line with the interests of consumers, contributes to increasing competition in the market, preventing overpricing and thus helping to reduce inflation.

2. Benefits

- Users can compare the prices of the top-selling grocery products real-time (daily update).

- The solution promotes competition among retailers, preventing overpricing and thus helping to reduce inflation.

- Users can select stores in their neighborhood, and filter products available in these stores, favourite shops can be saved, and a shopping list can also be compiled for the chosen products and shops to be visited.

3. Key success factors

- The development phase was preceded by extensive market and user research which resulted in the development of the most valuable features.

- We closely monitor user behaviour on the site, and the drawn insights are continuously implemented in the ongoing feature development.

4. More information

More information can be found at: https://arfigyelo.gvh.hu/

Hungary – eVAT system – automatic drafting of eVAT declaration

Top-level benchmark

User centricity, Transparency, Key enablers

Life event

Regular business operations

1. Good practice description

In order to reduce administrative burden of taxpayers, the National Tax and Customs Administration introduced the new eVAT system on 1 January 2024. The purpose of the Electronic VAT System (eVAT system; web application and M2M solution) is to provide support to taxpayers in the fulfilment of the declaration obligation related to general sales tax by creating the possibility of viewing and tax coding the source data available to the National Tax and Customs Administration (NTCA), ensuring the generation of statements (VAT analytics) and the draft of the tax return. In the eVAT system, invoices from the online invoice system, receipts and simplified invoices from the online cash register system, as well as customs decisions made during the customs clearance of goods imported from third countries, which require the taxpayer to pay VAT, can be processed as source data. In addition to the source data, the eVAT system can also record/process documents relevant to the VAT return, which are not subject to a data provision obligation.

2. Benefits

- Showing back the transactional data collected by the NTCA (online invoice data, online cash registers data, customs decisions)

- Automatic tax coding on the source data (recommendation for taking into the right row of the VAT return)

- Comprehensive validation before submission (reducing the possible mistakes)

3. Key success factors

- The quality of transactional data collected by the NTCA

- The speed of the response time in the system

- User-friendly solutions (additional user rules for automatic taxcoding, reporting possibilities, real-time follow-up of the tax position etc.)

4. More information

More information can be found at:

https://eafa.nav.gov.hu/home-en

https://nav.gov.hu/ado/eafa/informaciok/elindult-az-eafa

https://www.youtube.com/watch?v=mP10Y0QX0GU

Ireland – Life Events App

Top-level benchmark

User centricity, Key enablers

Life event

Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

The Public Service Transformation Division and the Office of the Government Chief Information Officer, within the Department of Public Expenditure, NDP Delivery and Reform, are currently collaborating with a number of Departments and Public Service Bodies to provide digitally enabled joined-up services through the development of a Government Digital Life Events Service.

The pilot aims to develop and test a seamless user journey for credential issuance to a government digital wallet and to develop and test the building blocks underpinning the redesign of services around life events. It involves the collection, processing, and storage of personal data from public service employees and necessitate access to real live data from service providers including the Road Safety Authority / Department of Transport for Drivers Licence data, Department of Social Protection / General Registers Office for MyGovID and Birth certificate data and the Health Services Executive for MyHealthID data respectively.

An alternative manual data collection approach may be used during the pilot phase to capture data from the volunteers in order to issue credential where a technical integration is not possible may also be done.

2. Benefits
- Aligned with the EU Digital Decade and Single Digital Gateway and national strategies including Harnessing Digital, Connecting Government 2030 and Better Public Services
- Seamless, user-centric service for life events
- Reduction in overall costs

3. Key success factors
- Collaboration across Government and Public Service Bodies
- Support from senor leaders
- Design thinking approach and sufficient resources committed

4. More information

More information is not currently available.

Iceland – Digital agency from A to Z

Top-level benchmark

User centricity, Transparency, Key Enablers

Life event

Regular Business Operations, Moving, Transport, Health, Business Start-Up, Studying, Family, Career

1. Good practice description

Supporting agencies to become fully digital by bringing the knowledge and tools needed. Digital Iceland provides consultation as well as the tools and digital assets needed to transform services and make them fully digital. Bringing knowledge and funding, Digital Iceland supports agencies by analysing service processes, creating a roadmap, prioritizing projects, digitizing service processes, setting up API services, and implementing them both internally as well as externally. In only two years the District Commissioners have become fully digital when it comes to customer service and four of Iceland's largest service agencies have already started undergoing the process of becoming digital from A to Z.

2. Benefits

- Agency acquires digital competence through Digital Iceland consulting and support.
- Digital infrastructure and implementing the Digital Iceland product portfolio, also referred to as digital core services.
- District Commissioners have become fully digital in only two years through Digital Iceland consultation and implementing the Digital Iceland portfolio.
- District Commissioners provide services for at least twice a year for all Icelanders. By digitizing the services, the lives of all living in Iceland are simplified, agency employees can provide faster, better and paper free service.

3. Key success factors

- At the end of 2023 all services at the District Commissioners will be available through a digital process.
- Icelandic Transport Authority has moved all services for vehicle ownership through the Digital Iceland portfolio so all information regarding ownership is available through My pages at Ísland.is.

4. More information

More information can be found at:

https://island.is/en/o/district-commissioner

https://island.is/en/o/digital-iceland/island-services

https://island.is/en/o/digital-iceland/island-services/my-pages

Italy – ANIS (National Register of Tertiary Education)
Top-level benchmark

User centricity

Life event

Career, Studying

1. Good practice description
ANIS is the National Register of Tertiary Education, established pursuant to article 62-quinquies of the CAD, owned by the Ministry of University and Research, which allows the centralization of data relating to student enrolments and qualifications of Higher Education Institutes.

The registry itself ensures to the Public Administrations and entitled Bodies, through the services made available by the National Digital Data Platform (PDND), the availability of the data contained therein to simplify and automate the processes in which verification or the recovery of data relating to registrations and qualifications recorded in the registry itself.

The public web portal of the registry, activated on 18 September 2023, makes the first online services available to citizens, who can consult the data relating to their existing registrations and qualifications, request a possible correction of the same, as well as obtaining the issue of certificates that can be used in relations with private individuals.

2. Benefits
With ANIS, data relating to qualifications and enrolments at Higher Education Institutes are centralized in a single database, allowing administrations to have a single and reliable source for data.

ANIS is the first national registry that was created completely integrated with the ANPR in relation to personal data: ANIS is in fact devoid of citizens' personal data, which are retrieved if necessary directly by the ANPR through the interoperability mechanisms envisaged by the PDND, creating fully implements the data non-duplication mechanism and allows consultation of constantly updated personal data.

3. Key success factors

The collaboration between the Department for Digital Transformation and the Ministry of University and Research, through a Collaboration Agreement, and the synergy between working groups engaged in different digitalisation streams has guaranteed the creation of the first database of national interest which, working in full interoperability with other databases, it takes the first step of an integrated registry system that aims to allow the evolution of increasingly simple, efficient and advanced citizen services.

4. More information
More information can be found at at https://www.anis.mur.gov.it/

Latvia – E-government Gateway Service Catalogue

Top-level benchmark

User centricity

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

CERT.LV, in collaboration with NIC.LV (the maintainer of the .LV domain registry), has developed a DNS firewall – a free tool to protect individual users and organizations from cyber threats such as false banking websites, fraudulent e-trading platforms, virus-spreading websites or communication with command and control (C&C) servers. All requests to malicious sites are blocked and users are redirected to a safe landing page.

The database of current cyber threats is maintained and regularly updated by CERT.LV, supplementing their own threat intelligence with information from a variety of other national and international sources as well as as citizens. As CERT.LV also monitors and analyses cyberattacks of a regional nature (specific to Latvia), this firewall is the only DNS firewall that can catch and block also locally targeted attacks.

Even if malware has already infected a device, the DNS firewall will still work and actively block malicious requests to C&C servers.

2. Benefits

- Threat intelligence (threat indicators) is added to the DNS firewall in real-time and is based on local monitoring, enabling early detection and protection before threats are recognized by international antivirus companies.
- In average 500 000 phishing attempts are blocked quarterly, and more that 1 500 000 malicious requests are being processed monthly.
- Any individual, organization, or enterprise in Latvia can use the tool for free.
- Malicious indicators added to the firewall are verified by CERT.LV, minimizing false-positives.

3. Key success factors

- This is the only DNS firewall that can catch and block locally targeted attacks, offering a centralized solution for cybersecurity protection.

- Organizations like ISPs, obligated to filter internet content based on official blacklists (provided by the governmental institutions like Lotteries and Gambling Supervision Inspection or National Electronic Mass Media Council of Latvia), can utilize a single normalized source, streamlining their operations. Also in case of the DNS firewall all the blacklists that ISPs have to incorporate are provided using a single technology (RPZ).

- Information on threats (threat indicators) is added to the DNS firewall in real-time and is based on local monitoring, enabling early detection and protection before threats are recognized by international antivirus companies.

4. More information

https://dnsmuris.lv

Lithuania – E-government Gateway Service Catalogue

Top-level benchmark

User centricity

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

Information about all public and administrative services provided by Lithuanian institutions is   published in one service catalogue – on the E-Government Gateway Portal –epaslaugos.lt.

A service catalogue wizard has been developed and implemented in the Egoverment Gateway Portal, al so the functionality of the service application creation form and the approval process has been created.

2. Benefits

- public and administrative services are accessible for residents and service providers even more conveniently and quickly
- consolidated information systems which previously published information on public and administrative services. The integration of systems paves the way for solutions to improve the quality and accessibility of improvement and service provision, and for more efficient use of resources
- reduced administrative burden for service providers and administrators
- service descriptions will no longer have to be provided in two information systems

3. Key success factors

- Interinstitutional cooperation
- The integration of systems
- Inventory of public and administrative services

4. More information

More information can be found at: Elektroniniai valdžios vartai (epaslaugos.lt)

Lithuania – Improving the maturity level of IT governance in the public sector

Top-level benchmark

Transparency, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. **Good practice description**

At the end of 2023, a new version of the Law on the Management of State Information Resources entered into force in Lithuania, the aim of which is to establish a qualitatively new model of management of state information resources (or simply state IT assets) in line with modern IT development and management trends, which would allow more efficient planning and use of state funds in the IT field, transition from formal institutional to personal responsibility for the results of implementation of national IT projects and create simpler and more user-friendly e-services.

2. **Benefits**

- Development of national IT strategy and its development policy is concentrated in one institution (Ministry of Economy and Innovation)
- Lithuania will have the role of state digital officer and every ministry will have its own chief digital officer responsible for the digital transformation efforts in the domain of his.her ministerial responsibility
- National security will be strengthened through the development of a sustainable and resilient hybrid state IT infrastructure and a unified national enterprise architecture.
- Separation of the governance of state information systems and data management; binding principles for the development and management of state information systems and data have been established and clarified to guide institutions
- Enabling the implementation of European Commission and other international recommendations for IT and data management practices

3. **Key Success Factors**

- Institutions' IT governance maturity level in 2028 will be 3 out of 5 by COBIT

- Higher maturity level of e-services provided by public sector as well as by business will be achieved

- Reduced number of state information systems, widespread development and use of common IT solutions in the public sector

4. **More information**

More information can be found at:

- [XI-1807 Law on the Management of Information Resources of the State of the Republic of Lithuania](#)
- [EIMIN: Lithuania moves towards modern management of state information resources | Ministry of the Economy and Innovation of the Republic of Lithuania (lrv.lt)](#)

Lithuania – Classification of national digital assets

Top-level benchmark

Transparency, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. **Good practice description**

In mid-2023, a new procedure and methodology for assessing the importance of state information resources (*national digital assets*) were adopted in Lithuania. According to the newly approved procedure, the importance of the data processed in state information systems and registers shall be assessed according to the consequences that a violation of confidentiality, integrity and availability of such data may have on the state, its institutions and residents in various areas. These areas include national security and intelligence, international relations and international trade, public security and law enforcement, trade, economy and public finances, public and administrative services. The methodology for assessing the importance of state information resources describes the assessment process itself and provides guidelines according to which the institution can objectively evaluate the potential level of impact of breach of confidentiality, integrity and availability of data in each of the above-mentioned areas. The importance of state information resources is assessed not only at the initial stage of the information system development, but also later on when changes occur in the data structure of the information system which is already in use.. According to the assessment results, information systems/registers and the data processed therein are assigned to one of 4 types of state information resources: critical, important, medium importance or ordinary.

2. **Benefits**

- Selected appropriate digital assets cybersecurity tools and more secure information systems

- Conditions and SLAs of IT services aligned with the importance of digital assets

- More optimal IT investment planning based on the importance of digital assets

- Better information systems architecture decision making process including the decisions related to cloud services, data storage place, functional and non-functional requirements implementation

3. **Key Success Factors**

- Inventory of all major national digital assets (information systems, registries and data processed in those information systems and registries)

- Improved maturity level of data governance in public sector institutions

4. **More information**

More information can be found at:

- [Assessment of the Importance of State Information Resources | Ministry of Economy and Innovation (lrv.lt)](#)
- [576 Approval of the Procedure for Assessment of Importance of the Importance of State Information Resources (e-tar.lt)](#)
- [4-418 Approval of the methodology for assessing the importance of State Information Resources (e-tar.lt)](#)

Lithuania – Parliament of the Republic of Lithuania. Open Seimas Platform

Top-level benchmark
Transparency

Life event
Regular business operations

1. **Good practice description**

The Open Seimas platform is a new digital tool designed to fully involve citizens in the legislation process. This platform provides an opportunity not only to submit your proposals, but also to get more actively involved in the discussions on the issues raised, the consideration of projects and submitted proposals in the Seimas committees, and to receive an answer to the submitted proposals. After registering, participants will have the opportunity to submit their proposals for the projects under consideration, comment and support the proposals of others, and discuss the proposed topics in the discussion space.

2. **Benefits**

   • The platform creates prerequisites for more active public participation in democratic processes

   • The feedback mechanism increases confidence in the legislation process and the importance of the citizen's opinion

   • An open discussion channel enables legislators to hear the opinions of individual and less mobilized groups of society

3. **Key success factors**

   • The interest of politicians and the office of the parliament in implementing inclusive citizen participation tools
   • Ineffective previous experiences that do not meet the principles of user-friendly access

4. **More information**

More information can be found at: https://atvirasseimas.lrs.lt/

Lithuania – Cultural Infrastructure Center. Digital solution to identify damage to historic buildings

Top-level benchmark

User centricity

Life event
Regular business operations

1. **Good practice description**

The owner of a historic site has a duty to maintain the cultural heritage site and its grounds, to repair defects in a timely manner, and to protect the buildings from the adverse effects of the environment. In order to empower owners to identify problems on their own, the Cultural Infrastructure Center has developed a mobile application. Mobile application helps to identify physical damage to real cultural heritage, historic buildings or other structures in photos uploaded by the user. The solution seeks to identify the type of damage to the building by giving the name of the damage, a description of the damage, the reasons for the damage, a description of the damage to the object, and recommendations to the user on how to properly manage the identified damage.

2. **Benefits**

   - Raising public awareness of preventive building maintenance would, in the long term, lead to the preservation of more immovable cultural heritage and historic buildings, reduce the need for funds for their management, and enable managers to identify physical damage to the objects themselves and to take the necessary action in time

3. **Key success factors**

   - Existing experience of the Cultural Infrastructure Center in providing consultations with mobile teams

   - The experience of the developer of the solution and the existence of photo recognition based solutions in the market and their application in state institutions

4. **More information**

More information can be found at: https://govtechlab.lt/challenge/how-to-identify-damage-to-historic-buildings-and-carry-out-preventive-maintenance-through-digitisation/

Lithuania – Dubysa Upper School in Šiauliai region. Data analytics platform to improve student achievement

Top-level benchmark
User centricity

Life event
Regular business operations, Studying

1. **Good practice description**

The platform collects and analyses information about students' progress without wasting direct teacher and administrative time. It helps teachers to assess students' progress, identify problem areas and tailor appropriate interventions and personalised support based on the recommendations for improving student achievement proposed by the prototype. Digital solution helps teachers to better understand the individual needs and learning styles of their students and to apply effective teaching strategies. The nature of the student work scenarios developed in the platform depend on the individual student's performance: if the student's performance is declining, the platform offers to teachers student work scenarios based on the national   recommendations.

2. **Benefits**
   - The solution integrates different information about students from various sources that would be difficult for teachers and administration to combine and interpret immediately

   - The solution enables the creation of individualized, effective learning strategies for students based on their academic achievements, behavior, cultural experience and social environment

3. **Key success factors**

   - Data and information from various registers that could be easily integrated into the platform and used

   - A proactive school team with experience in implementing non-traditional solutions in the educational process

4. **More information**

More information can be found at: GovTech Lab Lithuania https://dubysos.lt/

Lithuania – The Wizard of Financial Instruments

Top-level benchmark

User centricity

Life event

Regular business operations, Business start-up

1. Good practice description

The Wizard of Financial Instruments is a convenient tool for businesses that helps find the right financing faster. Various financial instruments are collected and constantly updated in one place, and after answering a few simple questions about the scope and size of business activity, the wizard will offer the most suitable financing options currently available to Lithuanian businesses.

The wizard of financing tools can be used by very small as well as expanding or already mature business – no specific criteria are applied to the business. All entrepreneurs can use this tool and receive a personalized list of financial instruments that meet their business needs.

2. Benefits

- Free online tool available for each business.

- For all businesses, the wizard provides an individual list according to business needs.

- The wizard has more than 25 active financial instruments for business, and the list is constantly being updated.

3. Key success factors

- Individualized Financial Instruments options.

- Information on different funding sources is provided in one place.

- User-friendly and well-structured content.

4. More information

More information can be found at: https://inovacijuagentura.lt/wizard

Luxembourgh – Live estimated waiting time

Top-level benchmark
User centricity, Transparency

Life event
Family, Moving

5. Good practice description
Although the majority of services in Luxembourg can be completed fully online, some services require a personal visit to a government office. To make such visits as convenient and efficient as possible, the Municipal Office of the City of Luxembourg displays on its website the estimated waiting time. This is a real-time indication of how many minutes someone is expected to stand in line before someone can pick up an identity card or register a birth.

6. Benefits
- More efficient and pleasant visits for citizens.
- Clear management of user expectations and less service peaks for civil servants.

7. Key success factors
- Real-time data.
- Integration with services that require a personal visit to the municipal office.

8. More information
More information can be found at: https://www.vdl.lu/en

Latvia – e-Identity un eSignature integration API

Top-level benchmark

Key Enablers

Life event

Regular business operations, Health, Starting a small claims procedure.

1. **Good practice description**

The e-Identity platform provides service for organizations to validate the identity of natural persons, which ensures the safe identification of users of organizations and companies in external and internal information systems. Both solutions is free of charge for any organization to use and meets the requirements of the eIDAS.

Solution provides identity verification using the following identity proofing tools:

- eID card
- eSignature card
- eSignature mobile app

The signing platform through the API provides electronic document management and electronic identification of natural persons using electronic identification means and electronic signature. Both API is free of charge for any organization to use and meets the requirements of the eIDAS.

2. **Benefits**

- Improves the security of organizations
- Improves customer data protection
- Financial savings for organizations not having to maintain their own solutions
- Creates prerequisites for the development of cross-border e-commerce

3. **Key success factors**

- Easy integration into information systems and portals
- A free tool for organizations and end users
- Easy to use with various identification tools

4. **More information**

https://www.eparaksts.lv/en/for_developers/eIdentity_platform

https://www.eparaksts.lv/en/for_developers/Signing_Platform

Latvia – DDOS

Top-level benchmark
User Centricity

Life event
Regular business operations

1. **Good practice description**

Set of defense solutions – complex security and protection against various types of DDoS (distributed denial-of-service) attacks, ensuring high availability of protected Internet resources. The solution can promptly repel both complex application-level attacks and the most extensive attacks detected at the moment.
The service is shared and is provided to state administrative institutions and state capital companies.

2. **Benefits**

- Available 24/7
- Free of charge
- Shared and developing service
- Available not only for public institutions, but also for capital companies with the involvement of the state and local governments, or for services that the state considers critical.

3. **Key success factors**

- Makes it possible to replace the lack of internal specialists
- Felxible and dynamic service what grows together and adopts with customer needs for today and tommorow The opportunity for organisations to focus on IT development issues.
- Available to public institutions without the application of the Law on Public Parks
- Scalable

4. **More information**

https://www.lvrtc.lv/pakalpojumi/valsts_sektoram/ddos/

Latvia – SOC Service with advanced Cyber Incident Detection and Response Advanced Cyber Incident Detection and Response

Top-level benchmark
User Centricity

Life event
Regular business operations

1. **Good practice description**

The Cyber Incident Detection and Prevention Service provides a proactive approach to identifying and responding to complex cyber threats.

The service provides visibility into all data, including endpoint, network and cloud data, while using analytics and automation to prevent cyber threats and reduce organizations' cyber risks.

Service provides:

- Remote and on-site incident prevention
- 24/7 application acceptance (Helpdesk)
- Cyber security analyst services 8/5 or 24/7
- Adjusting the security policies of the service during the period of using the service
- Preventive monitoring
- Real-time incident prevention.
- Case-by-case reporting and consultations
- Full service implementation and documentation
- Monthly reports on identified violations

2. **Benefits**

- Effective incident identification
- Automatic detection of vulnerabilities and risks, as well as recommendations for their remediation
- Infrastructure monitoring and real-time incident prevention.
- Reliable guarantees and controlled response time

3. **Key success factors**

- Security policies tailored to fit the organization's individual needs.
- Felxible and dynamic service what grows together and adopts with customer needs for today and tommorow The opportunity for organisations to focus on IT development issues.
- Scalable solutions and flexibility for changes

4. **More information**

https://www.lvrtc.lv/en/extended-detection-and-response-service-xdr/

Montenegro – Electronic enrollment services

Top-level benchmark

User Centricity, Transparency

Life event

Regular business operations, Studying, Family

1. Good practice description

The Ministry of Education, Science and Innovation has several electronic services that are used in the department of education, which were created in 2020 in response to the pandemic caused by the Covid-19 virus . Those electronic services are:

- Submitting a request for children's enrollment in a preschool institution, enrollment in the first grade of primary school, enrollment in the first grade of secondary school, enrollment in the first grade of a primary music school, enrollment in the first year of study programs at the University of Montenegro, submitting a request for accommodation and food in a student dormitory, applying for a student loan (new electronic service in 2023), applying for scholarships for pupils and students (new electronic service in 2023)

All electronic enrollment services are available on the website *www.upisi.edu.me*, as well as on the electronic administration portal *www.euprava.me*. The Unified System for Electronic Data Exchange, which is under the jurisdiction of the Ministry of Public Administration, was used for the implementation of these electronic services.

2. Benefits

The number of electronic requests submitted over these electronic services in 2023 was:

- Preschool - 6020
- Elementary school - 5122
- Secondary school - 5890
- Music elementary school - 503
- Faculties –3479
- Student dormitories– 3852
- Credits – 6071
- Scholarships – 1457

3. Key success factors

- The mentioned electronic services, in addition to the possibility of electronic submission of requests, have a developed exchange of data with other departments in order to free citizens from obtaining the necessary evidence, electronic scheduling, automatic ranking, etc.
- Each execution of the submitted request electronicly addresses the Ministry of Internal Affairs (over the Central Population Register, which replaces the need to submit a birth certificate).
- There is also an exchange of data with the Ministry of Labor and Social Welfare for enrollment in pre-school institutions, primary and secondary schools (which replaces the certificate of beneficiaries of the family's material security).

4. More information

Portal eUprave Crne Gore (euprava.me) – description and link to the portal for electronic enrollment

Ministarstvo prosvjete, nauke i inovacija (www.gov.me) – link to the portal for electronic services

www.digitalnaskola.edu.me – tutorials for parents and students on how to use all electronic services

North Macedonia – The Catalogue of Public Services

Top-level benchmark

User centricity, Transparency, Key Enablers, Cross-Border Services

Life event

Business Start-Up, Studying, Family, Career, Regular Business Operations, Moving, Transport, Starting a Small Claims Procedure

1. **Good practice description**

The core component of the National e-services Portal (uslugi.gov.mk) is the Catalogue of Public Services, whose data is published on the Portal. The Catalogue is a structured register for entry and management of data for all public services, such as: service description, type of users, category and life events, process documents, process of applying and deadlines, data on payments of fees and taxes and values for special groups, responsible authorities, legal grounds, legal remedies, conditions and proofs (provided ex-officio or owned by user), means for applying, contact points, etc. The Catalogue is available to authorised public authorities' personnel only. Prior to publication, data are entered, verified and approved by the competent authorities and MISA.

2. **Benefits**

- 789 out of the 1.336 services data entered into the Catalogue of Public Services are published on the National e-services Portal's public section.
- Easy to make various analysis of the services based on the entered data. Used as a base for optimization, guillotine and prioritization, as well as analysis for para-fiscal charges for businesses.
- A register that is independent of the platform (Portal) that presents the data.

3. **Key success factors**

- The process of filling in the register: entering data, verification of the data, approval by Portal administrative owner, translating data, publishing data.
- Inter and intra-institutional cooperation.
- User manual for the Catalogue published and available on the following link.

4. **More information**

More information can be found at: www.uslugi.gov.mk (for published data), www.admin.uslugi.gov.mk (the Catalogue)

Malta – Shared WordPress Hosting Platform

Top-level benchmark
User centricity, Cross-border services

Life event
Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description
The success of portals lies primarily in reliable and secure web hosting. The Shared WordPress Hosting Platform, centrally managed by the Malta Information Technology Agency (MITA), was purposely built to host the Public Administration's public-facing information websites, with a special focus on web security. MITA operates and manages the technical layer, while government service owners concentrate on portal creation and content development through a Business as a Service (BaaS) model.

The underlying infrastructure implements robust information security practices through regular updates, frequent vulnerability tests at both platform and portal levels, as well as periodic penetration tests. This emphasis on information security fosters confidence among business owners and citizens. A consistent government brand has also been introduced across all Ministries. This standardised design was also applied at a local government level and will subsequently extend to all departmental portals.

2. Benefits
- Maximisation of the potential of all stakeholders, as each one will be focusing on their strengths.
- Reduction in development and operational effort by making the technology transparent to the portal creators.
- Lessened time to market, as focus will shift away from technology, truly rendering technology to become a means to a goal.
- Highest flexibility through a simple and cost-effective hosting model, taking advantage of economies of scale in terms of cost recovery of the hosting, plugins, operational services, and resources.

3. Key success factors
- Site Onboarding: In the first 6 months, the platform has registered an unprecedented take-up of 160+ portals. This far exceeded the expected take-up and thus significantly accelerated the realisation of the above benefits. The platform already has several sites that are now live for the public.
- Use of Open-Source Software: Through the introduction of this platform, using WordPress as the core technology and WordPress plugins and a custom component, the concept of Open-Source Software was introduced locally in Government Web Hosting.

4. More information
Some examples of Ministry, local council and Government entity portals hosted on the platform:
- Prime Minister Portal: https://primeminister.gov.mt/
- Ministry for Health: https://health.gov.mt/
- Local Councils: https://msidalc.gov.mt/, https://sanlawrenzlc.gov.mt/
- Malta Digital Innovation Authority: https://www.mdia.gov.mt/
- Malta Mediation Centre: https://mediation.mt/
- Malta State Advocate: https://stateadvocate.mt/

Netherlands – Improvement of combined registration for starting a Business

Top-level benchmark

User centricity

Life event

Business Start-Up

5. Good practice description

Companies have more ease in the process of the combined subscription with the tax service and the chamber of commerce. The amount of questions is reduced and can be digitally prefilled. The systems of the chamber of commerce and the tax service exchange data.

6. Benefits

• 200.000 entrepreneurs have an increased benefits of the subscription process (*NPS of +59 and CES of 96%.*)

7. Key success factors

• Continues improvement of services

8. More information

More information can be found at:

https://www.kvk.nl/informatiebank/vooraf-inschrijven-bij-kvk/?gclid=EAIaIQobChMI0qvZ3Oyj8AIVTPgYCh01iAEuEAAYASAAEgKPkvD_BwE

Norway – DigiUng (Youth-centered digital health interventions)

Top-level benchmark
User centricity

Life event
Health

1. Good practice description

The Norwegian Directorate of health and Directorate for Children, Youth and Family Affairs have worked over many years to better understand the needs of young people and figure out the best ways to promote better health. Young people need more digitalized access to both health promoting information and healthcare services. Online services lower the threshold for contacting healthcare providers, allowing young people to get to know the services on their own terms and at their own pace, and to benefit from a reassuring initial sense of anonymity. Young people, particularly young men, struggle to relate to online content and services limited to health-related topics. Multifaceted lives and needs don't quite match sector-based services. The way young people feel at school, at home, in their own bodies and minds, in their free time, with their friends… it all hangs together and influences one another. In order to promote better health among young people, one must promote well-being through a much wider and cross-sectoral approach. That is the mandate of the norwegian cross-sector collaboration program: DigiUng.

This program aims at coordinating health-promoting cross-sector digital interventions for young people aged 13 to 20 years in one place: www.ung.no.

2. Benefits

- Young people can gain access to cross-sector information and services tailored to their age and needs.
- The goal of the program is to allow young people to read informative content, ask anonymous question to a nationwide interdisciplinary panel of experts, search for the closest help services, find certified apps and other digital self-help tools, chat with a wide-ranging group of volunteer organizations, book appointments with healthcare providers and carry-out virtual consultations. All in one place.
- 22 million visits to the website in 2022.

3. Key success factors

- Putting the needs of the youth at the center
- Cross-sectoral collaboration

4. More information

More information can be found at: https://www.digiung.no/en

Poland – Biznes.gov.pl with Entrepreneur's Account, business start up online service in CEIDG system (Central Register and Information on Economic Activity), Help Center, Data warehouse

Top-level benchmark
User centricity, Transparency, Cross-border services, Key enablers

Life event
Regular business operations, Business start-up, Starting a small claims procedure, Career

1. Good practice description

Biznes.gov.pl (Point of Single Contact according to Service Directive) is a website designed for people intending to start and run a business. The purpose of the portal is to assist in the implementation of matters related to setting up and running a business and to simplify the formalities necessary to set up and run a business. The main three pillars of the portal are:

- services that help entrepreneurs deal with matters via the Internet – nearly 400 online services (including business start-up) and over 1,000 descriptions of administrative procedures;
- up-to-date content on applicable law, required procedures and formalities related to setting up and running a business in Poland and the European Union – nearly 500 articled written by experts;
- Help Center, i.e. experts who answer questions about running a business.

2. Benefits

Biznes.gov.pl portal results:

- 3.3 million established business activities (+99,2k Y/Y)
- over 2,4 million accounts of entrepreneurs and almost 4,200 accounts of officials (+0,4M Y/Y)
- 13.0 million page views per month on average (+4,8% Y/Y; 1,3% – share of English website version)
- 2.0 million electronic services completed per year

3. Key success factors

- a team of professionals – business experts, IT developers, analysts, researchers, UX designers etc.
- cooperation with other institutions providing content for articles and e-services
- Help Center – professional, useful and focused on user needs

4. More information

More information can be found at: www.biznes.gov.pl

Poland – Settlement of accounts in the e-tax office service (e-Urząd Skarbowy – eUS)

Top-level benchmark

User centricity, Transparency

Life event

Regular business operations, Career

1. **Good practice description**

The Settlements service in e-US allows taxpayers and payers to verify balances and details of settlements with the tax office.

The e-US user in Settlements can see:

- posted and settled documents
- payments made
- refunds made, reclassifications
- interest paid
- payments which need to be clarified

Users on the e-US service can also pay their tax liabilities.

2. **Benefits**
   - Quick data access for the taxpayer
   - Assistance in complying with tax obligations
   - Fewer visits and calls to tax offices. In 2023, we found one million checks on balances and settlements and 1.5 million checks on payments by users of the e-US service.
3. **Key success factors**
   - Ensuring that the data in the NRA's systems are up to date and presented reliably
   - Launching the User Support Team
4. **More information**

More information can be found at: www.podatki.gov.pl/e-urzad-skarbowy/

Poland – Cybersecurity Certification Programme for Business

Top-level benchmark

User centricity, Transparency, Cross-border services, Key Enablers

Life event

Regular business operations, Business start-up, Career

1. **Good practice description**

In 2023, a pilot edition of The Cybersecurity Certification Programme for Business was conducted in Poland. This initiative aims to enhance awareness and digital competencies, particularly in cybersecurity, among SME owners and employees. It targets SMEs with lower digitalization levels. The initiative involves a research phase, including baseline indicators for digital competencies and cybersecurity. A certification system with a self-assessment survey tool has been developed, supported by extensive project communication. The project has seen success with over 1600 surveys filled, promoting motivation and behavioral change in SMEs' cybersecurity and digital transformation approaches.

2. **Benefits**
- Enhanced cybersecurity levels in the SME sector, contributing to economic stability in Poland.
- Adoption of a new cybersecurity standard in businesses, promoting a safer digital landscape.
- Increased digital competencies among Polish SMEs, fostering a more secure business environment.

3. **Key success factors**
- **Comprehensive Research**: Conducting a thorough research phase in 2023 to establish baseline indicators and tailor the initiative to the specific needs of Polish SMEs.
- **Practical Certification Process**: Implementing a three-stage program—Diagnosis, Education, and Improvement—ensuring a practical approach for SMEs to enhance their cybersecurity measures and achieve certification.
- **Outreach:** Implementing effective and engaging communication strategies that motivate SMEs to actively participate in the project, leading to a high response rate of over 1600 surveys.

4. **More information**

More information can be found at: www.firmabezpiecznacyfrowo.pl/

Portugal – Virtual Assistant (Ai)

Top-level benchmark

User centricity, Cross-border services, Key enablers.

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family.

1. **Good practice description**

The Virtual Assistant is a generative AI ChatBot (powered by ChatGPT3.5), designed on Azure Cloud AI architecture with the purpose of assisting any person in accessing Portuguese public services. The VA answers in writing and/or by voice to citizens' queries, its voice response is synchronous with facial and lip movements as well as it adapts to the size of cell phone screens, thus allowing a constant support for citizens on issues whose complexity does not require a human intermediary. This innovative solution demonstrates a clear use case for AI within the public sector and seeks to answer to the constant demand for customer assistance in public services.

2. **Benefits**

It is an AI driven ChatBot housed within Portugal's Public Service Portal, which aggregates all public services. Among its benefits, we can highlight:

- The implementation of a 24/7 support line for queries related to public services.

- Provide a use case for AI in the Public Sector.

- Develop a tool that can help us free up space on our physical service provision locations and reduce queue time on our support telephone lines by sorting out menial queries automatically.

Moving forward, the project aims to increase coverage of public services to all those available in the ePortugal website and the number of languages it can understand. The goal of these developments is to save even more time and effort for other areas of public administration. This reduction in human labour means a reduction in energy spent, paperwork filed and time expended in issues that could otherwise be easily solved by the chatbot. From MAY23-FEB24 the chatbot has had 25.390 conversations (88,5/day on average). Main requests answered so far involve the following topics: CMD activation; digital signature; expiry date of the CMD. Since the activation of the Virtual Assistant, we have noticed around a 10% increase in the number of CMD activations.

3. **Key success factors**

- Multi-entity involvement: The Virtual Assistant required multiple government entities and institutions which pitched in their own priorities and processes.

- Data quality assurance: Formulating valid and logical responses to the final user's queries required a great amount of data which was checked and tested along the way several times, especially as the scope of the ChatBot is being broadened.

- R&D: Investment in research and development was required for the continuous improvement needed to develop the Virtual Assistant.

- Cooperation with stakeholders: Engaging and involving relevant stakeholders (public and private) was critical to success. This implied the need for prolonged collaboration, regular exchange of feedback and support in the development and implementation of the ChatBot.

4. **More information**

https://eportugal.gov.pt/

Romania – The use of AI in the Digital Policy Lab

Top-level benchmark

User centricity, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. **Good practice description**

The setup at the Authority for Digitalisation of Romania (ADR) of the first Digital Policy Lab (DPL), containing hardware, software and toolkits. DPL is an experimental laboratory for detailed tests and demonstrations of the operational process of elaborating public policies in all stages: process initiation; generation of public policies; implementation; monitoring and evaluation).

The DPL uses deep tech – in particular AI / Machine Learning – in innovative ways for testing, experimenting and collaborative design (public authorities and stakeholders) of public policies, using templates, methodologies, framework instruments and toolkits which have a replicable feature among public authorities looking to test public policies in various fields and in response to various public service needs.

Software: MS SQL database, living lab platform (MS SQL Server 2019, Integration Services (ETL data integration and transforming; reporting Services – BI), Analysis Services (data analysis, data mining);i Machine Learning (predictive analysis & machine learning) and Big Data Clusters.

2. **Benefits**

- Platform available free of charge for any public administration entity wanting to collaboratively conceive and test public policies prior to their implementation

- Training of public servants in the use of deep tech, collecting and use of data to make predictive analyses in support of public policy making

- Unlimited range of uses and test cases of the DPL to support public policies, design of new/improved public services

- Unrestricted number of users (public servants) that can access the lab and participate in iterations of the lab in various fields

- Unrestricted number/type of other stakeholders (businesses, independent experts, academia) that can contribute to the testing, experimentation and public policy design

3. **Key success factors**

- Investment resources (hardware, software)

- Consultancy services/technical assistance supporting the implementation of the DPL

- Participation of public institutions in the testing of the DPL and iterations of public policies in various fields selected during the project implementation phase

- Availability of significant amounts of data to be processed during the DPL public policy iterations

- Training of ADR staff in the use of the DPL

4. **More information**

More information can be found at: https://www.adr.gov.ro/cadru-strategic-pentru-adoptarea-si-utilizarea-de-tehnologii-inovative-in-administratia-publica-2021-2027-solutii-pentru-eficientizarea-activitatii-cod-sipoca-704/

Romania – ION, first AI governmental adviser

Top-level benchmark

User centricity, Transparency

Life Event

Business start-up

1. **Good practice description**

AI has significantly transformed how Romanian citizens engage with administrative and political issues, as ION – the first AI to be named Official Adviser to the Government is helping political leaders to leverage digital feedback for policy-making. The AI-driven system utilizes NLP and computer vision to efficiently collect and analyze public opinion from messages shared proactively by citizens. This system identifies key topics for public administration, offering decision-makers timely insights into public expectations.

Blending a web platform, social media and an interactive conversational robot for deeper insights, ION provides a unique, real-time feedback mechanism. This approach not only reflects the evolving public sentiment but also helps to enhance the policymaking process by ensuring policies align with current public views. As a modern iteration of the ancient Agora, with its dynamic reporting dashboard and AI bot which offers public administrators accessible 'conversations with the data', ION represents a forward-thinking initiative that has redefined democratic engagement, for integrating AI into governance and fostering more responsive and inclusive public services.

2. **Benefits**
   - Efficient and precise feedback collection;
   - Informed decision-making for policymakers;
   - Enhanced democratic engagement.

3. **Key success factors**
   - Advanced technological integration (combines emerging technologies such as NLP and computer vision);
   - Multi-source feedback collection (innovative approach that combines proactively share data from the website, social media and the physical robot);
   - Focus on real-time data for policymakers

4. **More information**

More information can be found at: www.ion.gov.ro

Romania – MoIAs' Services HUB

Top-level benchmark
User centricity, Transparency, Key enablers

Life event
Moving, Career, Studying

1. **Good practice description**

The services Hub stands at the core of (MoIA)' digitalization efforts, while simultaneously serving as a pillar in the digital transformation process which spans across the entire spectrum of the Romanian public administration.

The main objective of the project is to simplify the access of citizens and the private sector to the public services provided by MoIA through its various bodies, in order to facilitate a seamless, online interaction between the beneficiaries and the providers of these services, including through the provision and optimization of the IT&C infrastructure and support systems necessary to sustain this interaction.

The Hub of services integrates established standards in the Information Technology and Communications sector, such as: emphasis on user experience, ease of use, business continuity, cloud readiness and serves as a one-stop shop for electronic public services provided by the Ministry.

In this way, the services Hub will stand as a best-practice example of government-to-citizen interaction and will contribute to the increase in efficiency of the public administration.

2. **Benefits**

The electronic services HUB is a one-stop shop for most of the citizens' needs in relation to the MoIA, which allows non-stop access, from anywhere, to all electronic services provided, thus citizens no longer need to go to the desk.

Almost one year from launching, the HUB has been accessed more than 4.633.600 times, and the online scheduling service for issuing of passports recorded 11.718.938 views (as of 31.01.2024).

Statistical Overview of the HUB as of 31.01.2024:

- Total number of accounts: 355919
- Total number of criminal records issued through Hub: 341164
- Total number of traffic violation records issued through Hub (as of 18.05.2023): 37696 documents
- Total number of times the traffic violation history service was accessed through Hub (as of 18.05.2023): 208077
- Total number of times the traffic violation history service was accessed by unique users through Hub (as of 18.05.2023): 66846
- Total number of people who registered an appointment (and followed through): 946666
- Total number of people who have an appointment registered for the future: 27681
- Total number of people (who accessed Hub's electronic public services): 974347

3. **Key success factors**

- User friendliness
- Transparency of service delivery
- Key enablers used (autentification, e-documents, pre-filled forms)

4. **More information**

More information can be found at: https://hub.mai.gov.ro/site/about

Serbia – "I Protect You" platform

Top-level benchmark

User centricity, Transparency

Life event

Health, Career, Studying, Family

1. **Good practice description**

Online platform "I protect you" integrates all necessary aspects of basic prevention and tools for combating violence involving children, including online report form and progress monitoring and notification mechanism, as well as dedicated information and education material. The platform unites and coordinates all relevant sectors and competent institutions and strengthen their cooperation in the fight against violence. In addition to peer violence and violence against children which is the focus of the platform, it also helps in countering the violence against employees in educational institutions throughout Serbia.

2. **Benefits**

- Everyone can report violence in a simple way, online, and receive notifications and/or transparently monitor actions of competent institutions following status of the reported violence.
- The platform informs, educates and raises the capacities of children, teachers, parents as well as institutions to recognize and address violence quickly and adequately. Educational materials and online trainings are published. Currently on the platform there are 15 different online trainings on the topics of peer, digital and family violence, and protection of children with developmental disabilities. Online trainings are divided in three categories, for children/students, teachers and parents.
- A mobile application for Android and iOS users is also available to children and parents, through which it is possible for a child, with one click, to send their trusted contacts a notification that he or she is in danger and a location.

3. **Key success factors**

- The platform integrates and coordinates the work of all relevant ministries and over 2,700 other entities – all primary and secondary schools, centres for social work and social protection services, police stations, health institutions, competent departmental inspections and primary and higher public prosecutor's offices.
- A section of this platform serves as a quality educational online channel where parents, students and teachers can find in one place all the information regarding the type of violence, signs and behaviour in different situations. All the actors are also actively involved in the content creation.
- Citizens can report violence online, which enables them to report violence involving children at any time, but also to personally monitor the status, progress and resolution of their report. Upon the violence report is submitted in the system, competent institutions act in a timely manner.

4. **More information**

More information can be found at: https://cuvamte.gov.rs/

Serbia – "Welcome to Serbia" portal

Top-level benchmark

User centricity, Transparency, Cross-border services, Key enablers

Life event

Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description

On "Welcome to Serbia" portal foreign nationals can use electronic services of diplomatic and consular offices and other competent authorities, such as the Ministry of Interior and National Employment Service.

2. Benefits

- Foreign nationals can apply online for visa C, visa D and temporary residence approval, communicate with competent authorities and even supplement their request if incomplete, and monitor status of their application online without a need to pay a visit to a consulate or any other institution.
- All application stages are supported – from electronic application form and online submission of proofs and evidences, to electronic payment, status notifications and electronic delivery of official government-issued documents in a foreigner's digital mailbox on "Welcome to Serbia" portal.

3. Key success factors

- Government entities collaborating to provide seamless services
- Ex-officio sharing and reuse of information in electronic form
- Registration and authentication of foreign nationals using reliable, eIDAS compliant means of electronic identification on national Portal for electronic identification.

4. More information

More information can be found at: https://welcometoserbia.gov.rs

Sweden – Mina Ombud

Top-level benchmark
Key enablers

Life event
Regular business operations, Business start-up, Health, Moving, Transport, Starting a small claims procedure, Career, Studying, Family

1. Good practice description
Sweden has implemented a national infrastructure for a standardized and secure handling of digital powers of attorneys called Mina ombud. This provides for the option to give representation via powers of attorney, and in Sweden there are different juridical ways to represent via e.g, roles of caregivers or trustees. Mina ombud gives the option of representation of juridical and natural persons by digital powers of attorney. The value-proposition here is that Mina ombud makes it possible for someone to represent companies and natural persons in digital services. This includes a national webservice for digital powers of attorneys where you can manage via e.g., creating new powers (via signatories), show all parties on a power of attorney, as well as the option to revoke all parties on a power of attorney. Mina ombud also stores powers of attorneys, as well as offering services for third parties to administrate templates and permissions for powers of attorneys.

2. Benefits
- Leads to increased inclusion where those who cannot use digital services themselves can be included in the digital society

3. Key success factors

- several authorities have worked together, which means that the solution fulfills the needs of many

4. More information
More information can be found at: https://minaombud.se/

Sweden – Covid Bevis

Top-level benchmark
User centricity

Life event
Health

1. **Good practice description**

The development of the Swedish covid pass solution and, in specific, the process and service to provide information and proof regarding people's recovery from the corona infection; it was necessary to get access to the recovered persons health records. The service to provide people with covid passes and the developed processes and interfaces with health records, registers and different organizations have in a sense contributed to other solutions that will lead to better access to people's electronic health records. Also, the solution with covid passes made it easier for people to get access to the vaccination register; which must be classified as an electronic health record. Over 18 million digital covid passes has been issued to over 6,4 million individuals out of the population of 10 million. The cost is under 5 SEK (0,45 EURO).

2. **Benefits**

- Over 18 million digital covid passes has been issued to over 6,4 million individuals out of the population of 10 million. The cost is under 5 SEK (0,45 EURO).
- Made it possible for people to participate in the society and travel.

3. **Key success factors**

- Sense of urgency, the government saw the importance of quickly coming up with a solution and allocated mandates and funding quickly

4. **More information**

More information can be found at: https://www.ehalsomyndigheten.se/privat/covidbevis/

Slovenia – The TRAY – a common platform for national and cross-border data exchange supported by AI

Top-level benchmark
Key enablers
Life event
Regular business operations, Business start-up, Moving, Transport, Studying, Family

1. Good practice description

The Tray, a common central data exchange platform (known as "Pladenj" in Slovenian), stands as a versatile and reliable system designed to facilitate seamless data and document exchange across many diverse systems and life events within the public administration and beyond. Employing advanced machine learning techniques, a subset of artificial intelligence, it enhances stability and mitigates disruptions, thereby optimizing the flow of information.

In December 2023, the platform was upgraded to support cross-border exchanges in alignment with the EU Single Digital Gateway Regulation, serving as our national part of the Once-only Technical system. This upgrade positioned Slovenia among the first four countries that successfully and timely implemented this functionality.

This solution serves as an intermediate platform and allows for a fast and easy onboarding and integration of the different stakeholders, both on the side of the service providers (national portals for citizens and companies) and of the database owners or evidence providers as required by the EU Regulation.

This system plays a pivotal role in smoothing data exchange processes and safeguarding our digital infrastructure.

2. Benefits

- As a powerful common data exchange platform, also at the cross-border level, it supports the process optimization and automatization, improving efficiency and enabling significant savings for all the stakeholders involved, and successful and timely compliance with the obligations imposed by EU regulation. Machine learning is smoothing the data flow, helping the data sources and data clients to easier overcome eventual peaks and disturbances, making our digital infrastructure with increased robustness, resilience, and sustainability.

3. Key success factors

- For quick and efficient implementation, it was important that the concept of common building blocks was already widely accepted and used in our public administration, the "Tray" system being one of the most prominent ones.

- On organizational level, clear roles and responsibilities for common digital solutions in public administration are important and an efficient inter-ministerial coordination group can assure that the solution is really useful and also used in practice.

4. More information

More information can be found at:

https://nio.gov.si/nio/asset/interoperabilnostna+komponenta+pladenj-368?lang=en

Slovakia – Electronic Sick Leave

Top-level benchmark
User centricity, Key enablers
Life event
Health

1. Good practice description

The Social Insurance Agency has launched a change in the process of electronization and introduced electronic sick leave (so called ePN). Electronic sick leave is a service that replaces the paper form confirming a temporary sick leave. Citizens with a social insurance ask for a temporary sick leave much more easily and without unnecessary bureaucracy. Issuance of ePN is mandatory for authorized doctors from June 1, 2023.

By using this service, the doctor and the relevant institutions exchange all necessary data electronically. This means a hand-written certificate should no longer be a common occurrence.

Citizens with a social insurance can monitor the status of their electronic sick leave online if they have activated access to their account at the Social Insurance Agency.

Employers get an easier overview of their employees' sick leaves due to electronic service that enables the automatic transfer of data on electronic sick leaves from the Social Insurance Agency portal directly to them.

2. Benefits

- ePN means exclusively electronic communication between the doctor, the National Center for Health Information, the Social Insurance Agency, a citizen with a social insurance and an employer
- ePN replaces a hand-written certificate that a citizen with a social insurance delivered to the employer and the Social Insurance Agency,
- in case of health problems, citizen online visits a doctor and leaves for treatment, all data and documents are exchanged electronically between the doctor and the relevant institutions
- the share of ePN in all issued electronic sick leaves is following:
  - 06/2023 - 91,68 %
  - 07/2023 - 92,62 %
  - 08/2023 - 92,98 %
  - 09/2023 - 94,52 %
  - 10/2023 - 95,43 %
  - 11/2023 - 95,79 %
  - 12/2023 - 96,06 %

3. Key success factors

- Cooperation of the Social Insurance Agency, the National Health Information Center and doctors
- Modification of key legislation

4. More information

More information can be found at:

https://www.socpoist.sk/news/povinna-epn-pre-lekarov-od-1-juna-2023-socialna-poistovna-jej-informacne-systemy-su-na-ich
www.elektronickapn.sk
ePN – ezdravie (ezdravotnictvo.sk)

Türkiye – NeyimVar? (What's the matter with me?) Application

Top-level benchmark

User centricity

Life event

Health

1. Good practice description

"NeyimVar?" project is an artificial intelligence (AI) based expert system that asks questions to the user and suggests possible diagnoses and hospital branches to be visited as a result of the answers given to these questions within the framework of information compiled through e-Government Gateway or e-Nabız regarding the user's age, gender, family physician, etc. and current complaints. It can share the query data and possible diagnoses with the doctor the patient will visit. The application includes e-Nabız (the platform for Personal Health Record System), Central Physician Appointment System (MHRS) and e-Government Gateway integrations. It is therefore integrated with other relevant health applications and also provides an integrated appointment booking service. The application basically has the following functionalities:

- Easy complaint input
- Diagnosis detection with detailed questions
- AI based diagnosis-symptom relationship model improvement

2. Benefits

Referring Citizens to the Right Polyclinic

- The project aims to direct users to the right polyclinics in accordance with the complaints and symptoms they enter into the system. It is aimed to provide more effective and qualified service by recommending the appropriate polyclinic according to the complaints of the citizen.

Providing Effective and Qualified Service with Cost/Time Savings

- It has been found that nearly 6% of daily patient applications result in coming to or being directed to the wrong polyclinic. It is aimed to provide accurate and fast service to citizens as well as cost / time benefits by preventing these false polyclinic applications.

Supporting the Physician

- It is a system that suggests a diagnosis to help our physicians diagnose faster. Our physicians will be prevented from wasting time with patients who are not in their area of expertise. The process of taking anamnesis will be improved with doctors viewing the symptoms that the patient has entered and diagnostic suggestions.

Creation of a New Data Set Related to Health Data

- As a result of the project, data sets that have not been previously studied in Türkiye will be obtained:
- Most common symptoms
- Enriched symptom-diagnosis matching based on patient profiles
- Regional Symptom Map of Türkiye

3. Key success factors

- Citizens can make an appointment for the right polyclinic from Central Physician Appointment System (MHRS).
- Citizens can enter their complaints and get information about possible diagnoses.
- The application is free and simple to use.
- Citizens can enter their health complaints by typing, selecting them in the accordion menu and 3D visuals, as well as seeing their colloquial equivalents, contributing to increasing health literacy.
- Ensuring that the physician has information about the patient before the patient arrives as a result of the physician's evaluation report, which is created after citizens use "NeyimVar?" and includes complaints, diagnosis and polyclinic recommendations.
- Approximately 32.8 million people logged into the system for a total of 38.7 million times.

4. More information

More information can be found at: https://neyimvar.gov.tr/giris

Türkiye – Kolay İhracat Platformu (KİP) (Easy Export Platform (EEP))

Top-level benchmark

User centricity, Cross-border Services

Life event

Regular business operations, Business start-up

1. Good practice description

The Easy Export Platform (EEP) enables exporters and prospective exporters to access all the information they need on a single platform. In this context, information on products and potential markets that can be exported is presented in detail, while all information support is provided to companies in an easy and comprehensible manner during the realization of exports. By processing live and up-to-date data from Türkiye's and the world's most important and comprehensive databases, EEP offers exporters of all sizes to high-potential trade routes that meet their needs.

2. Benefits

Currently, there are more than 72 thousand users in EEP.

The EEP integrates 25 different data sources for more than 190 countries for each of over 5 thousand Customs Tariff Statistics Position (GTIP) codes, and offers customized target market recommendations in order of priority within the framework of the profile, history and preferences of our exporters by making calculations over more than 10 million rows in which the most effective parameters are selected by machine learning among more than 10 thousand data fields automatically drawn from more than 10 international and domestic databases.

The "Supplementary Product Suggestions" feature within the scope of the "Smart Export Robot", which offers target market suggestions using machine learning algorithms, contributes to the enhancement of the export vision by providing the user with suggestions for products that are bought and sold together as well as the target market.

The "Step-by-Step Export Guide" provides information about every step to be taken from the beginning to the end of the export process in the most understandable way. In this context, more than 100 educational contents prepared by the Ministry of Trade of the Republic of Turkiye and the institutions and organizations it cooperates with are also offered through the platform.

The EEP, which provides information that may be needed in export processes specific to the selected product and country, already includes a country pages module with information for over 190 countries, a sector pages module with information on sectors, a user-friendly legislation module designed to access the legislation published by the Ministry of Trade of the Republic of Turkiye, and an Export Cockpit Module with suggestions and information specific to registered individual or corporate users.

3. Key success factors

Currently, there are 24.732 corporate users and 48.917 individual users, for a total of more than 73.500 users in the EEP. Since the beginning of 2024, more than 2.430 new users have registered to the platform. Of the new users, 898 logged in from corporate accounts and 1.533 from individual accounts.

Within the scope of the platform, data is extracted from over 25 services including "Declaration Data, Worldbank, Comtrade, Macmap, Foreign Missions Management Information System (DTYBS), Tariff Search Engine (TARA), Turkish Exporters Assembly (TİM), ticaret.gov.tr, Euromonitor, Technical Barrier, Insideview, The International Trade Centre (ITC), Corpus".

The parameter selection and weighting model works for each GTIP (6) code and determines the parameters and weights based on two main dimensions among approximately 10 thousand candidate data fields. Linear and non-linear (linear regression and random forest) machine learning models are tested to predict these main dimensions: potential and attractiveness.

4. More information

More information can be found at: www.kolayihracat.gov.tr

Türkiye – My Military Service – Integrated Service

Top-level benchmark

User centricity, Transparency, Key enablers

Life event

Career, Family

1. **Good practice description**

Innovative, value-added digital service was created by combining military service transactions transferred to the digital environment piece by piece since 2013 and integrated under a single service title. "My Military Service" is launched on the e-Government Gateway of Turkiye on March 2023 covering every stage of the military service process; including before and after the military age, roll call, call and transfer, recruitment and mobilization activities during active duty and reserve periods.

2. **Benefits**

- During the design and development process of the service, lessons learned on how to ensure the best compatibility between different IT infrastructures and programming languages and how to achieve optimum benefit. This situation guided us not only in terms of software technologies, but also on how hardware development should be scaled in such services with a large number of transactions.

- Steps such as user-centered service development and lean process management have directly changed the citizen's perspective on digital platforms and contributed to e-participation by increasing their interaction with the e-Government Gateway.

- The steps in the military conscription process are tailored to the individual's situation, thus service is personalized.

- Developments are also underway to enable remote health examinations.

- Data integrations with institutions reveal the data-oriented innovative feature of the service.

- Thanks to the micro service architecture, stable data flow allows transactions to be completed in a few minutes. All transactions related to military service are presented together and can be accessed instantly.

- The user can also obtain a barcoded military service status certificate from the system. It is planned to close military branches according to their utilization as the service digitalized and to use public resources efficiently. This is the most important innovative multiplier effect that a digital service provides to the real world in terms of resource savings.

3. **Key success factors**

- The service, which opened on 20 March 2023, was used more than 88 million times until 14 November 2023. The service became one of the most used services on the e-Government Gateway during military service- related deployment periods. For example, it was used 21.4 million times in October alone, 11.6 million times in July and 10.3 million times in August.

- The service received many feedbacks from e-Government Gateway users who have reached military service age, emphasizing the service as satisfactory. Problems arising from the management of different digital services of the Ministry of National Defense, which is responsible for providing the service, were eliminated and efforts and energy were concentrated on a single service. E-mail, call center and support desk calls were significantly reduced and user expectations were met.

4. **More information**

More information can be found at: https://www.turkiye.gov.tr/mill-savunma-askerligim

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