

**CAP GEMINI ERNST & YOUNG'S**

**ONLINE AVAILABILITY OF PUBLIC SERVICES:  
HOW DOES EUROPE PROGRESS?**

**WEB BASED SURVEY ON ELECTRONIC  
PUBLIC SERVICES**

**REPORT OF THE FOURTH MEASUREMENT  
OCTOBER 2003**

*Prepared by:*  
**Cap Gemini Ernst & Young**  
**January 2004**

*For:*  
**European Commission**  
**DG Information Society**

## Corrigendum

Please note that after this report was published, some important errors were identified in the sampling methodology used in Spain. These errors will have resulted in an underestimate of the true figure for online delivery of government services in Spain. A revised estimate for Spain will be made in the 5<sup>th</sup> survey to be undertaken at the end of 2004.

*For more information about this survey, please contact:*

Cap Gemini Ernst & Young

Patrick Wauters

[Patrick.wauters@cgey.be](mailto:Patrick.wauters@cgey.be)

Pascale Van Durme

[PVANDURM@cgey.be](mailto:PVANDURM@cgey.be)





## Table of Contents

<b>1</b>	<b>Introduction.....</b>	<b>1</b>
<b>2</b>	<b>The EC's Benchmark study: Electronic Public Services in Europe.....</b>	<b>2</b>
2.1	The scope of the survey within the eEurope programme of the European Commission.....	2
2.2	The survey framework .....	3
2.2.1	Participating countries .....	3
2.2.2	Twenty basic public services .....	3
2.2.3	The Scoring Framework .....	4
2.2.4	Delimitation .....	5
2.3	Methodology: CGE&Y's Web-based Survey .....	6
2.3.1	Module 1: Screening the governmental structure of the participating countries and listing the service providers .....	6
2.3.2	Module 2: Sampling of multiple service providers .....	7
2.3.3	Module 3: URL identification.....	7
2.3.4	Module 4: Web-based survey and scoring of the websites .....	7
<b>3</b>	<b>Results.....</b>	<b>9</b>
3.1	Overall Progress.....	10
3.2	Citizens versus Businesses.....	11
3.3	The Four Service Clusters .....	12
3.3.1	Income-generating Cluster .....	13
3.3.2	Registration Cluster .....	14
3.3.3	Returns Cluster .....	15
3.3.4	Permits and Licenses Cluster .....	16
3.4	Results by Country .....	17
<b>4</b>	<b>Analysing Progress .....</b>	<b>19</b>
4.1	e-Government solutions .....	20
4.1.1	Enrolment higher education UK.....	20
4.1.2	Public libraries Denmark.....	21
4.2	Back office reorganisation .....	22
4.2.1	Income taxes Spain .....	22
4.2.2	VAT Greece.....	23
<b>5</b>	<b>General Conclusions .....</b>	<b>24</b>
<b>6</b>	<b>Annex 1: Definitions of the 20 Public Services.....</b>	<b>25</b>
<b>7</b>	<b>Annex 2: Overview of non relevant services .....</b>	<b>45</b>
<b>8</b>	<b>Annex 3. Results per service (online sophistication) .....</b>	<b>46</b>

## 1 Introduction

This report presents the results of the fourth benchmarking exercise on the progress of online public services in Europe. Next to measuring *the percentage of online sophistication of basic public services available on the Internet*, this study also measures *the percentage of public services fully available online* in the 15 EU Member States, plus Iceland, Norway and Switzerland<sup>1</sup>. The survey was executed in October 2003.

The European Commission, DG Information Society, ordered the survey in the context of the *eEurope* programme. The main objective of the benchmark is enabling participating countries to analyse progress in the field of *eGovernment* and to compare performance within and between countries.

In the following chapter, the context and scope of this study are elaborated. Afterwards, the results of the fourth measurement and the progress that has been achieved compared to the previous measurements are presented. In chapter 4 an analysing framework of the progress is illustrated with good practices. Finally, the overall conclusions on how Europe progressed in the last year are summarised.

---

<sup>1</sup> The Swiss government obtained the permission of the European Commission to participate in the second and third measurement. This participation was subject of a separate arrangement between the Swiss government and the contractor of the European Commission.

## 2 The EC's Benchmark study: Electronic Public Services in Europe

### 2.1 The scope of the survey within the eEurope programme of the European Commission

This survey, conducted by CGE&Y on behalf of the European Commission, is part of the benchmarking programme that assesses the progress of eEurope. The study measures the e-government policy indicator of the eEurope Action Plan.

The eEurope initiative was launched by the eEurope 2002 Action Plan endorsed by the Feira European Council in June 2000. It has been strengthened by the eEurope 2005 Action Plan, launched at the Seville European Council in June 2002 and endorsed by the Council of Ministers in the eEurope Resolution of January 2003.

The objective of this Action Plan is to develop modern public services and a dynamic environment for e-business through widespread availability of broadband access at competitive prices and a secure information infrastructure. The European Union should become the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion;

The **eEurope benchmarking indicators** are aimed to support member states in achieving the objectives of the Action Plan. The indicators cover different domains:

- Citizens' access to and use of the Internet
- Enterprises' access to and use of ICT.
- Internet access costs
- e-government
- e-learning
- e-health
- Buying and selling on-line
- e-business readiness

In the eEurope 2002 Action Plan the policy indicator for e-government was the “**percentage of basic public service available online**”. In the eEurope 2005 Action Plan this indicator was reviewed. The new definition is the “**number of basic public services fully available on-line**”.

The Council of the European Union decided that the methodology developed by CGE&Y to measure the original indicator in October 2001, April 2001 and October 2002, had to be continued for the scoring of the new indicator. Only the expression of the result of the data-collection and measurement is different. For consistency reasons this report will present and analyse the results taken into account both indicators. The difference between both is explained in paragraph 2.2.3.

Until 2002 this study was conducted on a bi-annual basis: October 2001, April 2001 and October 2002. In the eEurope 2005 Action Plan the measurement is organized on an annual basis. This report presents the results of the fourth measurement, executed in October 2003.

## 2.2 The survey framework

### 2.2.1 Participating countries

The survey initially covered 17 countries: the 15 member states of the EU, Norway and Iceland. Switzerland also joined from the second measurement. The country codes used in this report are presented in table 1.

A	Austria
B	Belgium
DK	Denmark
FIN	Finland
F	France
D	Germany
EL	Greece
ISL	Iceland
IRL	Ireland
I	Italy
L	Luxembourg
NL	Netherlands
NOR	Norway
P	Portugal
E	Spain
CH	Switzerland
S	Sweden
UK	United Kingdom

**Table 1: Country Codes**

### 2.2.2 Twenty basic public services

For these 18 countries the European Commission and the Member States defined a list of twenty basic public services. For twelve of these services, the citizens are the target group; while for eight of them businesses are the target group. The 20 services are presented in Table 2.

<i>Citizens</i>	<i>Businesses</i>
Income Taxes	Social Contribution for Employees
Job Search	Corporate Tax
Social Security Benefits <sup>2</sup>	VAT
Personal Documents <sup>3</sup>	Registration of a New Company
Car Registration	Submission of Data to the Statistical Office
Application for Building Permission	Custom Declaration
Declaration to the Police	Environment-related Permits
Public Libraries	Public Procurement
Birth and Marriage Certificates	
Enrolment in Higher Education	
Announcement of Moving	
Health-related Services	

**Table 2: Public Services**

<sup>2</sup> The service “social security benefits” is measured on the basis of the following sub-services: unemployment benefits, child allowances, medical costs and student grants

<sup>3</sup> The service “personal documents” is measured on the basis of the following sub-services: passports and driver’s licence

### 2.2.3 The Scoring Framework

In order to measure eEurope 2002 indicator 'availability of public services online', a four-stage framework has been defined:

- **Stage 1- Information:** The information necessary to start the procedure to obtain this public service is available on-line.
- **Stage 2- One-way Interaction:** The publicly accessible website offers the possibility to obtain in a non-electronic way (by downloading forms) the paper form to start the procedure to obtain this service. An electronic form to order a non-electronic form is also considered as stage 2.
- **Stage 3- Two-way Interaction:** The publicly accessible website offers the possibility of an electronic intake with an official electronic form to start the procedure to obtain this service. This implies that there must be a form of authentication of the person (physical or juridical) requesting the services in order to reach stage 3.
- **Stage 4- Full electronic case handling:** The publicly accessible website offers the possibility to completely treat the public service via the website, including decision and delivery. No other formal procedure is necessary for the applicant via "paperwork".

Besides these 4 stages a stage 0 was introduced to capture two possible research outcomes:

- Total absence of any publicly accessible website managed by the service provider
- The public service provider has a publicly accessible website, but this one does not offer any relevant information, interaction, two-way interaction or transaction possibilities at all concerning the analysed service.

The figure below demonstrates the scoring framework.

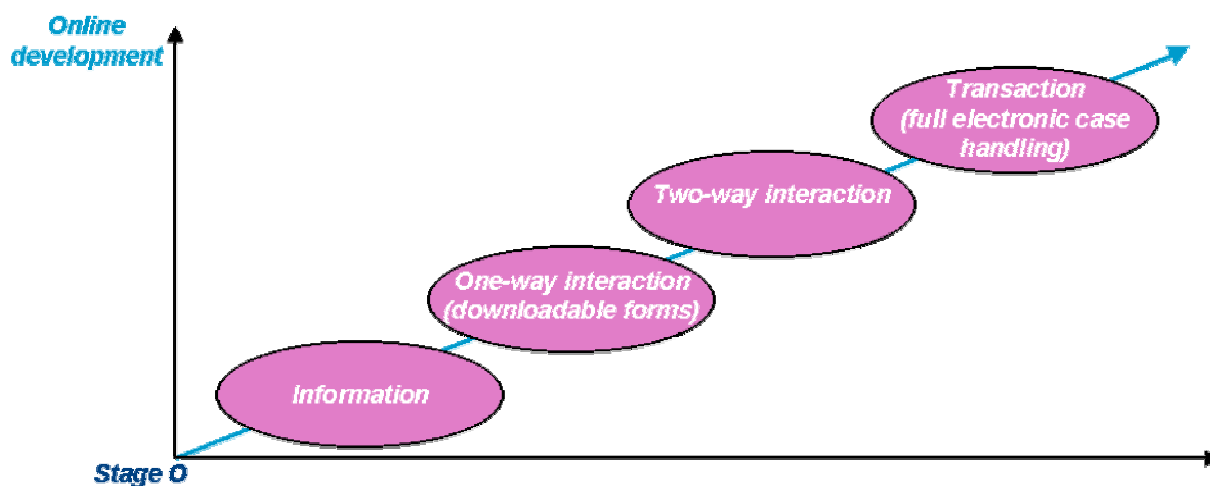


Figure 1: The Scoring Framework

The online availability of public services will thus be determined by the extent to which it is possible to provide the service electronically, or in other words to the sophistication of the online service provision.

The scoring framework presented above comprises the general framework. For each public service included in the survey the scoring framework has been refined. (See Annex 1 The definitions of the twenty public services are).

In order to measure the new eEurope 2005 indicator, an additional scoring framework was added.



- **Stage 1 - No full availability online**
- **Stage 2 -Fully availability online**

Stage 1 contains the stages 0 to 3 of the ‘sophistication’ framework.  
 Stage 2 contains the stage 4 of the ‘sophistication’ framework.

For some services the maximum stage was limited to Stage 3: personal documents, declaration to the police, certificates (birth and marriage), announcement of moving and submission of data to statistical offices. The Stage 1 of these services contains the original stages 0 to 2 and Stage 2 is equal to the original Stage 3.

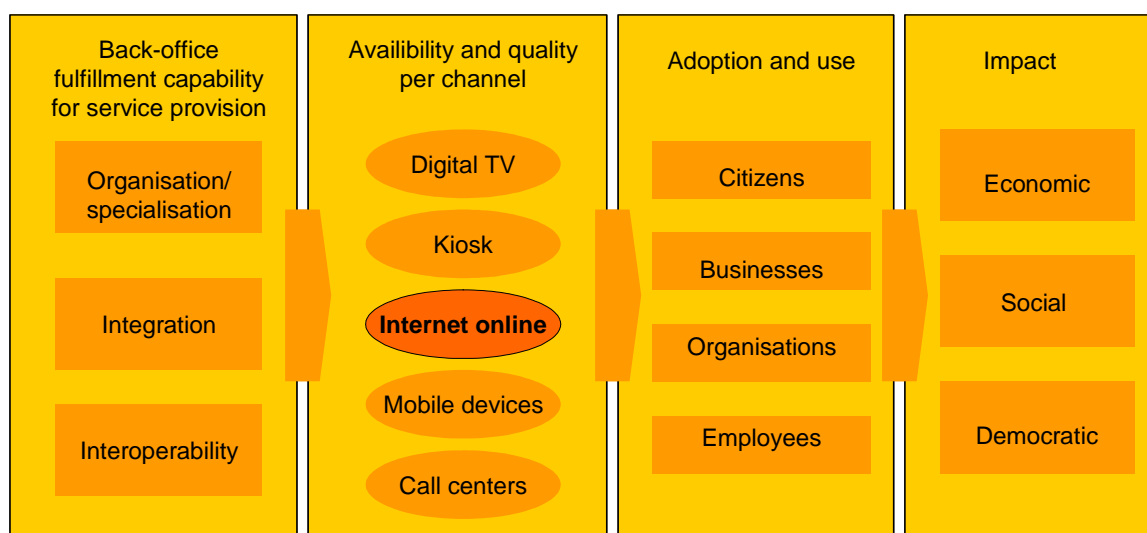
## 2.2.4 Delimitation

The fact that this study relies on a well-defined framework also implies some restrictions:

- This survey evaluates the availability of public services for citizens and businesses through one channel: the Internet. This means that eGovernment initiatives which use any other channel to reach their target groups are not taken into account (call centers, iDTV, mobile devices...).
- This study measures the results of the front office approach, considering only the online public service offering. It evaluates neither organizational e-government action like the eGovernment re-designing of back-office procedures, nor service availability through other channels, nor the adoption and the use of these services, nor the impact of the eGovernment programmes.

Therefore the results of this measurement should be integrated in a more holistic e-government measurement model.

The figure below illustrates a possible measurement model:



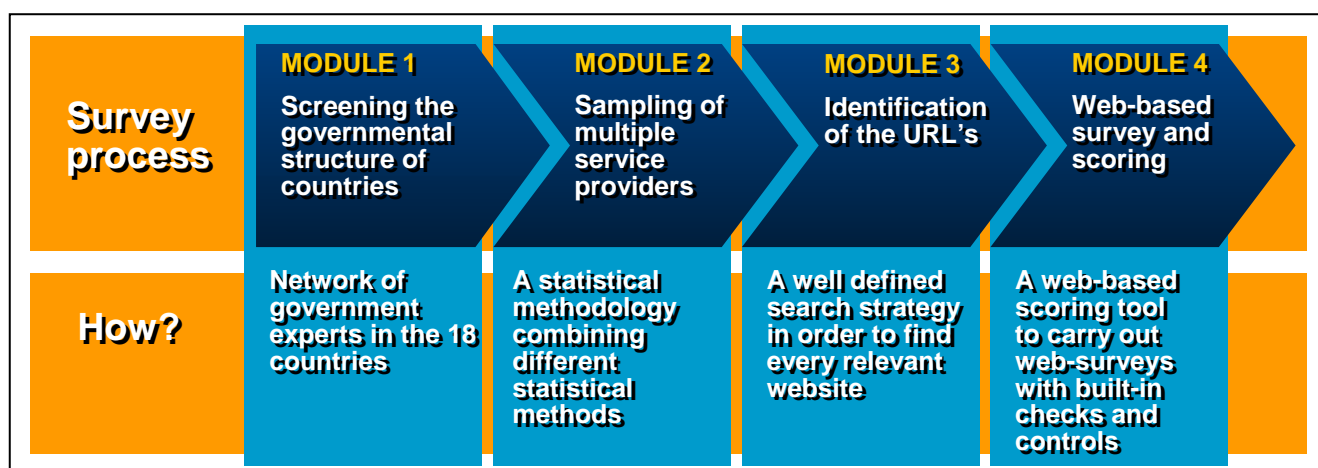
**Figure 2: Possible Measurement Model**

## 2.3 Methodology: CGE&Y's Web-based Survey

The survey-process developed by the CGE&Y-team contains 4 modules:

- Screening the governmental structure of the participating countries
- Sampling of the multiple service providers
- Identification of URL's
- Web-based survey and scoring of the websites

The process chart below demonstrates the different phases:



**Figure 3: Survey Process**

In the following paragraphs the different modules will be further described.

### 2.3.1 Module 1: Screening the governmental structure of the participating countries and listing the service providers

The CGE&Y-team opted for a bottom-up approach in elaborating the research methodology. The formulated initial question was, from the point of view of an applicant (individual citizen or business): “what is the responsible service provider for the delivery of a particular public service in a specific country?” The websites of these service providers were then defined as the observation units of the research.

In a first phase of the research a network of government experts in each of the 18 countries was consulted to obtain an overview of the different ways in which the 20 public services are organised and of the variety of Internet applications being developed in Europe.

This governmental screening of each country was a combined effort of the Brussels co-ordination team and the local governmental experts of CGE&Y in the 18 countries. The screening provided a complete overview of the organisation of the service providers to be evaluated. The political landscaping is updated for each measurement.

The different categories of service providers taken into account are:

- National governmental units
- Regional governmental units
- Cities and municipalities
- Specific multiple service providers:
  - Public libraries
  - Hospitals
  - Universities / institutes of higher education
  - Police offices.

### 2.3.2 Module 2: Sampling of multiple service providers

As a fully exhaustive survey of the complete lists of all the multiple service providers was not feasible, CGE&Y elaborated a statistical methodology to draw a representative sample if the number of units was too large. This methodology combines different statistical methods, depending on the size and character of the service providers:

- Stratification
- Systematic sampling with unequal probability
- Random sampling

A combination of stratification and systematic sampling was used for those service providers organised on a specific regional base:

- Municipalities
- Regional authorities
- Local police offices
- Libraries

The weighing methodology that was developed for the systematic sampling also allows the calculation of a scientifically valid aggregate score for the individual websites of multiple service providers.

The sampling procedure was repeated for each measurement: the overall scores of public services provided by multiple service providers were based on new samples.

### 2.3.3 Module 3: URL identification

The next step in the set-up of the web-survey was the identification of the URL's of the multiple service providers. To be able to give a maximum guarantee that service providers which were selected to participate in the research, and that manage an official website, participated effectively, CGE&Y developed a search strategy that offered a maximum guarantee that each website was found.

### 2.3.4 Module 4: Web-based survey and scoring of the websites

The URL's of the service providers were documented in a relational database. This database fed a web-based scoring tool developed by CGE&Y to carry out web-surveys.

The research team executing the content analysis and scoring of the URL's used this web-enabled application. As the number of URL's to score per country is extensive and the exact interpretation of the different stages is crucial, the tool contains a very precise and structured procedure. The scoring tool guides the researcher through a well-defined path that leads to a score per service.

Checks and controls are built in and performed at various stages in this research tool to guarantee a maximum level of accuracy in the results.

The scoring tool recalculates the scoring of the individual websites as percentage of the maximum score per public service.

The average score of a service in a country is recalculated to an overall percentage of online sophistication:

- Stage 0 = score 0 - 0,99 = 0% - 24%
- Stage 1 = score 1 - 1,99 = 25% - 49%
- Stage 2 = score 2 - 2,99 = 50% - 74% or stage 2
- Stage 3 = score 3 - 3,99 = 75% - 99% or stage 3
- Stage 4 = score 4 = 100% or stage 4

For certain services the maximum stage was limited to Stage 3: personal documents, declaration to the police, certificates (birth and marriage), announcement of moving and submission of data to statistical offices.

The calculation of the percentages is then as follows:

- Stage 0 = score 0 - 0,99 = 0% - 32%
- Stage 1 = score 1 - 1,99 = 33% - 66%
- Stage 2 = score 2 - 2,99 = 67% - 99%
- Stage 3 = score 3 = 100%

The final percentage per country is calculated as the average of the percentages of the 20 services for that country. The percentage per country for public services for citizens is the average of the percentage of the services 1 to 11. The percentage per country for public services for business is the average of the percentage of the services 12 to 20.

Translating the scoring results in the binary framework recalculates the new indicator, fully availability online. Services receiving the maximum stage (4 or 3) score 1; services marked at a lower level score 0. The indicator is then calculated as the percentage of services scored as 1 on the total number of analyzed services.

Some of the public service providers are classified as "not relevant" for certain countries due to the legal context and administrative organization of that specific country. The overall score of that country is then calculated as the average of the relevant services. Annex 2 provides an overview of the non-relevant services.

### 3 Results

After presenting an overview of the overall results and their evolution compared to the previous measurements, this chapter will break the results down into the following categories:

- The results and evolution related to the 2 target groups: citizens and businesses (G2C & G2B)
- The results and evolution related to four public-service clusters:
  - Income-generating services
  - Registration
  - Returns
  - Permits and Licenses
- The results and evolution related to the participating countries

For each category we will discuss the ‘online sophistication’ indicator first, and afterwards the ‘fully available online’ indicator.

In this report we will only analyse the 3 yearly measurements of October 2001 till October 2003. We have left the half-year measurement of April 2002 out of scope as it would disrupt the time-scale of the analysis.

### 3.1 Overall Progress

The fourth measurement resulted in an **overall average score of 67%** for the 20 public services in the 17 countries (66% if we include Switzerland).

This means an **increase of 7 percentage points** compared to the third measurement. Over the last 2 years, the online development of public services in Europe has improved by 22 percentage points.

When we consider the fully available online indicator, the fourth measurement resulted in an **overall average score of 45%** for the 20 public services in the 17 countries (42% if we include Switzerland).

This means an **increase of 10 percentage points** compared to the third measurement. Over the last 2 years, the 'fully available online' development of public services in Europe has improved by 25 percentage points.

These results are illustrated in the Figure 4.

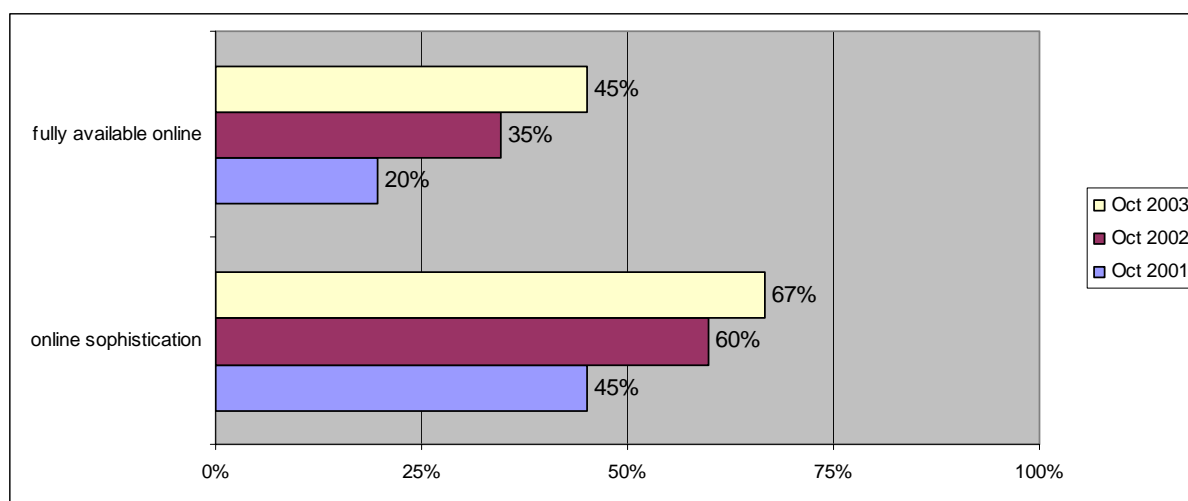
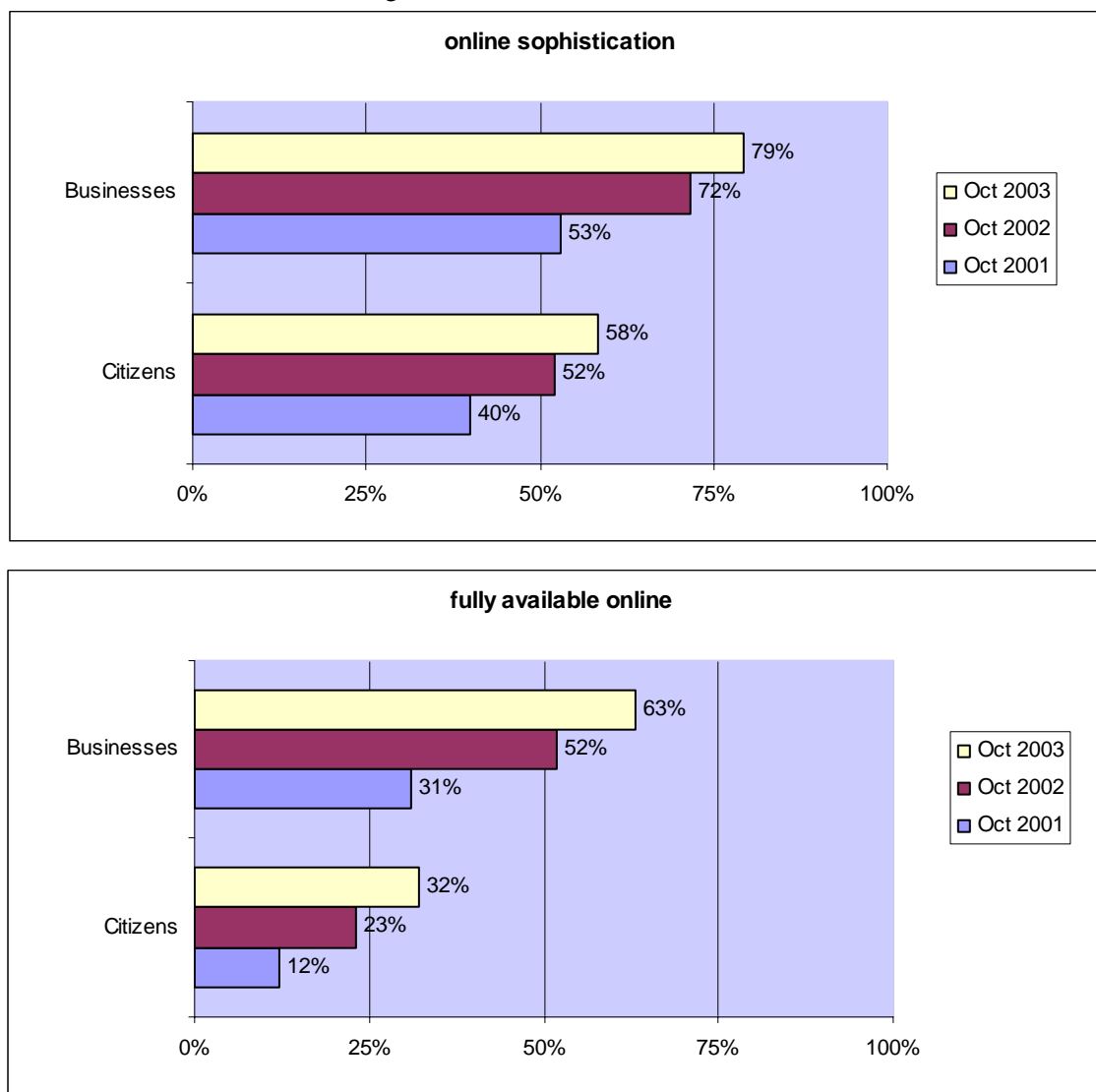


Figure 4: Overall Results

### 3.2 Citizens versus Businesses

When the results are broken down into the target groups citizens and businesses, we notice that the results for businesses are still significantly higher: 58% for citizens against 79% for businesses. This is illustrated in Figure 5.



**Figure 5: Results per Target Group**

The difference between both target groups now remains steady around 20%, while between the first and third measurement the difference grew from 13% (Oct 2001) to 20% (Oct 2002). This implies that the growth of online sophistication for G2C and G2B is almost equal: 6 percentage points for G2C against 7 percentage points for G2B. The same trend can be identified when the scores are broken down by country. In almost every country included in the survey, public services for businesses score significantly higher than public services for citizens.

Looking at the fully available online indicator the difference between G2C and G2B is higher. The difference now remains steady around 30%, while between the first and third measurement the difference grew from 19% (Oct 2001) to 29% (Oct 2002).

### 3.3 The Four Service Clusters

In order to identify common trends within groups of related services, four service clusters have been introduced since the first measurement: income-generating, registration, permits & licenses and returns. These service clusters are defined as follows:

- **Income-generating:** services where finance flows from citizens and businesses to the government (mainly taxes and social contributions)
- **Registration:** services related to recording object- or person- related data as a result of administrative obligations
- **Returns:** public services given to citizens and businesses in return for taxes and contributions
- **Permits & licences:** documents provided by governmental bodies giving permission to build a house, to run a business etc.

In all clusters growth between 2 percentage points and 10 percentage points is measured between October 2002 and October 2003. When comparing the cluster averages with the overall survey average of 67%, one can observe that the income-generating cluster (including income tax, VAT, corporate tax etc;) remains by far the best performing cluster (92%) and the only one scoring better than the survey average. The highest percentage point increases (10 and 9) are achieved in the income-generating and returns clusters, resulting in the respective scores of 92% and 62%. The permits and licenses cluster still performs more weakly with 49% and a growth of 4 percentage points. Compared to the growth figures between October 2001 and October 2002, growth has slowed down for all service clusters.

The results for each of the service clusters are illustrated in Figure 6 to Figure 9.

In the following paragraphs the scores of each cluster will be analysed by spider-diagrams. They illustrate the scores within the cluster for each service.



### 3.3.1 Income-generating Cluster

With a cluster average of 92% (91% if we include Switzerland), the income-generating cluster remains the best performing cluster, in which every service scores higher than the overall survey average of 67%.

The best scoring public service within this cluster is 'Declaration of VAT' with a score of 97%. 'Customs Declarations' and Corporate Tax' are the lowest scoring services (88%). The greatest progress is made by 'Customs Declarations' (17 percentage points).

The cluster average for the fully available online indicator is 87%. The highest growth is again realised by the 'Customs Declarations' service (24 percentage points).

The income-generating cluster has the highest growth over 2 years: 30 percentage points for the sophistication online indicator and 47 percentage points for the fully available online indicator.

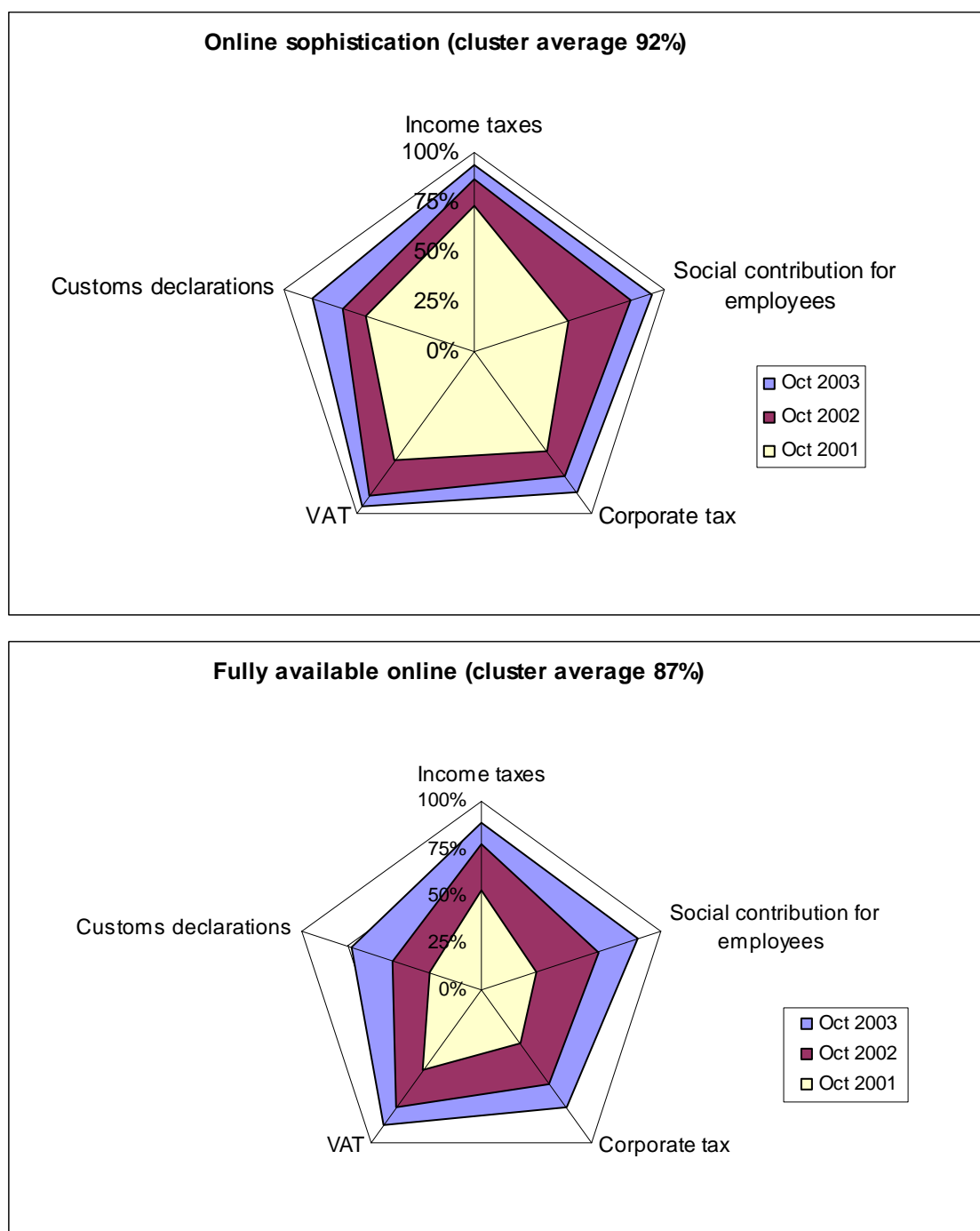


Figure 6: Income-generating services

### 3.3.2 Registration Cluster

With a cluster average of 61% (59% when we include Switzerland), the cluster of Registration services scores slightly below the total average of 67%. Within this cluster, the two G2B services perform better than the survey average: ‘Submission of data to statistical offices’ (79%) and ‘Registration of a new Company’ (70%).

The growth in this cluster was very low (2%). The highest growth (7 percentage points) is realised by the ‘Birth and marriage certificates’ service, which now comes close to the ‘Announcement of moving’ service (55%), both G2C-services.

The cluster average for the fully available online indicator is 37%. The highest growth over 2 years is realised by the ‘Announcement of moving’ service (28 percentage points) and ‘Submission of data to statistical offices’ (23 percentage points). The only service which decreased between October 2002 and October 2003 is ‘Registration of a new company’.

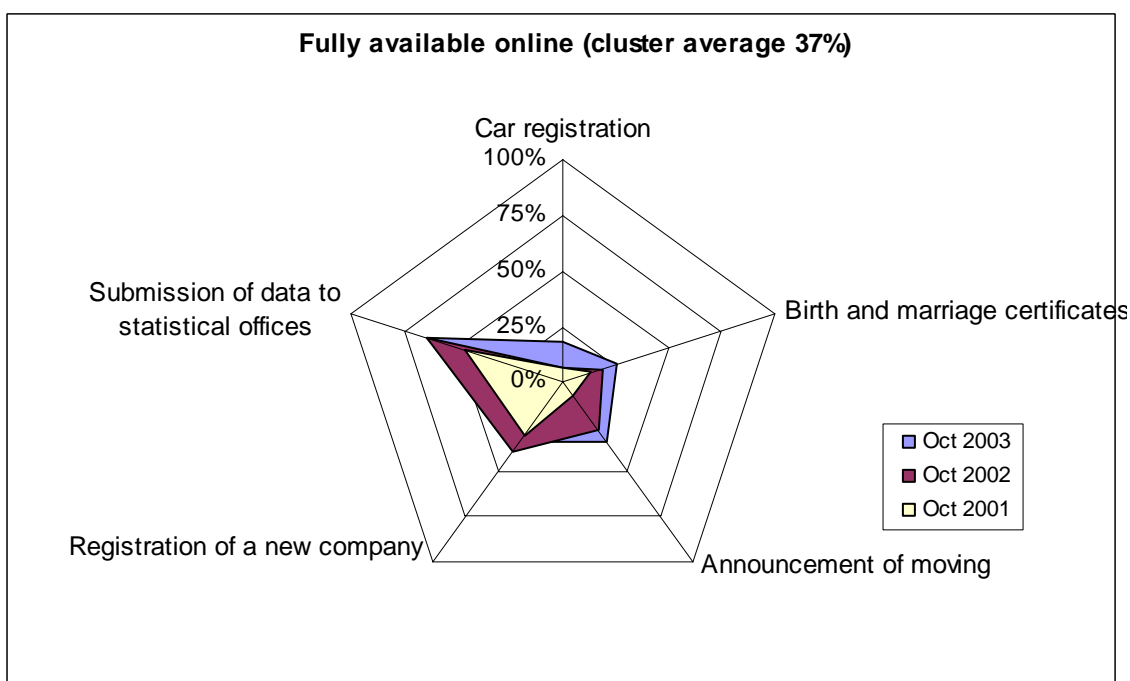
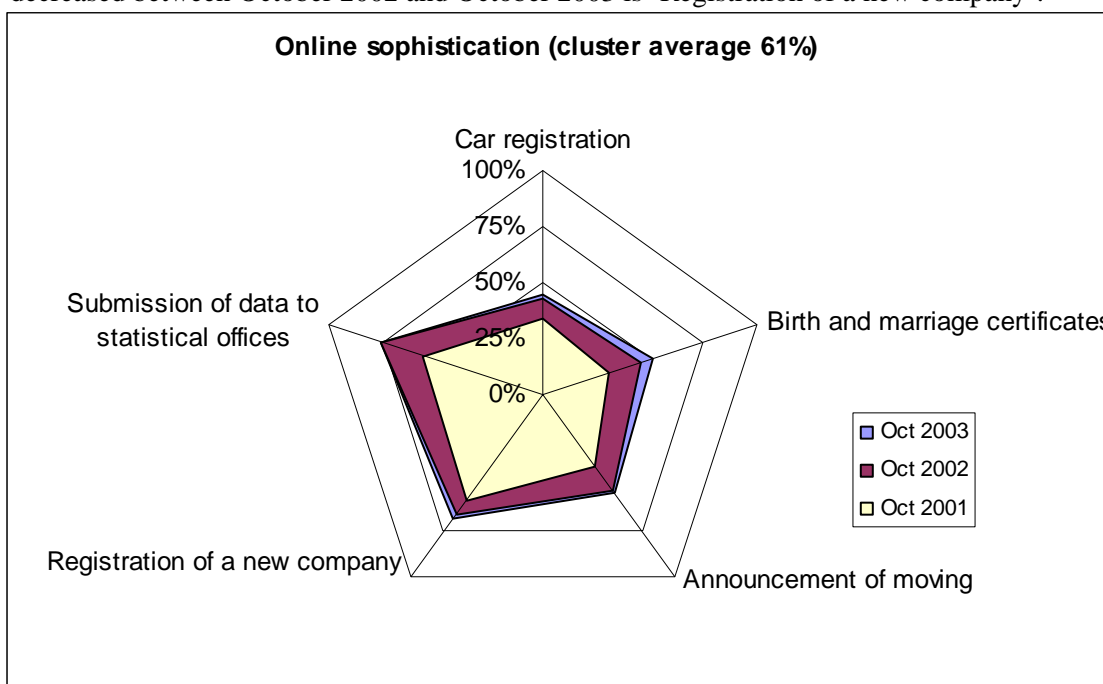


Figure 7: Registration services

### 3.3.3 Returns Cluster

With a cluster average of 62%, this cluster performs under the average score of 67%. However, one of the best performing services overall, 'Job search' (95%, or 94% including Switzerland), belongs to this service cluster.

The variation between the lowest scoring service in the cluster ('Health-related services', 20%) and the highest scoring service ('Job search', 95%) is the highest of all service clusters: 75 percentage points. The scores of the other services in this cluster vary from 53% to 71%.

The cluster average for the fully available online indicator is 32%. The service 'Job search' again performs the best with a score of 82%.

There is still no country for which the 'Health-related services' are fully available online. The highest growth is for the 'Public libraries' service: 17 percentage points.

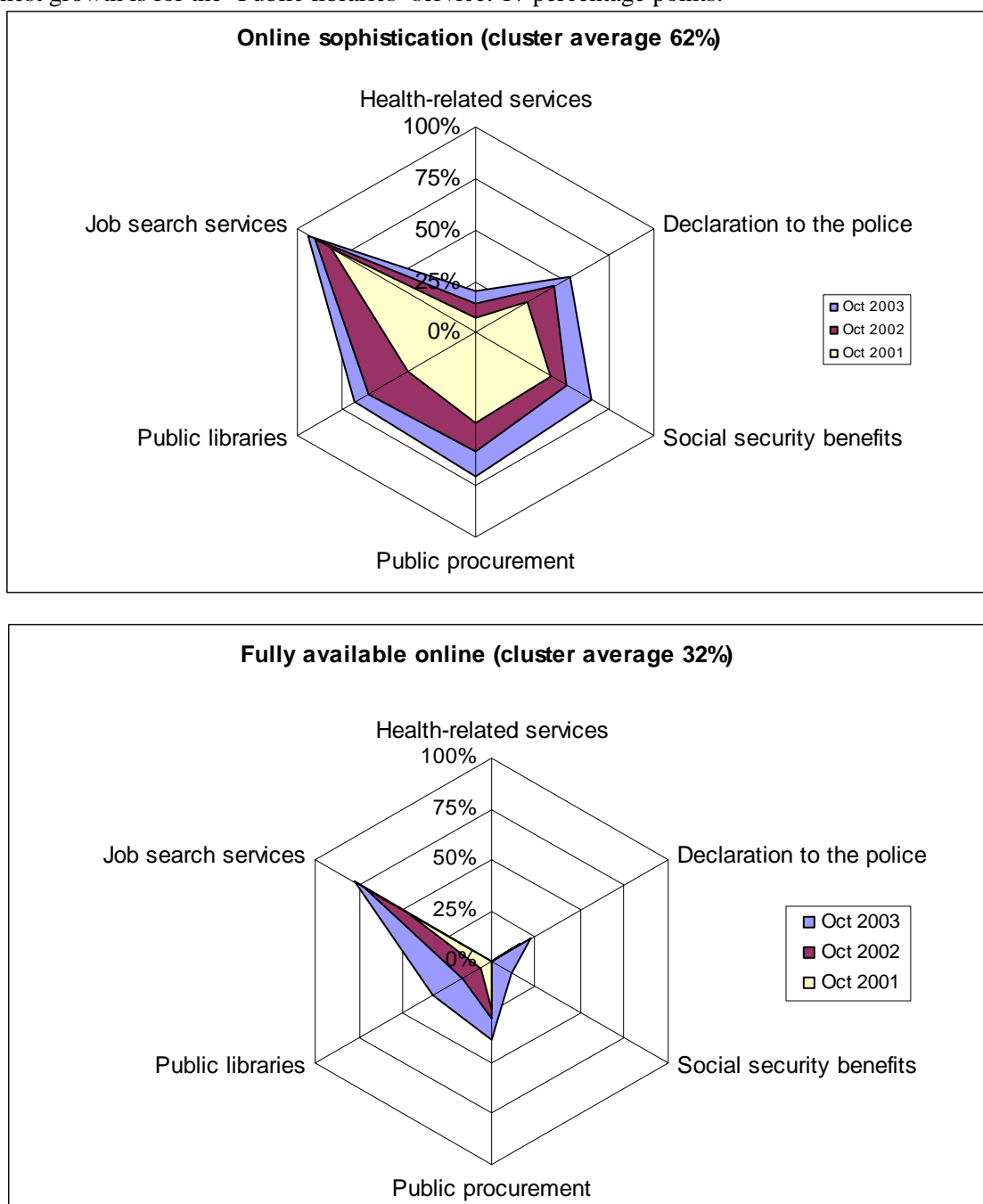


Figure 8: Returns

### 3.3.4 Permits and Licenses Cluster

This cluster remains the lowest performing cluster (49%) and the only one that doesn't reach an average score of 50%.

The growth figures of the individual services in this cluster are also rather low. The highest growth (8 percentage points) is realised by 'Personal documents'.

This cluster also remains the lowest performing cluster looking at the fully available online indicator (15%). The highest scoring service is 'Enrolment in higher education' with 35%.

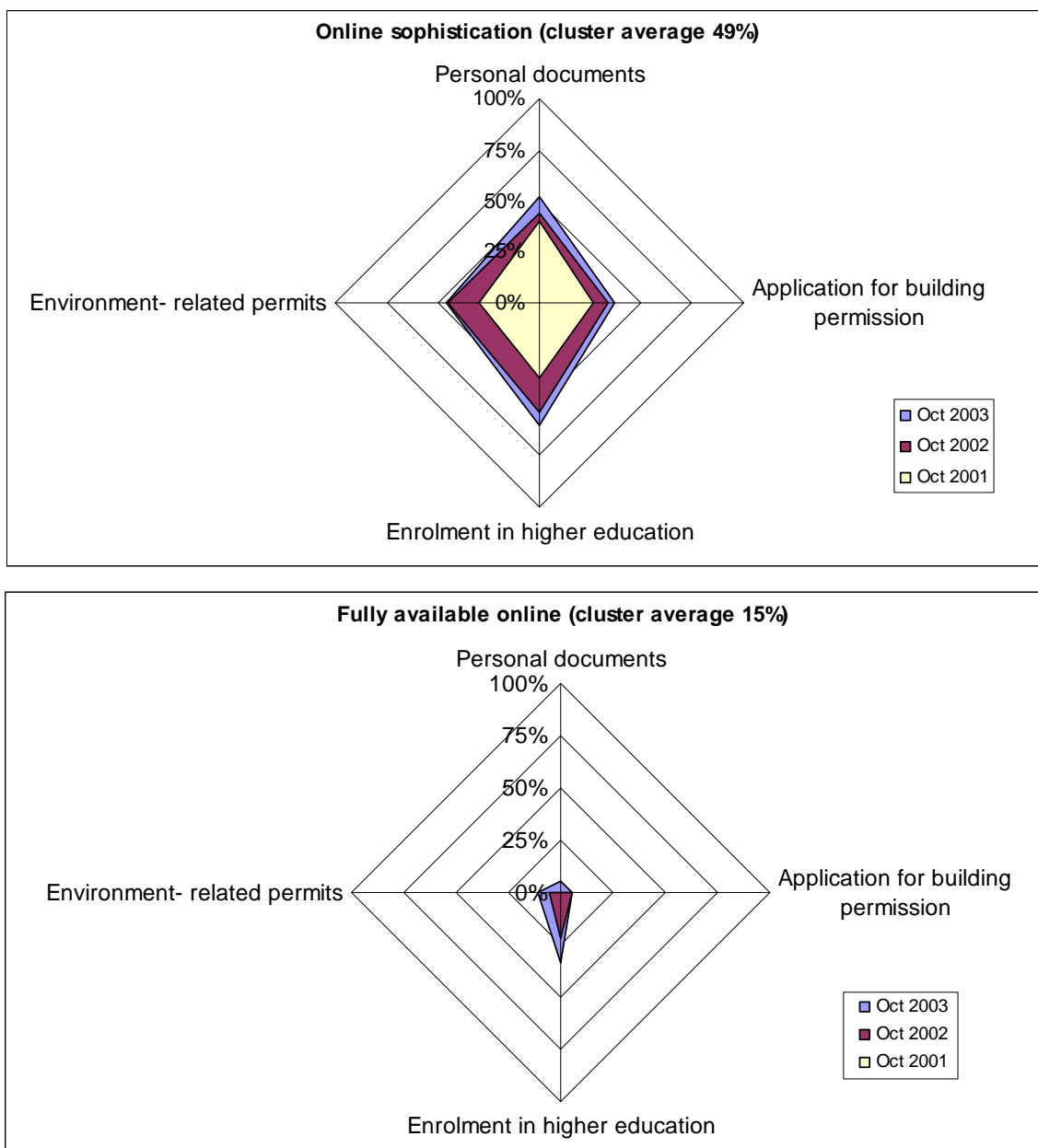


Figure 9: Permits and Licenses

### 3.4 Results by Country

The country ranking, presented in Table 3, shows that the online sophistication of public services is still the most advanced in Sweden (87%), although Sweden remains at the same level as for the previous measurement. 6 countries reach a score higher than 75% (compared to only 4 countries in the 3rd measurement).

11 countries have a score between 50% and 75%, whilst only 1 country scores less than 50%.

Of the 16 countries that make progress between the 3rd and 4th measurement, Austria, Luxembourg, Belgium, the Netherlands and France realise the highest progress with growth figures that exceed 10 percentage points. Austria made the most remarkable progress of 27 percentage points.

Like Sweden, Spain also remains at the same level as for the 3rd measurement.

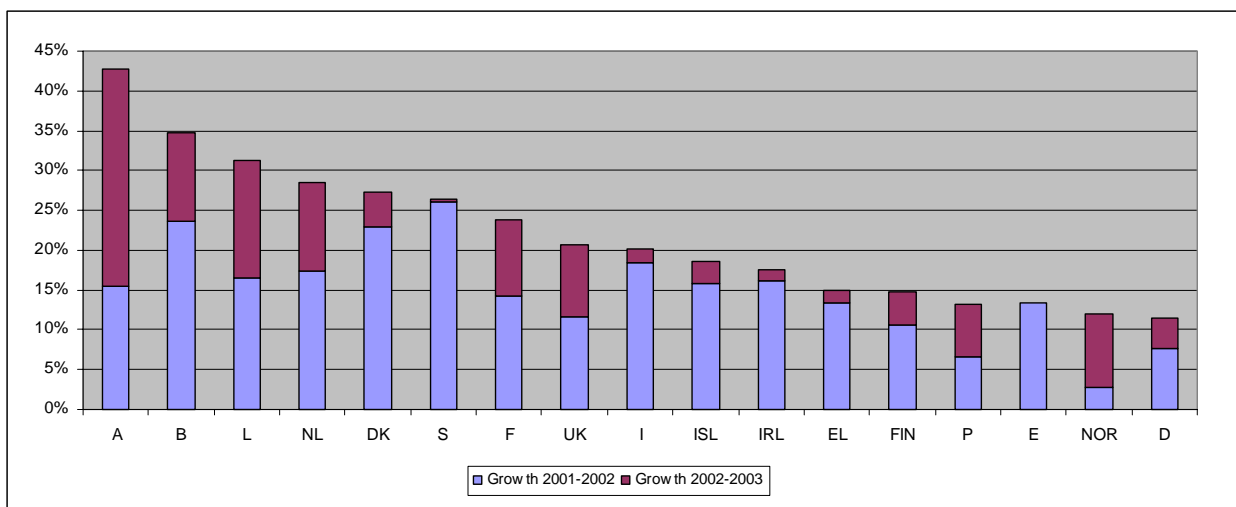
In terms of percentage of services that offer a complete electronic case handling the three best performing countries are not the same as for the sophistication online indicator. The highest score is for Denmark (72%). In Austria 68% of the relevant services received the maximum score, whilst in Sweden 67% of the services offer full electronic case handling.

The country ranking per service has been included as Annex 3 of this document.

<i>Online sophistication</i>				<i>Fully available online</i>			
<i>Country</i>	<i>October 2003</i>	<i>October 2002</i>	<i>October 2001</i>	<i>Country</i>	<i>October 2003</i>	<i>October 2002</i>	<i>October 2001</i>
Sweden	87%	87%	61%	Denmark	72%	61%	32%
Denmark	86%	82%	59%	Austria	68%	20%	15%
Ireland	86%	85%	68%	Sweden	67%	67%	28%
Austria	83%	56%	40%	Finland	61%	50%	33%
Finland	80%	76%	66%	Ireland	56%	50%	22%
Norway	75%	66%	63%	United Kingdom	50%	33%	24%
France	73%	63%	49%	Norway	47%	35%	35%
United Kingdom	71%	62%	50%	France	45%	35%	25%
The Netherlands	65%	54%	37%	Italy	45%	35%	15%
Portugal	65%	58%	51%	Germany	40%	35%	20%
Spain	64%	64%	50%	Spain	40%	40%	30%
Italy	59%	57%	39%	Portugal	37%	32%	32%
Belgium	58%	47%	23%	Belgium	35%	25%	0%
Iceland	56%	53%	38%	Greece	32%	32%	11%
Switzerland	55%	49%	-	Iceland	28%	28%	11%
Greece	54%	52%	39%	The Netherlands	26%	21%	5%
Germany	52%	48%	40%	Luxembourg	15%	5%	5%
Luxembourg	47%	32%	15%	Switzerland	-	-	-

Table 3: Country Ranking

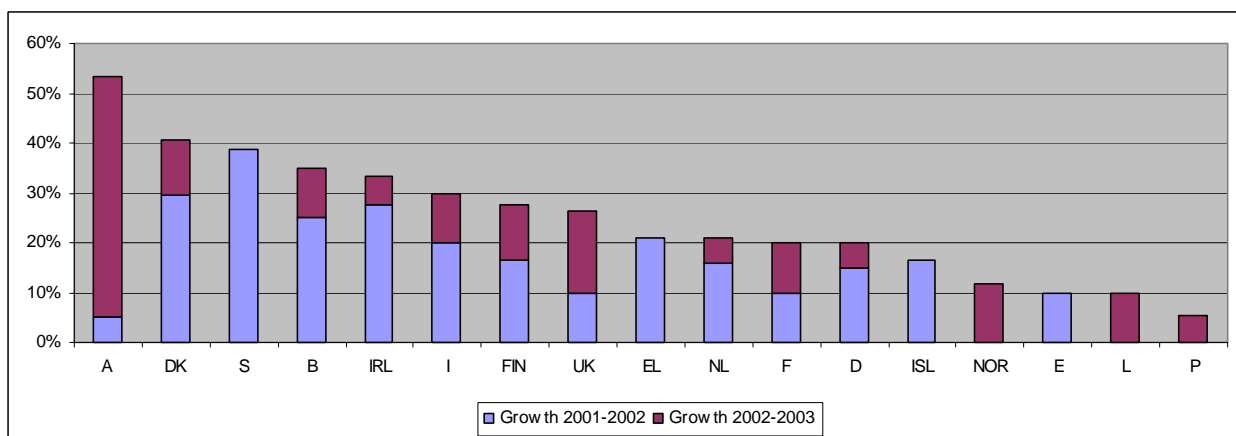
The growth figures realised each year (2001-2002 and 2002-2003) are presented per country in Figure 10a and 10b.



**Figure 10a: Growth online sophistication between 2001-2003**

The top growers over 2 years are Austria, Belgium and Luxembourg. They all achieved a growth of more than 30 percentage points. Every country grew more than 10 percentage points.

Even though generally the growth slows down from 15 percentage points to 7 percentage points, this is not the case for Austria and Norway.



**Figure 10b: Growth fully available online between 2001-2003**

The top growers over 2 years are Austria, Denmark, Sweden, Belgium and Ireland. They all achieved a growth of more than 30 percentage points.

Though generally the growth slows down from 15 percentage points to 9 percentage points, there are five countries that grew faster between 2002-2003.

## 4 Analysing Progress

During the first measurement an analysis framework was created based on the observation that the best results were achieved by centrally coordinated public services with simplified procedures (such as job search, VAT and income taxes) and that the services with the lowest scores are typically co-ordinated by local service providers and have more complex procedures (such as application for building permission and environment related permits).

The analysis framework is illustrated in Figure 11. On the x-axis the typical organisation of the service provider is represented: ranging from co-ordinated at one central point to dispersed at different delivery points. On the y-axis the complexity of the procedure behind the public service is represented.

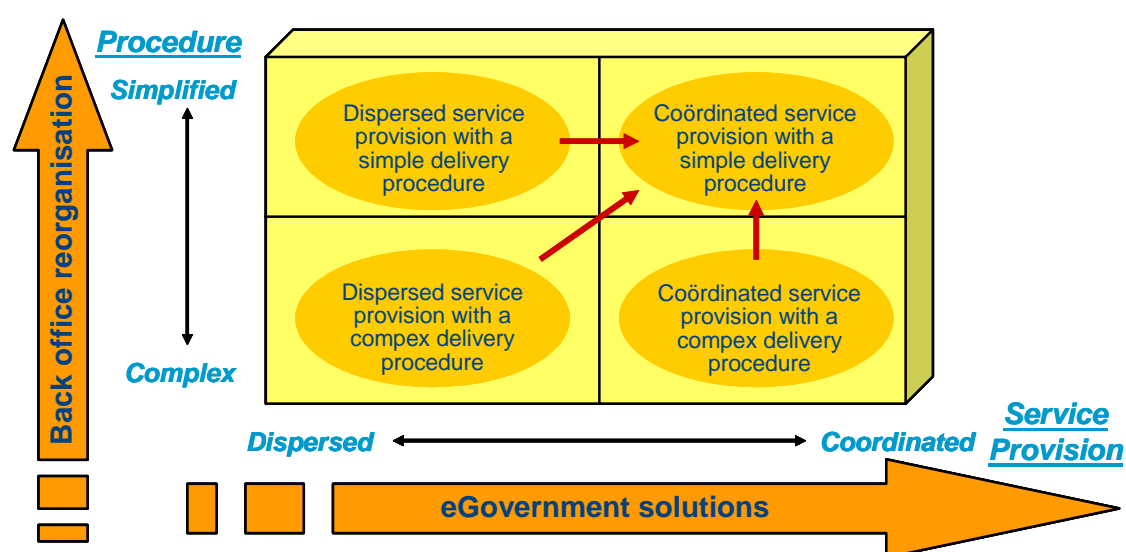


Figure 11: Analysis Framework

Within this framework, two main enablers can be distinguished for making progress:

- Co-ordinated eGovernment portal solutions
- Extensive back-office reorganisation

As an illustration of this framework, four good practices are described: two with a more specific 'portal' approach; two illustrating the advantages of combining back office reorganizations within eGovernment solutions. These good practices are chosen from a list of 10 good practices, selected and elaborated in the parallel CGE&Y report on eGovernment front office Good Practices.

The decision was made to illustrate in this report good practices not yet taken into account in the reports of the previous measurements.

## 4.1 e-Government solutions

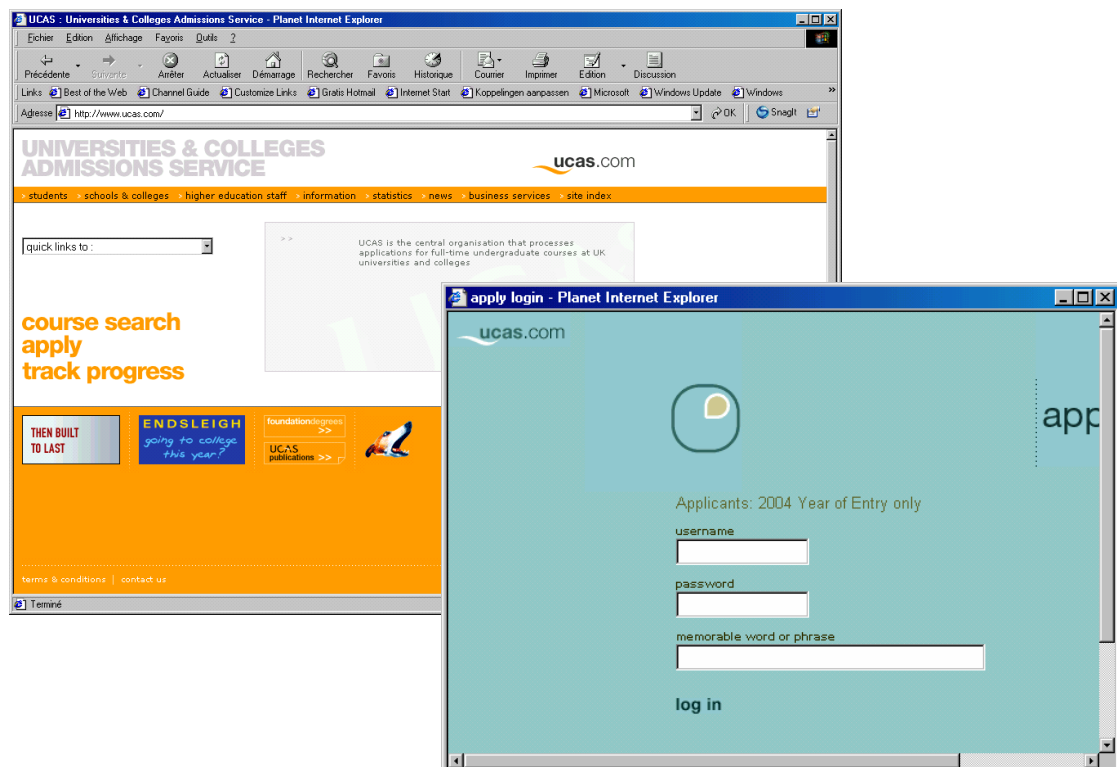
### 4.1.1 Enrolment higher education UK

“Apply” is an online application system that enables applicants to apply directly through the web. It is secure and doesn’t require any installation.

“Apply” is available to applicants through participating schools, colleges, careers offices, or Connexions offices that have registered with UCAS (Universities & Colleges Admissions Service) to use this facility. UCAS will supply these Centres with a web address (URL) to access the staff and applicant area, and a username and password to access the software. The Centre then chooses a ‘Buzzword’, which will be unique to that Centre and identify them to UCAS and any applicants applying through them.

UCAS was established in August 1993 from the merger of the former Universities Central Council on Admissions (UCCA), the Polytechnics Central Admissions System (PCAS) and the Standing Conference on University Entrance (SCUE). They aim to become the 'one-stop shop' where anyone interested in access to higher education can obtain the necessary service or information.

<http://www.ucas.com/apply/index.html#>





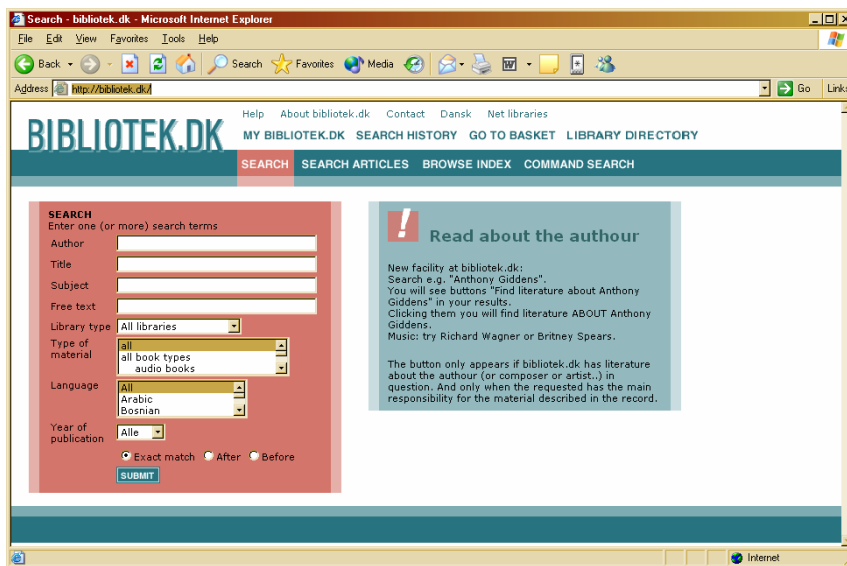
#### 4.1.2 Public libraries Denmark

“bibliotek.dk” is an online system that enables people to search and request a library item from any of the attached libraries and knowledge keeping institutes, directly through the web. It is secure and doesn’t require any installation.

The Dansk BiblioteksCenter is responsible for the development and management of “bibliotek.dk”.

The Biblioteksstyrelsen sets the framework for “bibliotek.dk”, which is financed by the government.

[www.bibliotek.dk](http://www.bibliotek.dk)



## 4.2 Back office reorganisation

### 4.2.1 Income taxes Spain

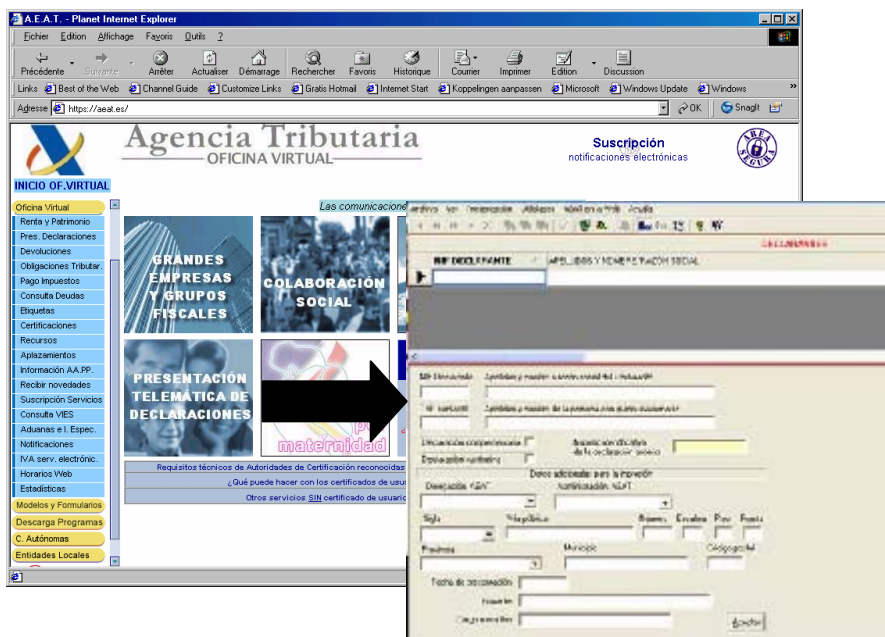
#### “Integrated Management of Wealth and Income Tax”

The project covers the entire process of tax management (information, electronic tax return completion and payment, certifications, etc) for all types of taxpayers. The project aims to help the taxpayer meet his tax responsibilities, simplify procedures, and facilitate earlier tax refunds.

Tax declarations are filled in online and tax payments can be made through online banking facilities. For filing their tax return, citizens obtain a Digital Certificate from the Spanish Federal Reserve.

The Spanish Tax Agency (AEAT) initiated the project “Integrated Management of Wealth and Income Tax” in 1999.

<http://www.aeat.es/>



## 4.2.2 VAT Greece

TAXISnet is a service for citizens and enterprises that includes e-filing of VAT forms with payment through Banking System services, e-filing of Income Tax forms, personalised information for Income Tax assessment, and e-delivery of tax certificates.

With TAXISnet there is no longer any need to visit tax offices and wait for hours in line. An online help-desk and FAQs provide all the support that a user may need. TAXISnet users are blessed with time and money savings, a reliable and fast system, and finally with a user-friendly interface. Basically to access the service and forms, a username and password has to be obtained from TAXISnet.

The main contributors to the TAXISnet project were: The Greek Government (Ministry of Economy and Finance (M.E.F) and General Secretary of Information Systems (GSIS) and the European Community.

<https://www.taxisnet.gr/web/>

The screenshot displays the TAXISnet website interface. At the top, there is a navigation bar with tabs for 'TAXISnet', 'Ε.Γ.Α.Σ.', 'Σύγχρονα Εργασιακά/Αποκτήσεις', 'Οδηγός', and 'Επισκευή'. The main content area includes a welcome message, a list of 'Αγαπητοί συνεργάτες' (Dear partners) with their respective codes (ΦΠΑ), and a section titled 'ΑΝΑΚΟΙΝΩΣΕΙΣ' (Announcements) containing several bullet points. A 'Χρήστες' (Users) login box is visible in the bottom right corner.

**ΑΝΑΚΟΙΝΩΣΕΙΣ**

- Προσγράψτε, δείτε ανακοινώσεις: Αντίγραφο περιόδων δηλώσεων Φ.Π.Α. και δηλώσεων Φόρου Εισοδήματος.
- Αναβολή υποχρεωτικής υποβολής Περιοδικών Δηλώσεων Φ.Π.Α. υπόκεινται με βββία Β' Κατηγορίας (π.α.λ. 1186).
- Υπενθυμίζεται ότι, η ηλεκτρονική υποβολή Δηλώσεων Ενδοοικονομικών Αποκτήσεων / Παραδόσεων (V.I.E.S.) είναι υποχρεωτική, ανεξάρτητα από την κατηγορία βββίων που τηρούν οι υπόχρεοι.
- Παρακαλείται να χρησιμοποιήσετε την υπηρεσία e-V.I.E.S. για την ηλεκτρονική υποβολή των Δηλώσεων Ενδοοικονομικών Αποκτήσεων/Παραδόσεων, βεβαιωθείτε ότι έχετε δηλώσει στο Μητρώο της Δ.Ο.Υ. σας, τη διεύθυνση "ενδοοικονομικών συναλλαγών".
- ΧΡΗΣΤΕΣ ΥΠΗΡΕΣΙΑΣ Φ.Π.Α.: Παρακαλείσθε να υποβάλλετε τις δηλώσεις το ταχύτερο δυνατό πριν την καταληκτική ημερομηνία της 26ης εκάστου μηνός.
- Ενημερώστε την υπηρεσία για τις αλλαγές e-mail σας.

## 5 General Conclusions

The most important conclusion of the fourth measurement with respect to the on-line availability of public services is the fact that the trend of growth of eGovernment in Europe is still clearly present. The online - sophistication grew in 2003 by 7 percentage points to an overall score of 67%. The increase over the period of two years was 22 percentage points, which means that the growth was slowing down in 2003.

When taking into consideration the new indicator, the number of public services that are really fully transactional online, the overall result is 45%. So there is still a way to go in Europe to reach a more acceptable level of really transactional public services. In other words, when taking a more severe indicator, the percentage of services that are at their maximum level of online development, the results are less positive. The E.U. should encourage the member states to enhance the number of interactive public services for businesses and citizens.

Online sophistication of public service provision for both target groups (citizens and businesses) is growing, but public services for businesses are still much more developed than public services for citizens. Services for businesses reach an overall score of 79% for online sophistication, 63% for fully available online. The services for citizens stay at the level of 58% for online sophistication, and only 32% for fully available online. A positive finding is the fact that the gap between the online public services for both target groups seems to be stabilising (at around 20 percentage points for sophistication and 30 percentage points for fully available) whereas in 2002 this gap was still increasing (by 7 percentage points for online sophistication and 10 percentage points for fully available).

An important finding is the gap between the online development of the income generating services, taxes and contributions from the citizens and businesses to the government, and other services. Income generating public services reach a level of 92% for online sophistication and 87% of services fully available online, while services that deal with the administrative obligations of citizens and business (registrations and permits), and those where citizens and businesses receive value in return for their taxes, are scoring below the overall averages. Exceptions are job search services and submission of data to statistical offices. Countries should be encouraged to do more to develop transactional eGovernment applications for non-return services. A higher level of online development of those services will enhance the adoption of eGovernment services by users.

Almost all of the participating countries improved online sophistication beyond the level of 'one-way interaction' towards 'two-way interactivity'. The gap between the results of the different countries is still important, but is stabilised in 2003.

When analyzing the results of this study an important limitation should be taken into account: the survey only analyses the results of eGovernment efforts from the perspective of the online availability of public services. The results should be integrated into a broader perspective of various eGovernment measures: linking service availability; channel selection; back-office fulfillment capability; and service usage and impact of eGovernment.

## 6 Annex 1: Definitions of the 20 Public Services

### 1. Income taxes

#### Definition of the public service

Income taxes: declaration, notification of assessment

#### Research definition

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to declare income taxes of an employee is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to declare income taxes of an employee in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to declare income taxes of an employee.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the declaration of income taxes of an employee via the website. The complete income tax declaration and notification of assessment can be treated via the website. No other formal procedure is necessary for the applicant via “paperwork”.

2. Job search

Definition of the public service

Job search services by labour offices

Research definition

Standard procedure to obtain job offerings as organised by official labour offices, no private market initiatives.

Stage 0	The service provider or the administrative responsible level does not have a public accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to obtain job offerings is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to receive job offerings in a non-electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to consult databases with job offerings.

Although for this service the tender of the European Commission predefined a maximal stage 3, we took into account stage 4. Following the structure of the stages as defined in the same document by the European Commission and by analogy of the developments in the field of *e-commerce*, one can define a stage 4 where the common public service is fully electronically supplied to the applicant. In this case we can concretise stage 4 as:

Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic supply of pre-selected jobs related to a given profile of the job searcher.
---------	--

### 3. Social security benefits

#### Definition of the public service

Social security benefits:

- Unemployment benefits
- Child allowances
- Medical costs (reimbursement or direct settlement)
- Student grants

#### Research definition

Standard procedure to obtain social security benefits

- Unemployment benefit: standard procedure to obtain replacement income in case of unemployment
- Child allowance: standard procedure to obtain child allowance
- Medical costs: standard procedure to obtain reimbursement of costs covered by obligatory medical insurance
- Student grants: standard procedure to obtain student grants for higher education

In the following table, only the definition of the public service “Unemployment benefit” is fully developed, the other three have the same structure.

Stage 0	The service provider or the administrative responsible level does not have a publicly accessible website or this website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to obtain unemployment benefits is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to obtain unemployment benefits in a non-electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to obtain unemployment benefits.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the demand for unemployment benefits via the website. Case handling, decision and delivery (ex. payment) of the standard procedure to obtain unemployment benefits are completely treated via the web. No other formal procedure is necessary for the applicant via “paperwork”.

4. Personal documents

Definition of the public service

Personal documents: passport and driver's licence

Research definition

Standard procedure to obtain an international passport and standard procedure to obtain a driver's licence for a personal vehicle not for professional use:

In the following table, only the case of the passport-delivery is fully developed, the driver's license-service has the same structure.

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to obtain an international passport is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to obtain an international passport in a non-electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to obtain an international passport.
Stage 4	NOT APPLICABLE



5. Car registration

Definition of the public service

Car registration (new, used, imported cars)

Research definition

Standard procedure to register a new, used or imported car.

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to register a new, used or imported car is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to register a new, used or imported car in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to register a new, used or imported car.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the registration of new, used or imported cars via the website. Case handling, decision and delivery of a standard procedure to register a new, used or imported car can completely be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

6. Building permission

Definition of the public service

Application for building permission

Research definition

Standard procedure to obtain a building or renovation permission for a personal building (regular, initial demand, i.e. not taking into consideration contesting and appeal).

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to obtain a building or renovation permission is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to obtain a building or renovation permission in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to obtain a building or renovation permission.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat a building or renovation permission via the website. Case handling, decision and delivery of a standard procedure to obtain a building or renovation permission can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

7. Declaration to the police

Definition of the public service

Declaration to the police (e.g. in case of theft)

Research definition

Standard procedure to officially declare a theft of personal goods (ex. car or home burglary) to a local police office.

Stage 0	The service provider or the administrative responsible level does not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 3.
Stage 1	The information necessary to start the procedure to make an official declaration of theft of personal goods to the local police is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to make an official declaration of theft of personal goods to the local police in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to make an official declaration to the local police.
Stage 4	NOT APPLICABLE

8. Public libraries

Definition of the public service

Public libraries (availability of catalogues, search tools)

Research definition

Standard procedure to consult the catalogue(s) of a public library to obtain a specific information carrier (Book, CD, ...).

Stage0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage1	The information necessary to start the procedure to consult the catalogues of a public library to obtain a specific information carrier is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to consult the catalogues of a public library to obtain a specific title in a non electronic way.
Stage3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to search for a specific information carrier (book, CD...).

Although for this service the tender of the European Commission predefined a maximal stage 3, we took into account stage 4. Following the structure of the stages as defined in the same document by the European Commission and by analogy of the developments in the field of *e-commerce*, one can define the following stage 4 for public libraries:

Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to search for a specific title (book, CD...) and to make an electronic reservation or to obtain an electronic copy.
---------	---

9. Certificates

Definition of the public service

Certificates (birth and marriage): request and delivery

Research definition

Standard procedure to obtain a birth or marriage certificate (can be one document out of the National register of persons in some countries).

Stage 0	The service provider or the administrative responsible level do not have a public accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 3.
Stage 1	The information necessary to start the procedure to obtain a birth or marriage certificate is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to obtain a birth or marriage certificate in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to obtain a birth or marriage certificate.
Stage 4	NOT APPLICABLE

10. Enrolment in higher education

Definition of the public service

Enrolment in higher education / university

Research definition

Standard procedure to enrol students in a university or another institution of higher education subsidised by an official instance in the country.

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to enrol students in a university or another institution of higher education is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to enrol students in a university or another institution of higher education in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to enrol students in a university or another institution of higher education.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the enrolment of students in a university or another institution of higher education via the website. Case handling, decision and delivery of a standard procedure to enrol students in a university or another institution of higher education can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

11. Announcement of moving

Definition of the public service

Announcement of moving (change of address)

Research definition

Standard procedure for the announcement of change of address of a private person moving within the country.

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 3.
Stage 1	The information necessary to start the procedure to officially announce a change of address is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to officially announce a change of address in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to officially announce a change of address.
Stage 4	NOT APPLICABLE

12. Health related services

Definition of the public service

Health related services (interactive advice on the availability of services in different hospitals; appointments for hospitals)

Research definition

Standard procedure to obtain an appointment at a hospital officially recognised by a national, regional or local authority.

Stage 0	The service provider or the administrative responsible level does not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to obtain an appointment at a hospital is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to obtain an appointment at a hospital in a non-electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to obtain an appointment at a hospital.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the demand of an appointment via the website. Case handling, decision and delivery of a standard procedure to obtain an appointment at a hospital can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”



13. Social contributions

Definition of the public service

Social contributions for employees

Research definition

Standard procedure to declare social contributions for employees affected by corporations

Stage 0	The service provider or the administrative responsible level does not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to declare social contributions for employees is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to declare social contributions for employees in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to declare social contributions for employees.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the declaration of social contributions for employees via the website. Case handling, decision and delivery of a standard procedure to declare social contributions for employees can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

14. Corporate tax

Definition of the public service

Corporate tax: declaration, notification

Research definition

Standard procedure to declare corporate tax for income out of normal activities of a corporation

Stage 0	The service provider or the administrative responsible level does not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to declare corporate tax is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to declare corporate tax in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to declare corporate tax.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the declaration of corporate tax via the website. Case handling, decision and delivery of a standard procedure to declare corporate tax can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

15. VAT

Definition of the public service

VAT: declaration, notification

Research definition

Standard procedure for VAT declaration and/or notification for transactions regarding normal activities of a corporation

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to declare VAT is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to declare VAT in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to declare VAT.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the declaration of VAT via the website. Case handling, decision and delivery of a standard procedure to declare VAT can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

16. Company registration

Definition of public service as mentioned in the tender of the EC

Registration of a new company

Research definition

Most important registration procedure to start a new company

Stage 0	The service provider or the administrative responsible level does not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to register a new company is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to register a new company in a non-electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to register a new company.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the declaration of a new company via the website. Case handling, decision and delivery of a standard procedure to register a new company can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

17. Statistical data

Definition of the public service

Submission of data to statistical offices

Research definition

Standard procedure to submit at least one statistical questionnaire with data to the National Institute for Statistics of the country.

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 3.
Stage 1	The information necessary to start the procedure to submit at least one statistical questionnaire to the National Institute for Statistics is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to submit at least one statistical questionnaire to the National Institute for Statistics in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to submit at least one statistical questionnaire to the National Institute for Statistics.
Stage 4	NOT APPLICABLE

18. Customs declarations

Definition of the public service

Customs declarations

Research definition

Standard procedure for customs declarations of normal activities of a corporation.

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to declare customs is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to declare customs in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to declare customs.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the declaration of customs via the website. Case handling, decision and delivery of a standard procedure to declare customs can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

19. Environment-related permits

Definition of the public service

Environment-related permits (incl. reporting)

Research definition

Standard procedure to obtain at least one environment-related permit, delivered at the lowest administrative level, concerning the start of a corporate activity (not taking into consideration contesting and appeal).

Stage 0	The service provider or the administrative responsible level do not have a publicly accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information necessary to start the procedure to obtain an environment-related permit is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to start the procedure to obtain an environment-related permit in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to start the procedure to obtain an environment-related permit.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the delivery of environment-related permit via the website. Case handling, decision and delivery of a standard procedure to obtain an environment-related permit can be treated via the web. No other formal procedure is necessary for the applicant via “paperwork”

20. Public procurement

Definition of the public service

Public procurement

Research definition

Standard procedure for a tender of a public procurement, subject to national public announcement

Stage 0	The service provider or the administrative responsible level does not have a public accessible website or the publicly accessible website managed by the service provider or by the administrative responsible level does not qualify for any of the criteria for the stages 1 to 4.
Stage 1	The information about the tender is available on a publicly accessible website managed by the service provider or by the administrative responsible level.
Stage 2	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to obtain the paper form to tender in a non electronic way.
Stage 3	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility of an electronic intake with an official electronic form to tender.
Stage 4	The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to completely treat the tender via the website. Case handling, decision and delivery of a standard procedure to tender can be treated via the web. No other formal procedure is necessary for the applicant via "paperwork"



## 7 Annex 2: Overview of non relevant services

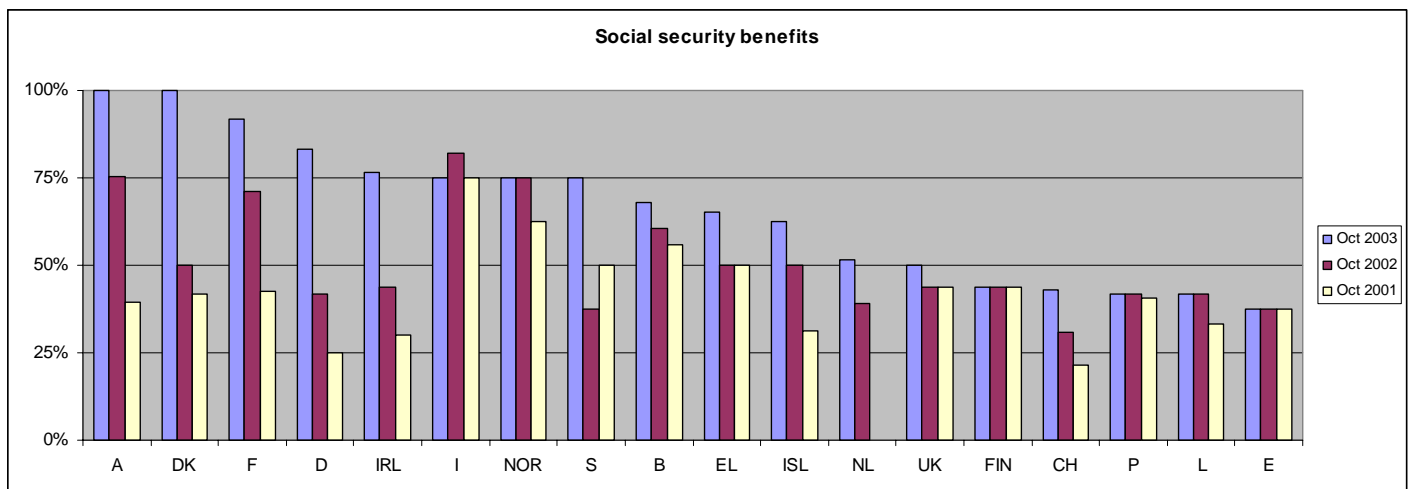
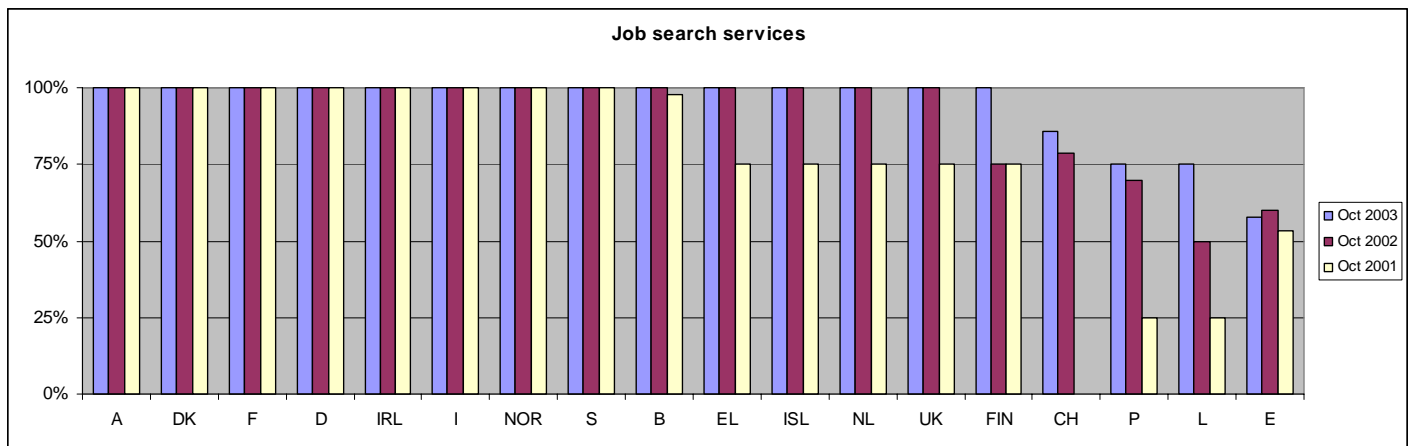
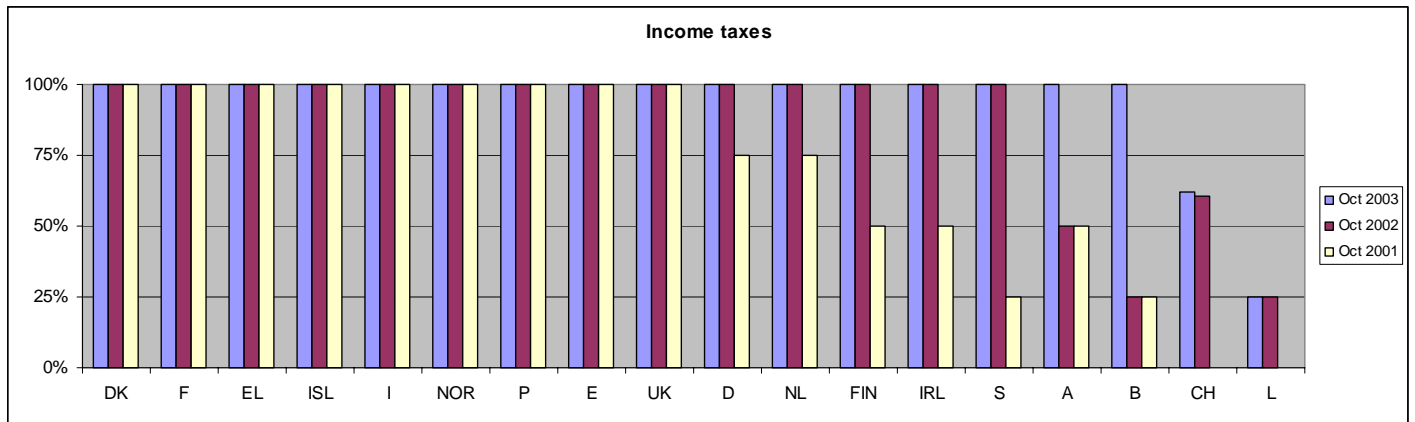
Following services are considered as “not relevant” for at least one country:

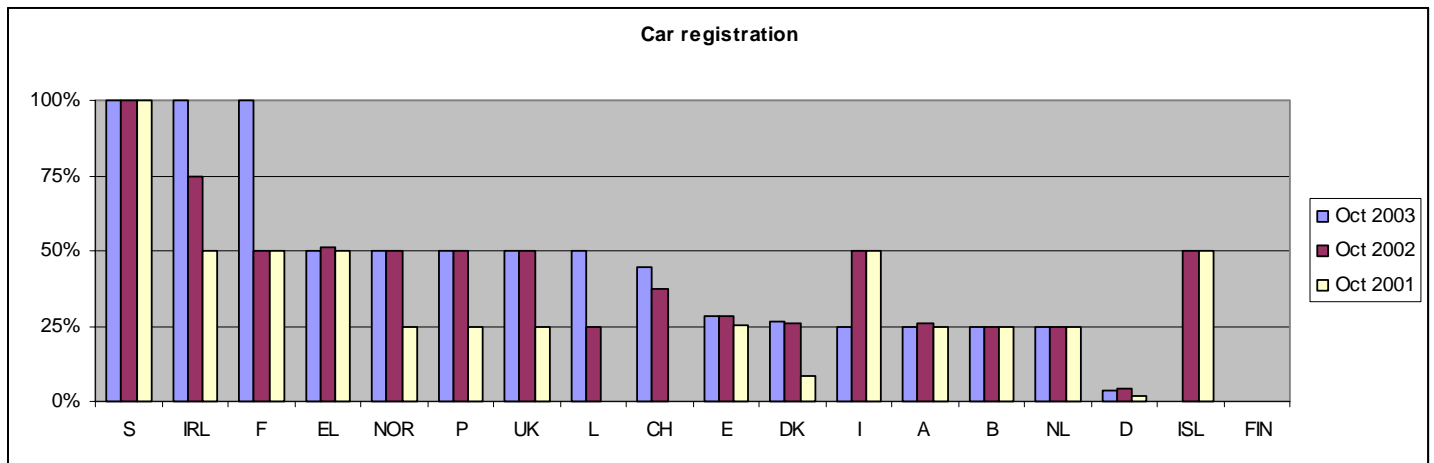
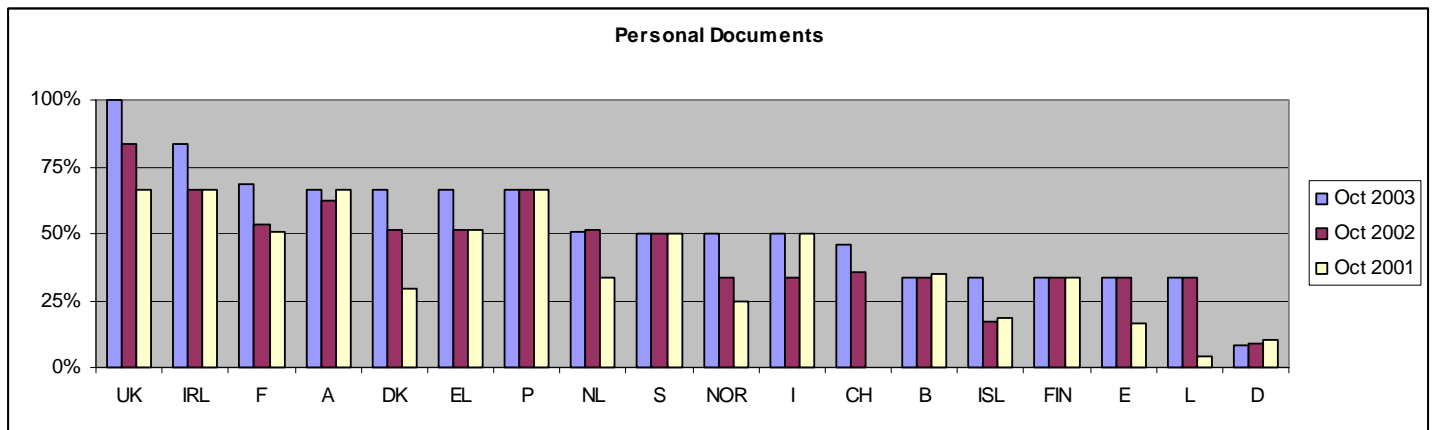
- **Car Registration:** This service is not relevant for Finland, as in Finland a car is not registered by individuals but by third parties (insurance companies and car dealers)
- **Birth and Marriage Certificates:** This service is not relevant in Norway and Finland, as in these countries birth and marriage certificates are not commonly used and are therefore not needed by citizens
- **Announcement of Moving:** In Greece, Ireland and Portugal there is no obligation to officially inform the local authorities of a change of address and therefore the service is not relevant.
- **Health-related Services:** This service is not relevant in countries where citizens cannot make themselves an appointment in a hospital, but where this is to be done by a medical doctor. This is the case in Austria, Denmark, Iceland, Ireland, The Netherlands, Norway, Switzerland, Sweden and the United Kingdom.
- **Social Contribution for Employees:** In Denmark, the social security system is entirely financed through taxes. This service is also not relevant for Switzerland.
- **Submission of Data to the Statistical Office:** In certain countries businesses are not obliged to submit data to the national statistical office or the statistical office obtains this data automatically from other administrative authorities. This is the case in Iceland, Norway, Sweden and the United Kingdom.

The service “**social security benefits**” is measured on the basis of the sub-services of unemployment benefits, child allowances, medical costs, and student grants. In some countries one or more of the last three sub-services is not relevant:

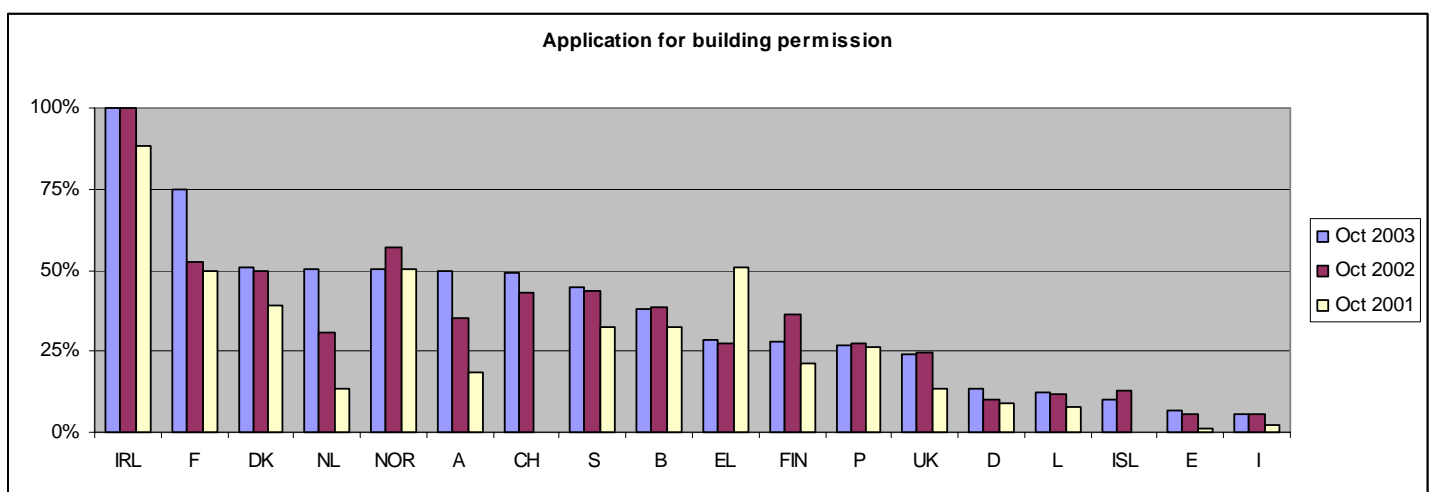
- **Child Allowances:** In certain countries citizens do not have to apply directly as an individual for this service, as it is automatically obtained after the registration of a child. This is the case in Belgium, Denmark, Finland, France, the Netherlands, Iceland, Switzerland and Sweden.
- **Medical Costs:** In Denmark, Finland, Ireland, Italy, Norway, Switzerland, Sweden and the United Kingdom a system of direct settlement exists, which implies that citizens do not have to request for reimbursement of medical costs and as such this service is not relevant. In Norway, consultation of hospitals and doctors is free and as such there is no system of reimbursement or direct settlement.
- **Student Grants:** In Germany and Iceland students cannot obtain a student grant, only a student loan. As student loans do not correspond to the definition of this service, it is marked as not relevant in both Germany and Iceland.

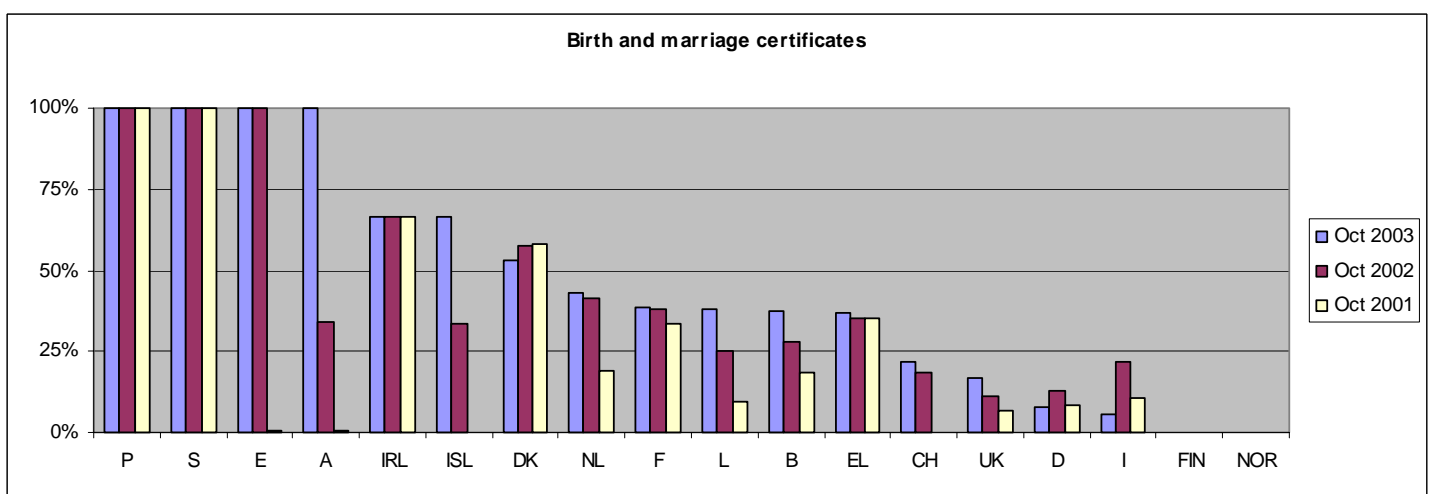
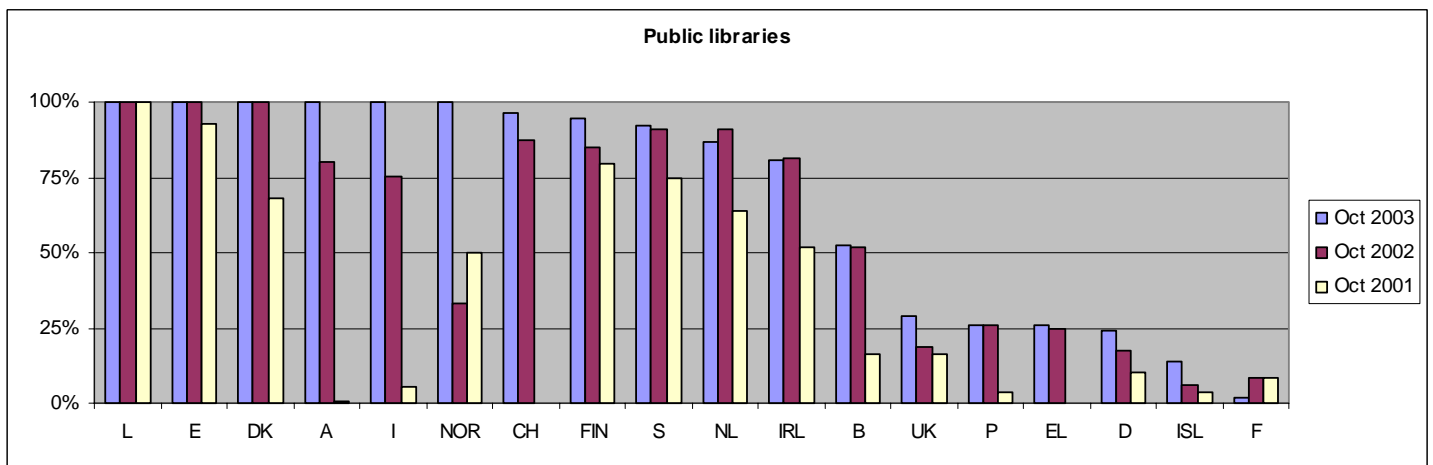
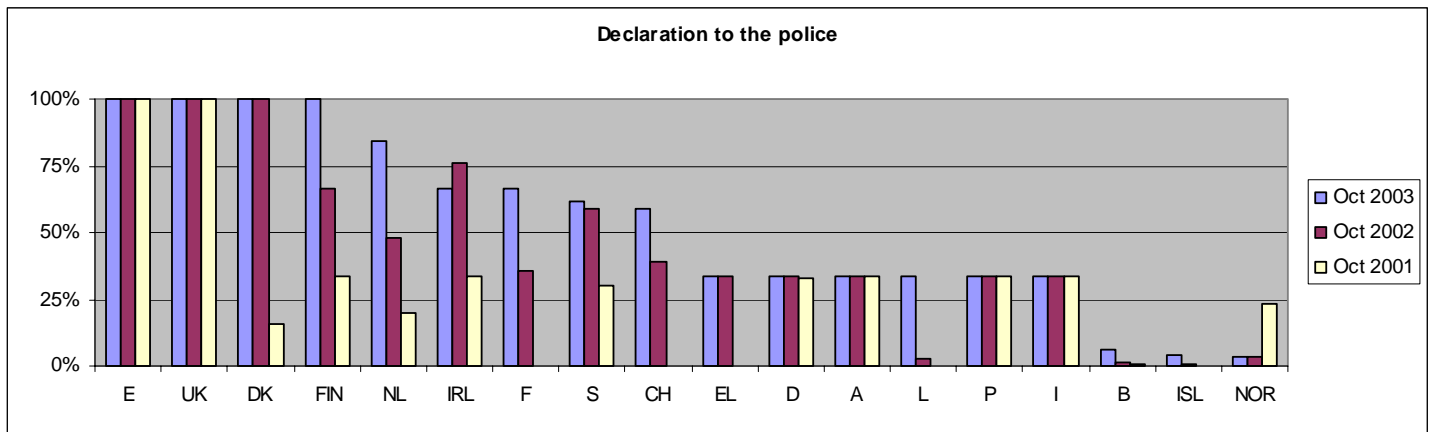
## 8 Annex 3. Results per service (online sophistication)



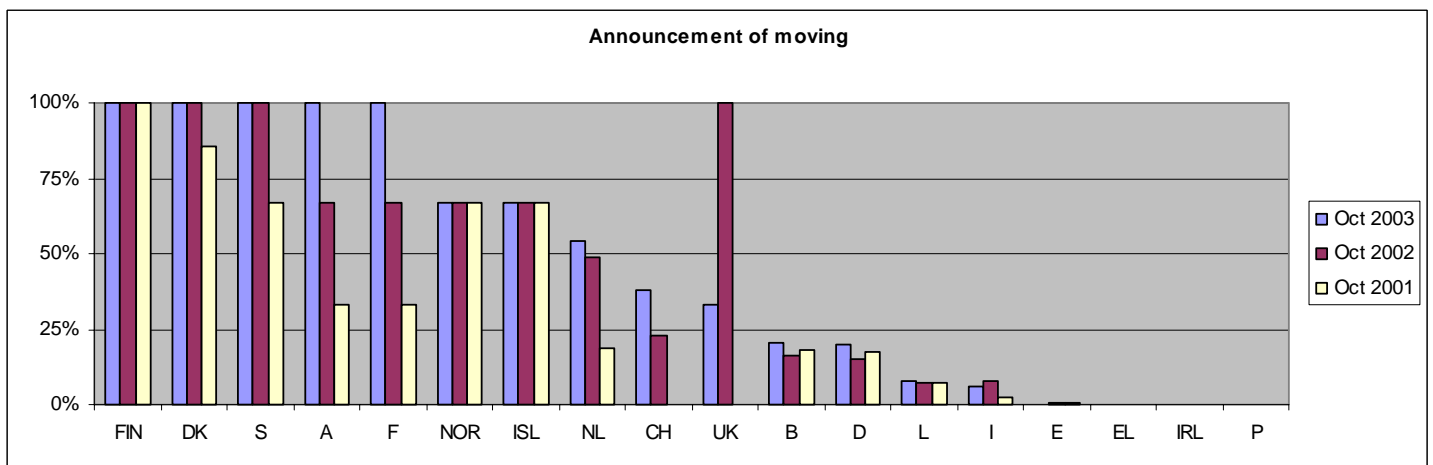
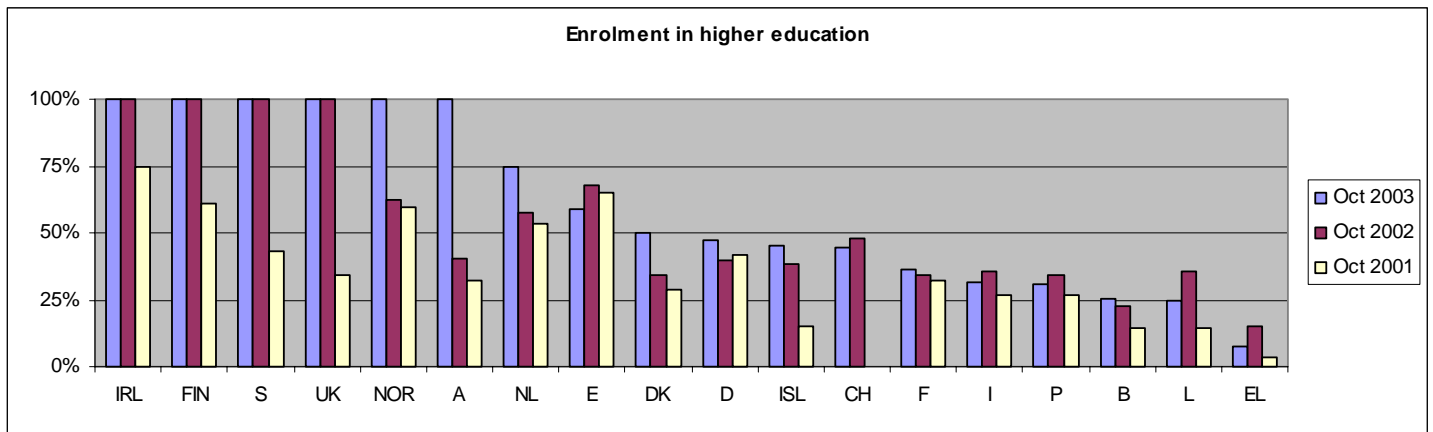


The *car registration* service is not relevant for FIN

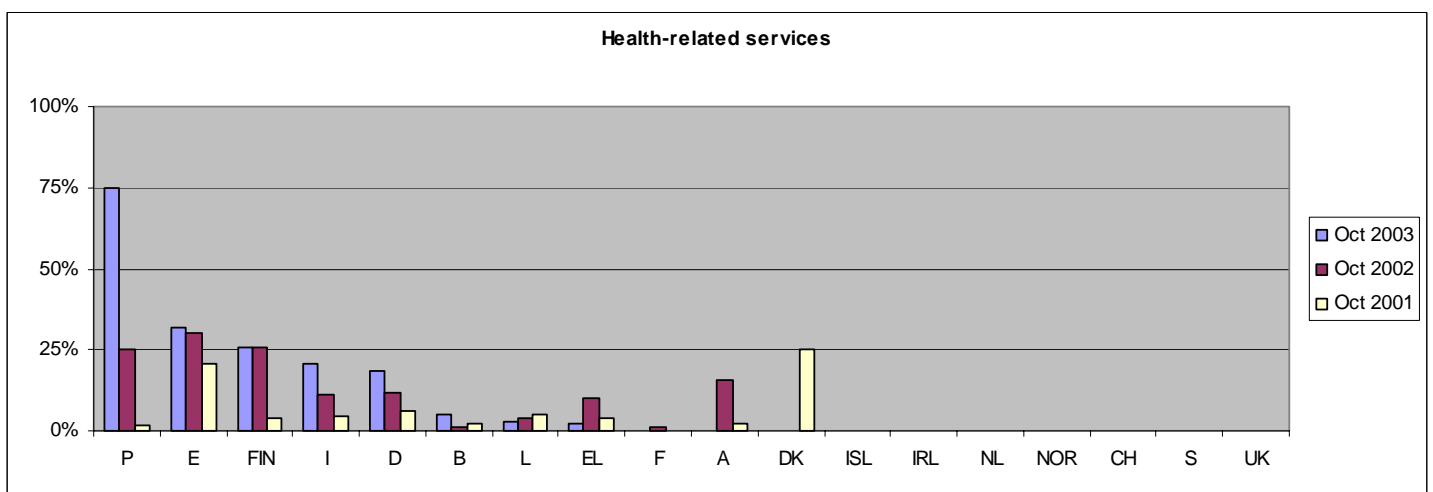




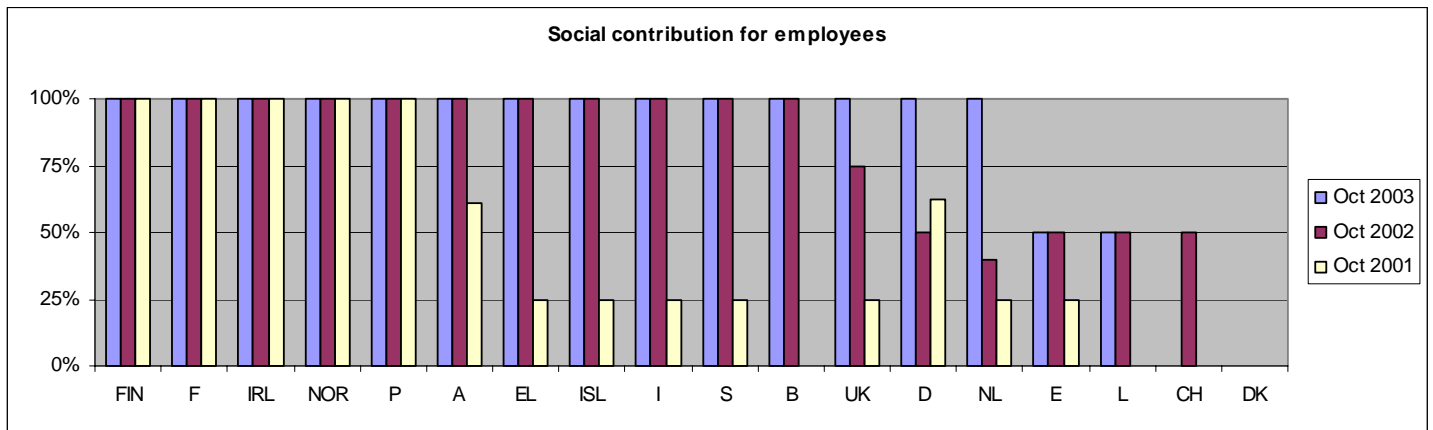
The birth and marriage certificates service is not relevant for FIN and NOR



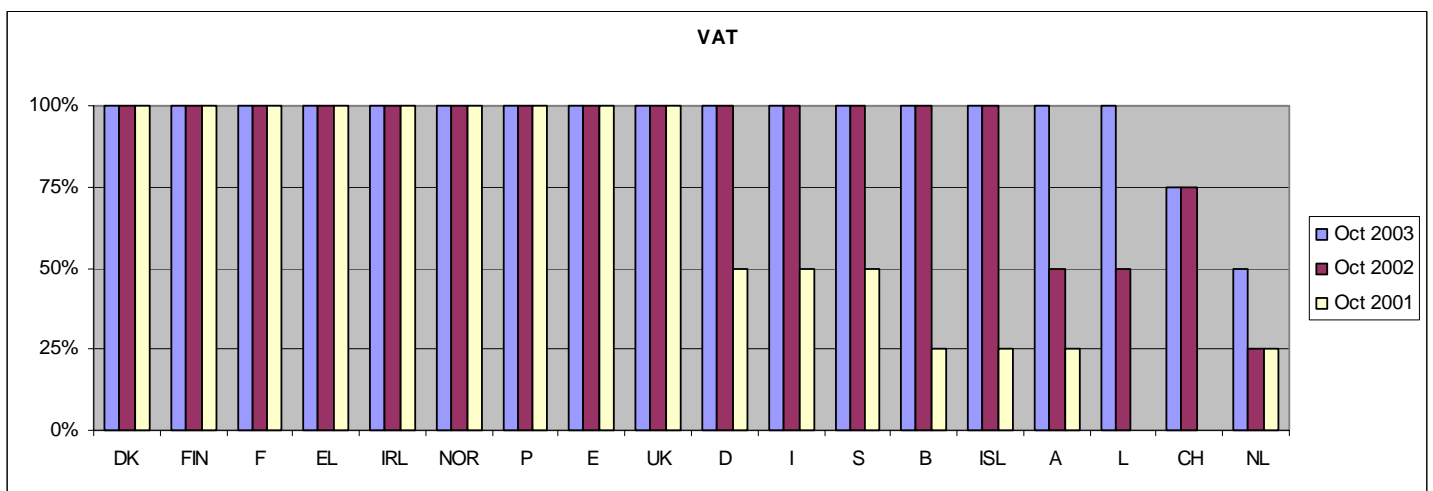
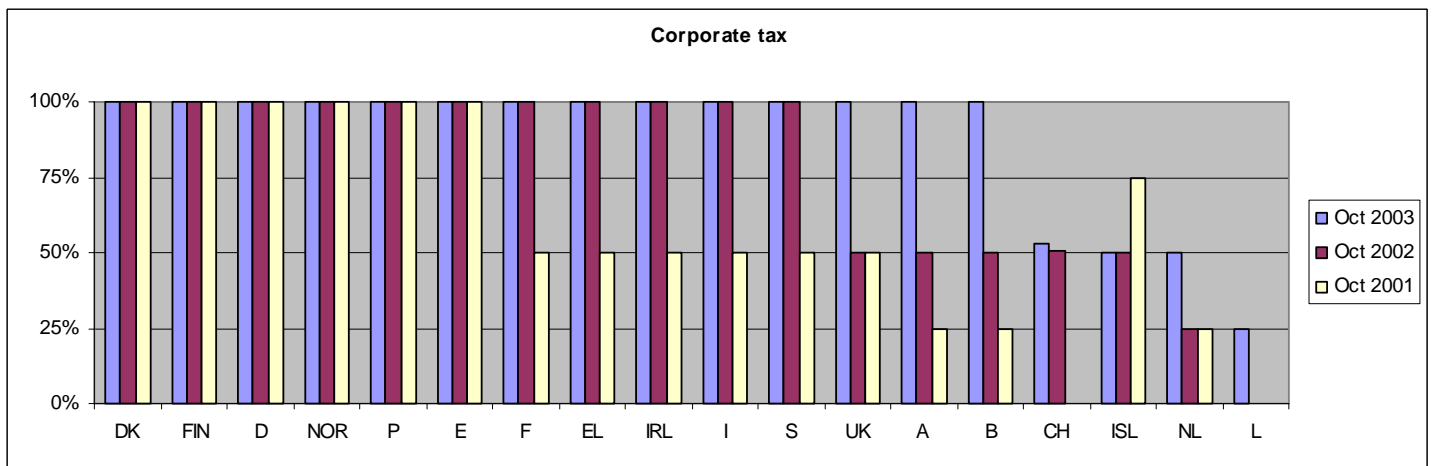
The announcement of moving service is not relevant for EL, IRL and P

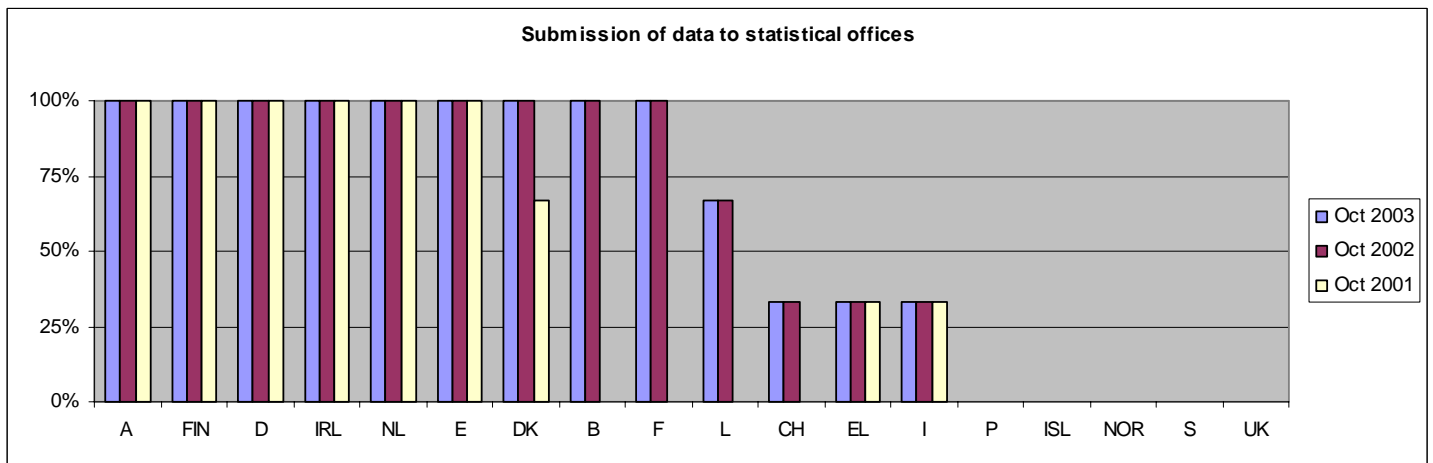
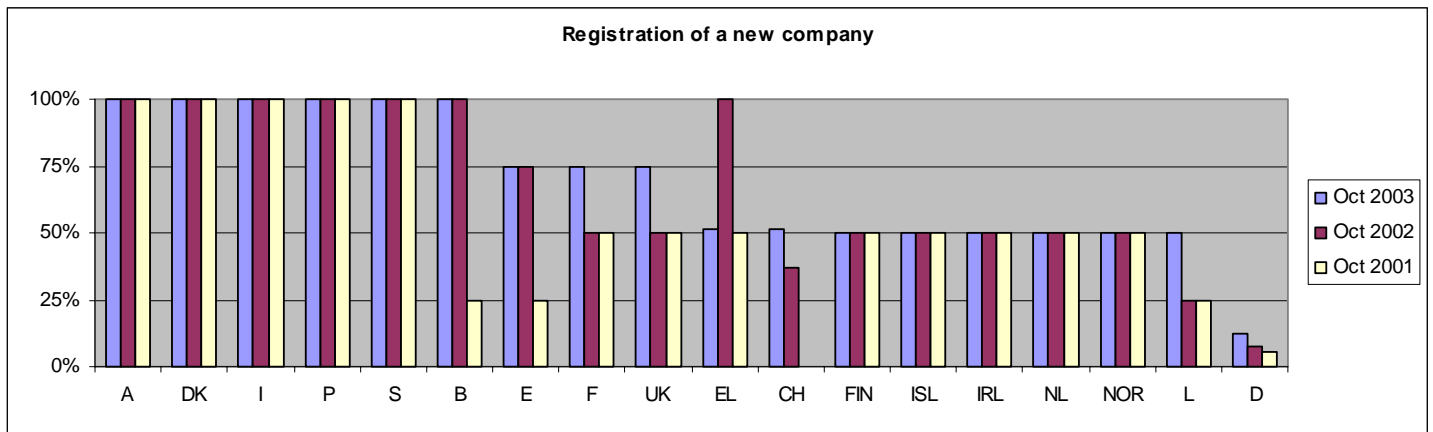


The health-related services are not relevant for A, CH, DK, ISL, IRL, NL, NOR, S and UK



The social contributions for employees service is not relevant for DK and CH.





The submission of data to statistical offices service is not relevant for ISL, NOR, S and UK

