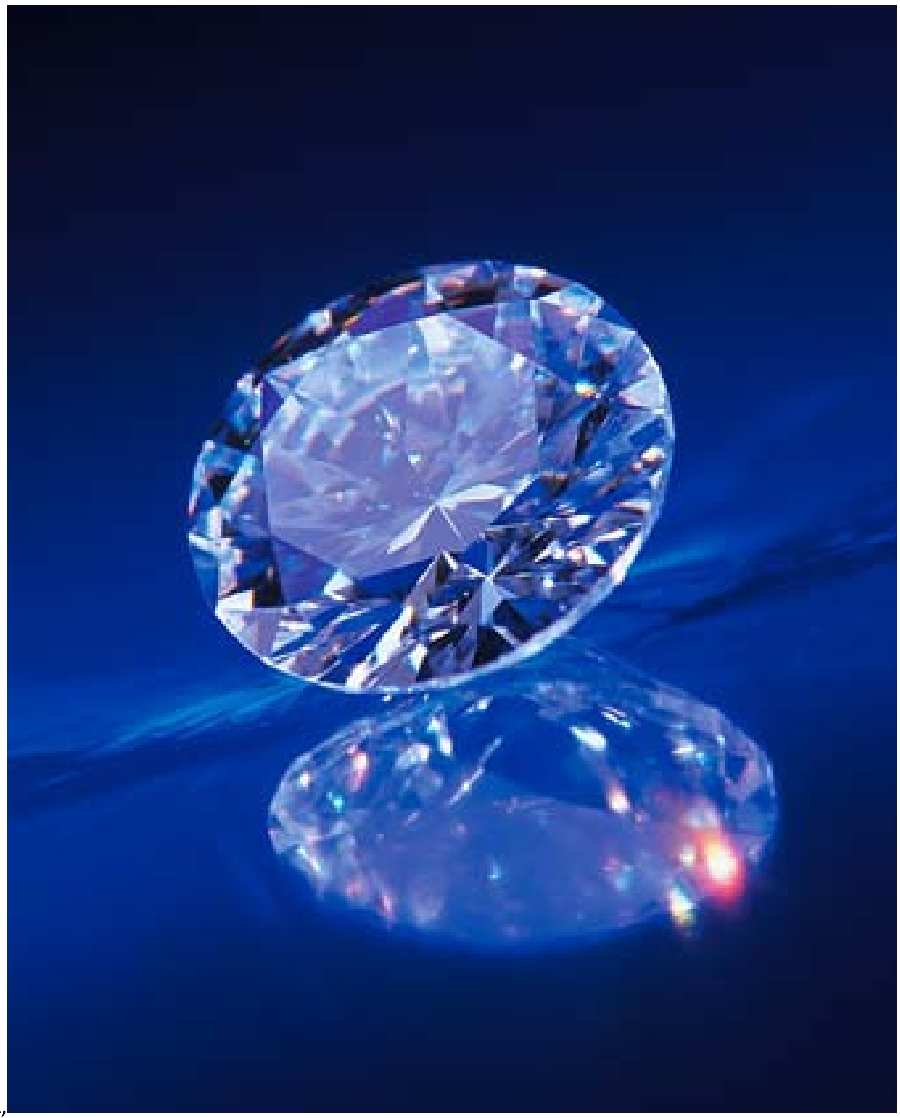

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Method paper 2010

Preparing the 9th Benchmark Measurement |June 2010

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FOR: EUROPEAN COMMISSION, DIRECTORATE GENERAL FOR INFORMATION SOCIETY AND MEDIA

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

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1. Introduction

READ ME FIRST

This document explains the method for the 2010 benchmark as part of the 2010 refresh of the eGovernment benchmarking process.

Section 1.1 summarizes the content of the method paper.

Section 1.2 recalls the principles of the benchmark process so as to ensure that the benchmark report remains an internationally recognized and relevant read.

1.1 This paper's content

This document provides the method for the 2010 benchmark as part of the 2010 refresh of the eGovernment benchmarking process.

The section at hand outlines the content of this document and summarizes this year's ground rules for the project.

Section 2 provides an overview of the key indicators and research methods for 2010. It also explains the policy framework in which the benchmark indicators are placed, the so-called eGovernment progress diamond.

Sections 3 and 4 of this method paper elaborate in depth on the benchmarked themes for each of the 'core' and 'proof of concept' measures for 2010. Core indicators are: availability and maturity of 20 eGovernment services, User focus, visibility of eProcurement and its pre-award process phases. Proof-of-concept indicators are: availability and maturity of select life events, back-office enablers, and the eProcurement post-award process phases.

Section 5 of this method paper is entirely dedicated to the Country landscaping, contextualizing each country's eGovernment performance.

The intent of the benchmark is to create a collaborative process that ensures continuous improvement of the benchmarking instrument so that it retains policy relevance on an ongoing basis. This collaborative process is described in **section 6**.

1.2 Principles as a basis for the benchmarking process

Describing the ongoing improvement process, a set of principles were agreed as a basis for the benchmark amongst stakeholders in 2009. These principles are equally important this year and so it is worthwhile recalling them.

The 'traditional benchmark', i.e. year-by-year review of the 20 online services has acted as a policy accelerator among the EU27+. It is one of the few international, consistent measures and has enabled us to build a statistically robust data base of eGovernment progress in Europe. The assessment of the 20 services shall be maintained in 2010, in particular taking stock of the progress made in this decade and identifying factors which drive this progress.

- *Principle 1: The benchmark is consistent, meaning that it allows both for comparison over time and comparison across countries. The method underlying the assessment is the same for all countries involved.*

However, last year already meant a turning point for the benchmark. Member States and the European Commission univocally confirmed that the benchmark had to move away from the its original supply-side focus. User experience and eProcurement have been added as metrics to the measurement, reflecting a shift in policy priorities towards outcomes and impact. The process that we are currently undergoing to develop the scope and method for 2010 will lead to the much sought, more profound redesign of the measurement system, addressing measurement areas which have been left out so far. The Malmo Declaration provides some clear direction as regards priorities of the re-design. These have been accommodated for in this method paper. The subsequent 2015 Action Plan will make focus areas more specific, adding to or refining the measurement in 2011 and the years to come.

- *Principle 2: The measurement is responsive to policy concerns and continuously evolving.*
- *Principle 3: The findings are relevant – politically & professionally and allow to draw up a report which is an "interesting read".*

As regards the benchmark process, it needs to be emphasized that the benchmark is developed for and with Member States and the European Commission, both having deep insight into the method and the scoring.

- *Principle 4: The process is participative and collaborative.*
- *Principle 5: The process ensures continuous learning and experience sharing.*

This year, the following principle is in addition made explicit:

- *Principle 6: The benchmark is transparent; outputs are openly shared with participating countries.*

Last but not least, the eGovernment benchmark needs to maintain its position as a flagship benchmark globally.

- *Principle 7: The benchmark is independent, representative and authoritative.*
- *Principle 8: The benchmark remains internationally recognized.*

The strong commitment of Member States and the European Commission in the revision process of the method has confirmed the above principles.

2. Overview of indicators and benchmark methods

READ ME FIRST

Section 2.1 provides an overview of the 2010 metrics.

Section 2.2 provides an overview of the 2010 research methods.

Section 2.3 situates each measure in a more holistic approach and sets the policy frame for interpreting measurement results. This framework is referred to as the eGovernment Progress Diamond.

2. 1 Overview of indicators

The below table summarizes the metrics of the 2010 benchmark. For each indicator, basic information is provided on the measurement outputs and the relevance of the measure.

Theme	***Type of indicator***	***Output***	***Relevance in 2010 and beyond***
20 Basic Services	Core	1) Ranking Indicator 0-100% by country for online sophistication 2) Ranking Indicator 0-100% by country for full online availability	Allows for statistically robust comparison over time, since 2001. Illustrates progress towards full online availability and convergence in performance. Room for improvement remains for certain countries and services. Benchmark's 'core pillar' though the metric's importance is fading out gradually.
eProcurement visibility	Core	1) Ranking Indicator 0-100% by country 2) Ranking Indicator 0-100% by country, split by government tier (national authorities vs federal/regional/local) 3) Mapping of eProcurement institutional arrangements, as inputs to the country reports	Provides the only comparable information about the level of visibility and availability of eProcurement in Europe, from a contracting authorities perspective. Allows for follow up on the Manchester target: 100% of procurement available online until 2010.
eProcurement process availability (pre-award)	Core	1) Ranking Indicator 0-100% by country 2) Ranking Indicator 0-100% by subphase (eNotification, eTendering, eAwarding)	Assesses the main eProcurement pre-award Process elementary services by sub-phase.
eProcurement process availability (post-award)	**Proof-of-concept**	1) EU-wide information gathering 2) Mapping of eInvoicing and ePayment regulation by country (input to country profiles) 33) Qualitative clusters of Member States for eInvoicing and ePayments-related institutional arrangements	Gathers qualitative data on the main eProcurement post-award Process elementary services by sub-phase and Platforms offering
User focus (combining user needs, experience and satisfaction)	Core	*1) User needs and satisfaction:* Qualitative clustering of Member State practice *2) User experience:* a) Ranking Indicator 0-100% by country for User experience of 20 services web sites b) Ranking Indicator 0-100% by country for User experience of national portals c) Aggregate Ranking Indicator 0-100% by country for overall User experience of 20 services web sites and portals d) Presentation of select good practices	Benchmarks core features which contribute to the usability and user-friendliness of eGovernment. Identifies good practices in terms of user-centric, user-driven eGovernment.
Life event	Proof-of-	1) Visualization of the user journey (mapping of	Maps the online availability of

measurement (businesses and citizens)	concept	services and steps in red/amber/green) and scoring in terms of: a) availability of services and process steps online. The score is calculated as the proportion of total services and steps. In the visualization, Red stands for ' not available online', Amber for ' available online at the information level', Green for ' service or process step is provided online'. b) availability of services and process steps bundled through portals (the score is calculated as the proportion of total services and steps) c) automation of services and process steps (the score is calculated as the proportion of total services and steps) d) Business life event: comparison between generic and activity-specific start up process e) Business life event: comparison between national and cross-border start up process 2) Presentation of select good practices	a series of services grouped around a particular life event as opposed to ranking the availability of a single service. Identifies good practices in service bundling. The business life event focuses on the implementation of the Services Directive to be implemented by December 2009.
Horizontal enablers	Proof-of-concept	1) Clustering of the state-of-play of enablers in Member States including a qualitative description where relevant a) Clustering of enablers based on their availability b) Clustering of enablers based on the extent and scope of monitoring c) Clustering of enablers based on their usage d) Listing of top five key success factors and barriers for each enabler aggregated at the EU level. e) Hyperlink bibliography for additional documentation.	Maps the availability, monitoring activity and where feasible usage of key back-office enablers. Explains governance, organizational, technical and policy frameworks governing horizontal enablers. Illustrates key success factors and barriers for the usage of enablers. Encourages learning through document sharing and a bibliography.

2. 2 Overview of research methods

Three surveys will be conducted, requiring research input from Member States and their nominated experts:

1. **The Member State survey:** abriged survey to be filled in by Member State representatives on the 20 services commonly referred to as 'landscaping'; additional research questions on the back-office; for the user focus measure, a document share site will be made available where, like in 2009, Member States can upload and share documentation on user policies on a voluntary basis.
2. **Survey of web managers- eProcurement:** web managers will be surveyed on the availability of elementary items of the eProcurement process as regards their eProcurement platforms. The respondent is likely to be the person responsible of the web-based service and will be identified together with the Member State representative.
3. **Survey of web managers- Life events:** web managers of points-of-single contacts and unemployment portals and web sites will be surveyed on the availability of select services and process elements. The respondent is likely to be the person responsible of the web-based services and will be identified together with the Member State representative.

Research input from the provider consortium will consist of:

4. **The web survey:** the web survey is the main source of input for assessing the 20 services, eProcurement availability and user experience. It is performed by local, independent web researchers representing all participating countries. Web researchers access the web sites and evaluate them according to mostly binary (yes/no) research questions. The web research is a key feature of the benchmark as a tool of external evaluation.

5. **Expert evaluation:** an expert panel constituted of members of the provider consortium will qualitatively evaluate good practices as regards life events.
6. **Desk research:** supporting research across the board.

The following table summarizes what type of input is required for each indicator. The workload is estimated using X-es (with X representing a low, XXX a high workload). It is clear that this year's survey represents an increased workload for Member State representatives and their nominated experts. The outcomes of the survey though shall provide for the learning, sharing and in-depth insights Europe requires to excel. The provider consortium engages itself to minimize the workload and enhance the impact of the benchmark exercise.

		Member State survey	Web manager survey	Web survey	Expert evaluation	Desk research
CORE indicators	20 services	X		XXX		
	eProcurement visibility	X		XXX		
	eProcurement pre-award process	X	XX			
	User experience			XXX		
	User needs/requirements and User satisfaction	X				X
PROOF Of CONCEPT indicators	eProcurement post-award process	X	XX		X	
	Life event businesses		XX		XX	X
	Life event citizens		XX			X
	Back-office enablers	XXX				XX
Factsheets	Country factsheet					XXX

Member State and web master input

Input of provider consortium

2. 3 The 'eGovernment progress diamond' as the framework for measurement

Rationale

As mentioned earlier, redesigning the benchmark framework is essential to maintain the impact and relevance of the measurement. However, by increasing the number and complexity of metrics, measurement results become more difficult to contextualize and interpret. In other words, the understandability of 'what we are measuring and why' is decreasing.

To help the interpretation of findings and ensure findings are not seen in 'isolation' (from each other and policy goals)**, the provider consortium is developing a new measurement framework for the benchmark indicators. This framework is refered to as the 'eGovernment Progress Diamond'.** The diamond situates each measure in a more holistic, structured framework. And it sets the policy frame for interpreting measurement results and deriving implementation actions from them. The Diamond concept is experimental at this stage and will be developed further, in parallel with the benchmark process.

The concept of the 'eGovernment Progress Diamond' is proposed to convey the main results of the measurement and benchmark activities in a synthetic, effective and clear way. Its main value added is to provide a snapshot of the results of the benchmarking analysis, showing the progress towards the implementation of eGovernment in the European Union, within a conceptual framework linked to the overall policy priorities identified by the Malmo Declaration. In this way the eGovernment Progress Diamond highlights how the developments measured by the benchmark contribute to the achievement of Malmo policy objectives. However, the eGovernment Progress Diamond is not a tool to measure the forthcoming eGovernment Action Plan (whose measurement strategy has yet to be decided upon).

The eGovernment Progress Diamond,is rather an attempt to update the benchmarking approach to account for the increasing complexity (and completeness) of the measurement methodology, which is a system of indicators rather than a single main indicator as it was in the past. In addition, the Diamond concept, with its four main facets, reflects the reality of the many strands of policies and technological developments now falling under the label of eGovernment.

Description

In 2010, the eGovernment Progress Diamond will present benchmarking results only at the EU level (i.e. no national progress Diamond will be presented), divided in 4 main domains (i.e. the 4 facets of the diamond) which aggregate the main aspects investigated by this benchmarking effort as follows:

1. **Better eGovernment**: this domain is focused on the improvement of the front-office delivery of eGovernment services, both as an evolution of current offering (20 services) and as the step forward towards a more integrated offering (service packages built around life events). It will include the results of the following indicators:
    - Online sophistication and availability of services
    - Business and Citizen Life events

This facet of the diamond relates to the Malmo declaration's Priority 1, user centricity and transparency and the Malmo declaration's Priority 2, on Mobility and Seamless Government services.

2. **Towards Efficiency in eGovernment**: this domain focuses on the improvement of the main back office processes of eGovernment. In the current benchmark we only measure one of these processes, that of eProcurement. This includes the following indicators:
    - eProcurement visibility measured on contracting authorities' web sites
    - eProcurement pre-Award process availability measured on Procurement Platforms

The indicators relate to the Malmo declaration's Priority 3, efficiency and effectiveness.

3. **Towards User Empowerment**: this domain represents a profound evolution of eGovernment towards eDemocracy and eParticipation, Open Government, Government 2.0, and in general an inherent focus on users needs and preferences. This domain may be measured in more detail in the future (through distinct eDemocracy/eParticipation and Transparency/Open Government metrics), but currently includes the following indicator:
    - User focus

This facet of the diamond reflects the Malmo declaration's Priority 1, user centricity and transparency.

4. **eGovernment Building Blocks**: This domain is focused on the development of the main horizontal enablers and services allowing interoperability and developing the main building blocks for the improvement of eGovernment. This includes the following indicators:
    - Horizontal enablers

The topic of enablers links to the Malmo declaration's Priority 4, on the development of enablers and preconditions.

The link between the various facets of the Diamond and Malmo priorities is summarized in the table below.

Facet of diamond	Diamond indicator	Malmo priority
Better eGovernment	20 services Core Life event citizen Proof-of-Concept Life event businesses Proof-of-Concept	User centricity and transparency (P1) Mobility and seamless Government services (P2)
Efficient eGovernment processes	eProcurement visibility, Core eProcurement pre-award process Core	Efficiency and effectiveness (P3)
eGovernment empowerment	User focus Core	User centricity and transparency (P1)
eGovernment Building Blocks	Horizontal enablers Proof-of-Concept	Enablers and preconditions (P4)

There is no implicit ranking of the 4 domains: none is more important than the others as all domains are needed for a balanced development of eGovernment in Europe. The suggested dimensions are not exhaustive neither: our benchmarking efforts are still strongly supply-side driven and for obvious reasons it is not feasible to measure or cover everything which is important for better government. On the other hand, the 4 domains do reflect key priorities for eGovernment so the eGovernment Progress Diamond should be able to provide a good, approximate view of the level of development of eGovernment in Europe.

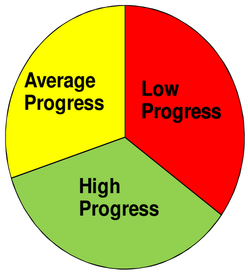
Design of the eGovernment Progress Diamond

In 2010, the eGovernment Progress Diamond will be presented only at the EU level. Future benchmarks may present the Diamond at Country level. The design of the Diamond is based on the translation of the results of each measurement area into aggregate indicators.

The indicator proposed is based on a semantic scale and captures the level of progress of each measurement. A red-amber-green assessment is suggested, which may look as follows:

- High Progress = green color
- Medium Progress = amber
- Low Progress = red

For each domain, the indicators measured will be converted into this semantic scale and aggregated into a synthetic indicator per domain. This will be presented graphically through a pie with three slices in the colors corresponding to the 3 levels of progress, as indicated above.



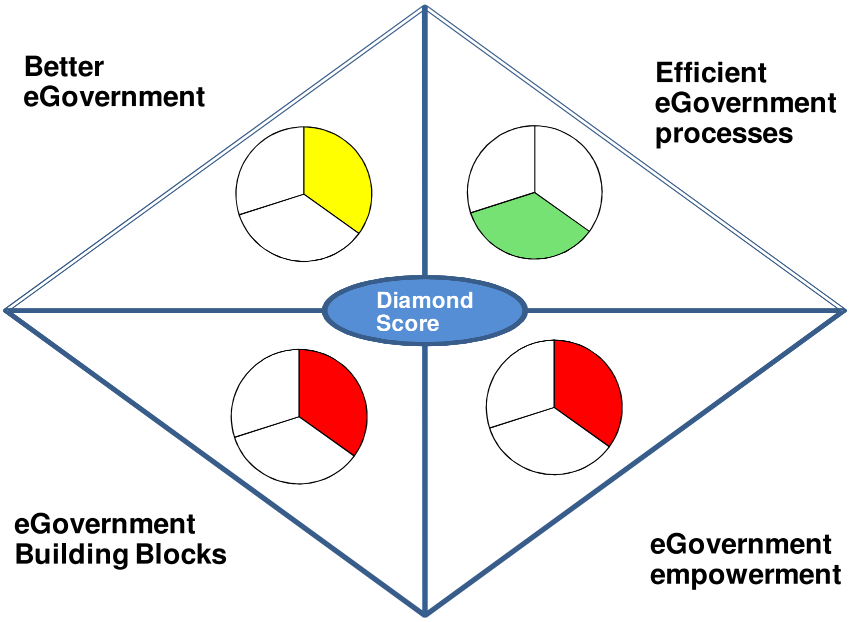
We will present for each measurement area a table of conversion showing how the measurement results are translated into the synthetic progress indicator (e.g. 0-40% of online sophistication correspond to the red color). Such a scaling would in particular be required for those indicators that are not purely quantitative (diffusion of back office enablers, degree of user focus, ...).

The above semantic scale would allow aggregating the different measurement results from the different strands of analysis, also in the case of qualitative measurements. The concept also leaves room for adding further indicators within the four domains in the next years.[1]

At the European level, the Diamond will show the percentage of countries falling into each "slice" of the pie. This will provide a snapshot of the positioning of the EU countries in the high progress (green), average progress (yellow) or low progress (red) clusters.

[1] The indicators to be aggregated should be either core indicators or Proof of concept (since they must be measured for all the countries participating to the measurement).

The eGovernment Progress Diamond – EU27+



The four domains/ facets of the diamond have been selected in order to focus on the main priorities of the benchmark, that is linked with the policy priorities of eGovernment development. They must be:

- clear and well differentiated
- relevant and interpretable for policy makers and government officers, not familiar with the details of the benchmark methodology
- coherent, that is based on indicators (numerical or semantic) whose aggregation makes sense and provides a value added

It may also be possible to average the four domain indicators resulting in a single final eGovernment Progress Indicator. This does not seem advisable for two practical reasons:

- firstly, synthetic indicators of second or third level (that is aggregating other synthetic indicators) tend to gravitate towards central values and produce flat rankings, since they smooth out in differentiating values
- secondly, it would probably be more difficult to achieve the consensus and agreement of Member States around such a high level aggregate, since the single indicator would no longer be able to reflect their different strategic and policy choices.

3. The benchmark's core indicators

READ ME FIRST

Chapter 3 relates to the benchmark's Core indicators. Core indicators are measured for all countries. The underlying measurement framework is mature and metrics are backed by experience at the EU level.

Section 3.1 illustrates how the 20 Basic Public Services will be benchmarked. In 2010, the benchmark of the 20 services will in its essence be kept consistent with previous measurements so as to ensure inter-temporal consistency and comparability of results.

Section 3.2 explains the eProcurement availability measure. This availability benchmark provides the only comparable information about the level of visibility and availability of eProcurement in Europe, from a 'contracting authorities' perspective. The indicator's calculation method and data collection process remain unchanged.

Section 3.3 details how the eProcurement process (pre-award) indicator will be built. Minor changes are introduced to the measurement method, based on the 2009 pilot experience.

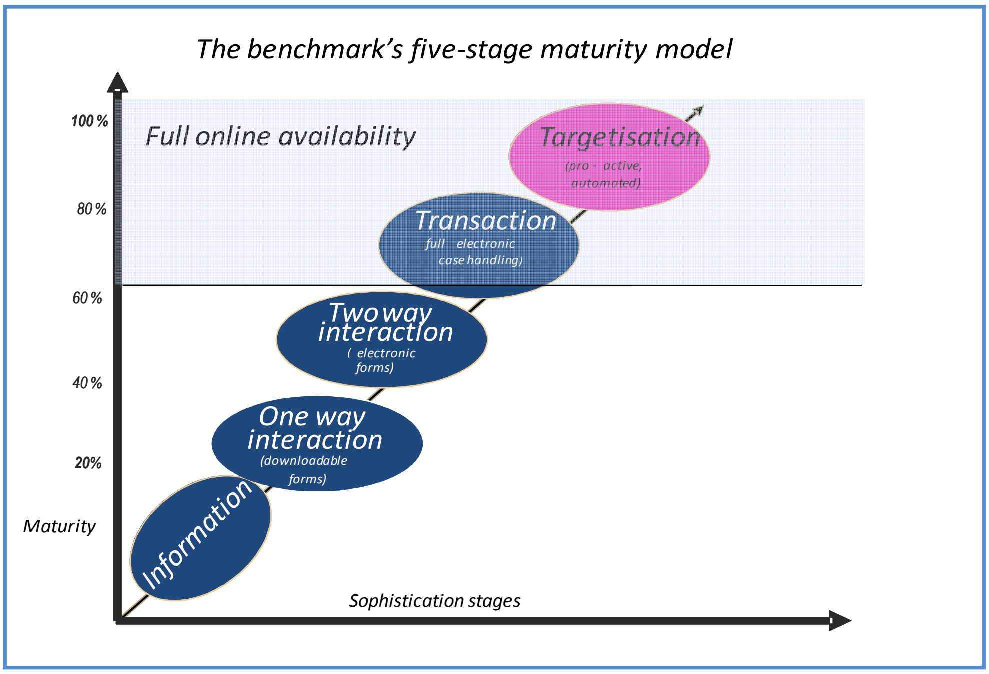
Section 3.4 illustrates how this year's benchmark will gather insights as regards the user perspective. Building on last year's User experience pilot and qualitative work on User satisfaction, the 2010 benchmark will investigate a somewhat wider area, referred to as User focus. User focus will comprise three interrelated themes: user needs and insights, user experience and user satisfaction.

3.1 20 basic services

Over the past ten years, we have gained in-depth understanding as well as rich experience in benchmarking the availability of eGovernment services, making the benchmark become a reference measure for eGovernment supply in Europe. Many countries have already reached the maximum levels of sophistication for the 20 services measured, illustrating that Europe has largely succeeded in putting basic public services online. Other countries still have room for growth and can use the benchmark to continue prioritizing their key services and close the gap.

In 2010, the benchmark of the 20 services will in its essence be kept consistent with previous measurements so as to ensure inter-temporal consistency and comparability of results.

The indicators 'online sophistication' and 'full online availability' will be maintained and assessed against the five-stage maturity model. The model reflects how businesses and citizens can interact with public authorities. Governments' service delivery processes are described according to the following stages: (i) information, (ii) one-way interaction, (iii) two-way interaction, (iv) transaction, and finally (v) targetisation. The fourth and fifth levels can be referred to as 'full online availability'. The model is shown in the figure below.



Enhancements to the method and approach will only be made where they are deemed necessary by Member States, the European Commission and/or the provider consortium to ensure the quality, relevance and overall feasibility of the measurement.

To keep the measurement responsive to policy concerns and continuously evolving, the benchmark framework needs to be reviewed on a regular basis. Besides key statistical considerations which we present below, **minor changes are required as regards the revision of definitions and maturity stages.** Building on Member State comments on the 2009 assessment, the following services have undergone an early review to refine the service's definition and/or maturity stages. **In general, it has been noted that a wider application of the concept of intermediaries is desirable for future benchmarks**.

Service	*Change to service definition*	*Change to maturity stage definition*
Social security benefits	Medical costs: Level 4B (intermediaries) is added.	-
Personal documents	Passports: Service definition: Standard procedure to obtain an international passport. The maturity stages of the service will be revised so to cater for procedural requirements of 'biometric passports'.	Passports: Member States will be requested to describe their passport service in the landscaping survey. Based on Member State input, the provider consortium will draw up the stages model for

	Biometric passports include a digital facial image and/or fingerprints.[2] Citizens need to visit the public administration when applying. Driver's license: Level 3B (intermediaries) is added.	benchmarking this service. Countries will not be penalized in the ranking where legal barriers prevent the delivery of the service or (some of) its sub-stages. In the landscaping, countries will be requested to indicate: • what type of and proportion of data (name, address, gender, place of birth,…) is fetched from governmental data bases (i.e. does not need to be provided by the applicant) • how the passport is delivered (i.e. whether it needs to be picked up at the administration or is sent by snail mail, etc.).

Statistically speaking certain modifications are required to correct the design errors which have arisen in the statistical model implemented in the past years. Design errors are for example due to technological improvements and a more streamlined implementation of eGovernment, requiring that the statistical model we use in the benchmark is adapted to the new governance models underlying public service delivery.

Design error relates to:

- The fact that national websites may have been privileged in past measurement. To put it simply it has in certain cases been derived that services provided at national levels are representative of service delivery country-wide. These assumptions need to be verified, in particular where the aggregate indicator has become saturated. Simultaneously, we need to make sure that the main indicator reflects reality also at a regional and local level.
- The indicator has not taken into account the possibility of the 'information journeys' undertaken by users of eGovernment services. The current statistical model does not define where users effectively start their search for a service for example. Or what path they go through, clicking from one web site to the other, to obtain a service. The 2010 benchmark model will not attempt to cater for such information paths, but we may consider including the information path in future benchmark models.
- Some older websites no longer provide given services, while new websites have been launched. An in-depth improvement of samples is called for, as is a reduction in sample sizes, in order to reduce costs. This is justified by the standardisation trends which have taken place both at a legal and at a technological level.

Proposed improvements are:

1. The **20-service eGovernment availability indicators will be calculated at different administrative levels** defined by the Nomenclature of Territorial Units for Statistics (NUTS) **instead of aggregating them immediately at 'country level'.** The proposed levels correspond to the administrative structure of each country and therefore may encompass only select NUTS levels (NUTS 0, 1, 2, 3, 4 (LAU 1) and 5 (LAU 2)), the smaller administrative levels (LAU1 or LAU2) being sub-divided into urban and rural areas (see also box below).

   This will provide a more detailed insight of eGovernment services at provincial, regional and local levels, as well as quantify the urban-rural divide, while still informing on the availability of eGovernment services at a national level. The information provided will allow Member States to understand which governmental levels perform how as regards service delivery, hence providing valuable additional information as compared to past surveys.

[2] See the following legal bases: Council Regulation (EC) 2252/2004, Commission Decision C(2005)409 adopted on 28 February 2005 and Commission Decision C(2006)2909 adopted on 28 June 2006 .

The NUTS Classification

It is proposed to measure eGovernment service availability at different administrative levels defined by the Nomenclature of Territorial Units for Statistics (NUTS).

This aims to provide a clearer, more detailed picture of eGovernment than was possible in the past, when a simpler national-regional-local segmentation was applied.

Also, applying NUTS definitions ensures better comparability with other EU statistics. Based on Regulation (EC) No 1059/2003*, which constitutes the legal framework for the regional classification, NUTS enables the collection, compilation and dissemination of harmonised regional statistics in Europe. As administrative units are of a comparable size, this ensures the comparability of regional statistics.

Based on existing national administrative subdivisions NUTS, in large part, respects the following guidelines for administrative-unit population-sizes.

Minimum population	**Maximum population**	
NUTS 1	3 million	7 million
NUTS 2	800 000	3 million
NUTS 3	150 000	800 000

At a more detailed level, there are the districts and municipalities called Local Administrative Units (LAU). Measuring eGovernment at LAU1 (NUTS 4) or LAU2 (NUTS 5) level, the smallest administrative sub-divisions, forms an important area of focus as it covers both urban and rural areas.

New representative yet smaller samples will be selected for each country and for each administrative level. They will be selected applying statistical methods, and by using the NUTS categories as the sampling frame (sub-divisions of population). **The new samples (i.e. lists of URLs) will be submitted to participating countries and detailed measurement results/ data per URL will be made available in raw reporting format (i.e. without elaborations of data sets and formatting) to Member States.** This will increase transparency of the benchmark process towards Member States.

A more detailed description of the recommended improvements to the statistical methodology are presented hereafter.

Detailed description of recommended improvements

1. Calculating the dis-aggregated indicators of eGovernment supply

The hypotheses on which the 2001 methodology was based saw the availability of an individual service as being a unique measurable event. As there is not always a clear-cut 'subsidiarity' of such functions, the same eGovernment service can be provided by several entities at different administrative levels.

In its outset design, the methodology also underestimated the impact of the growing importance of central government service-provision platforms. As it did not cater for this administrative level, adjustments had to be made and highly-developed central-government websites risked being given artificial weight in the measurement of the overall availability of eGovernment services. This contributed to a 'saturation effect' in the indicator in certain cases.

In the landscaping, Member States will - in many ways similar to previous years - be requested to indicate the governance level (NUTS 0, 1, 2, 3, 4 or 5) at which each of the 20 services is being provided. The different NUTS Levels will be surveyed where they are relevant for countries. Based on this information, service delivery landscapes will be mapped, reflecting service-specificities such as centralisation or de-centralisation in delivery.

In case a service is provided at the national level only, this level will be given weight 100%. Practically speaking, this implies that the level will be considered as being representative of eGovernment supply in that country, except if requested otherwise by the Member State representative in the landscaping.

For services provided at different governmental levels, a disaggregation is recommended, such that the benchmark indicator of online availability of eGovernment services is measured at each administrative level. Benchmark results will be presented as averages per NUTS level, possibly indicating dispersion of results within NUTS levels. As well as enabling a clearer focus on the eGovernment functions borne by those administrative levels in different countries, this will generally yield better comparable knowledge of the eGovernment services landscapes of individual countries. At a later stage, it would facilitate statistical measurement which for example takes into account the information journeys that are performed on average by citizens and enterprises in order to obtain eGovernment services.

2. Improving samples and reducing their sizes

Using a simple Horvitz-Thompson estimator, the web-based survey continues to make use of samples of populations benefitting from services which, at given administrative levels, are themselves proxied by associated website URLs.

Improving samples and reducing their sizes requires the following key actions:

a) Redefining administrative levels,
b) Choosing optimal representativeness and sample sizes,
c) Calculating the indicator obtained through the reduced sample restrospectively (2007, 2009) so as to be able to compare the 2010 indicator based on the reduced sample with previously obtained results.

a) It is proposed to define the administrative levels as corresponding to NUTS Levels 0, 2, 3 and 5 (urban - including capital city - and rural areas). In the case of some countries eGovernment service availability is also relevant at NUTS Level 1 (Belgium, Germany, UK) and at NUTS Level 4 (e.g. Czech Republic, Hungary, Poland) while in smaller countries NUTS Level 2 and 3 may not be relevant (e.g. Cyprus, Latvia).

Use of a NUTS-based sampling framework will enable comparison of the eGovernment indicators with other regularly collected ICT data.

b) The overall sample size should mostly be reduced in accordance with statistical considerations such as respecting minimum sample sizes and ensuring the sample's representativeness of the country's total population. The reduction in sample size will reduce the workload of web researchers within the 20 services measurement. Resources will be re-allocated to ensuring the continued optimisation of the 20 service indicator, the in-depth assessments (life-events) and the new metrics (transparency, user experience, …) of the 2010 benchmark.

A nearly complete survey of NUTS Levels 0 to 2 will be performed. At Levels 3 to 5 random sampling will be carried out. It is especially at these levels that sample size reductions will be effected.

c) As sample sizes are going to be reduced, and in order to ensure inter-temporal comparability, we will re-calculate new indicators for past exercises (2007 & 2009), using data collected for those years.
As size changes are especially going to affect the samples at a local (municipal) level, re-calculation will take place for services provided at the higher administrative levels, especially national.

eProcurement

The eProcurement Availability Benchmark was measured for the first time in 2009 on a comparable sample of 746 contracting authorities from all government tiers (national, federal, regional, local). Currently, this availability benchmark provides the only comparable information about the level of visibility and availability of eProcurement in Europe, from a Contracting Authorities perspective. This information is important for Member State representatives and the European Commission. It has also been well received by the EC's Working Groups on Electronic Public Procurement run by DG Markt.

In some countries the Authority websites do not provide general eProcurement information or electronic notices or services because these services are centralized by the eProcurement platform. These Member States argue that the availability indicator should not be measured on a sample of Contracting Authorities. We believe that it is important instead to maintain our suggested approach for the following reasons:

- Many Member States do not follow such a centralized strategy and advertise eProcurement on the Authorities websites. Overall comparability could not be insured if we surveyed Contracting Authorities only in some countries and not others;
- The survey of Contracting Authorities allows buidling a representative sample of eProcurement Platforms. Checking the links from Authorities to Platforms is an important aspect of the mapping of the eProcurement value chain and validates the eProcurement platforms sample;
- According to business associations and entrepreneurs, many potential suppliers (for example newcomers to the market, or foreign companies, or SMEs) may not be aware of the existence of the public procurement portal and may approach the public procurement market by looking for information on the Authorities' websites. There is a value added in the visibility of eProcurement services on the authorities' websites.
- The scoring calculation takes into account the specific case of Member States with centralized information on eProcurement through the addition of an ad-hoc score (40 points) for the Authorities websites in these countries.

However, since the indicator measures essentially the visibility and availability of links to eProcurement services on the Contracting Authorities websites, from 2010 the indicator will be called eProcurement Visibility.

The combination of the eProcurement indicators (visibility and process availability) and the results of the landscaping about the institutional framework of eProcurement allowed producing a valuable mapping of the European eProcurement landscape and different eProcurement models in place. These indicators and the mapping are influenced by the institutional and administrative structure of each country.

3.2 eProcurement Visibility indicator

In 2010 the eProcurement Visibility Benchmark will be implemented as follows:

- The indicator calculation method and data collection approach remain unchanged
- The Authorities sample will be verified again with the Member States in the initial landscaping phase, starting from the sample used in 2009
- The institutional framework for eProcurement will also be verified in the landscaping phase, starting from the profiles compiled in the 2009 report. Member State representatives will be asked to provide feedback and validate the mapping of mandatory and non mandatory platforms presented in the 2009 report.

Further details of the above points are given herewith.

As regards the indicator calculation method*,* the analysts will visit the official websites of the contracting authorities sample to check the availability of the following items.

Item	Description
Publication of general information on public procurement	General information about the public procurement made available on the contracting authority websites
Publication of notices to official electronic notice boards	Availability of an official electronic notice board on the Authority websites where the procurement notices are made publicly available, or link to a website publishing contract notices
Availability of eProcurement services	Availability of a link to a web page providing eProcurement services, that is interactive services part of the eProcurement process. The web page may be part of the Contracting Authority website or external (eProcurement specialized service provider or platform).

The Member States are asked to validate the scores assigned to the 3 questions of the eProcurement visibility indicator as indicated in the following table. If a majority of Member States asks for a change, this will be taken into consideration, even if it will result in a lack of comparability with the 2009 indicator.

The contracting authority website score is calculated on a scale from 0 up to 100, depending on the answers to the following questions.

Question	Score	Alternative score suggested, if any (please explain motivation)
Does this website contain information about public procurement? (	Yes = 10, No = 0	
Does this website publish procurement notices (call for tenders, contract notices, licences) or provide a link to a website publishing procurement notices? (	Yes = 20, No = 0	
Does this authority provide eprocurement services (excluding the publication of procurement notices indicated in question 2)? (either directly, or through a link)	Yes = 70; No = 0, if the country does not have a mandatory national platform No = 40, If the country has a mandatory national platform	

The Country score is calculated as the average of the authorities' scores. The EU score is calculated as the average of the Country score.

The Contracting Authorites sample will consist of a comparable sample (and fair partition) of Central websites URLs and Federal/ Regional/ Local Authorities websites URLs for each of the 31 examined countries. In 2009, 746 websites were examined, divided in 352 Central websites and 394 Federal/ Regional/ Local Authorities websites. The total number of procurement authorities to be indicated for each country will be 50 or 30 or 20 or 10, depending on the population size.

The representativeness of the sample will be based on the following criteria:
a) Institutional representativeness: the sample will include a selection of authorities from the following levels of government:

- National (representatives of ministries or national agencies)
- Regional or Federal states
- Local (city governments, head of provinces or regions)

b) Size: for each level of government, the procurement authorities should be the largest ones (in terms of employees for ministries, or in terms of population of the geographic areas that they govern), in descending order.
c) The proportion of national, regional/state and local procurement authorities in the sample list was validated in 2009 by the Member State representatives, and is related to the balance of procurement flows.

3.3 eProcurement process indicator – Pre-Award

The eProcurement process indicator measures the level of availability of the main subphases of the eProcurement process and was measured for the first time in 2009. The eProcurement process is sub-divided into two main phases:

- pre-award (before the award of the contract, subdivided into 3 subphases) and
- post-award (after the award of the contract, subdivided into 3 subphases).

The pre-award phase will be measured as a core indicator in 2010, whilst the post-award phase will be assessed as a proof-of-concept indicator.

Based on the experience of 2009 and the results of the MS workshops discussion, the methodology will be revised as follows:

- *Data collection:* the data for the whole process will be collected through a questionnaire survey addressed to the eProcurement platform managers (instead of collecting data via a web survey). This will avoid the pitfalls of the 2009 survey. **For the sake of quality controls, the contractor will carry out checks of a random subsample of platforms through the web survey and screen shots of the relevant platforms**.

The questionnaire as such will be a closed questionnaire based on binary questions (availability yes or no), which will be uploaded on a dedicated Internet page. The contractor will send to the web managers the request to compile the questionnaire and a link to the Internet page to do so. The questionnaire will be in English with notes explaining the meaning of each specific question. The experience of the Validation phase in 2009 proves that platform managers are well able to respond to such requests.

The MS representatives will have full visibility and control of the web-masters survey process and will see all the results of the process. No webmaster will be contacted without a presentation letter by the MS representative. The contractor will bear the responsibility to solicit answers from the web managers and make sure that the answers represent the country context. There is no fixed minimum number of eProcurement Platforms in the country sample: the sample may include only 1 or 2 platforms, depending on the country.

The contractor will complete the web managers contact details for the sample, in case the MS representative does not have all of them available.

- *Landscaping:* The changes to the data collection process presented above require that the landscaping is slightly amended. Member States will receive from the contractor a pre-compiled form with the following requests:
  - To validate and (if necessary) update the sample of eProcurement Platforms developed in 2009;
  - To provide the name, email and contact details of the platform managers;
  - To provide a presentation letter or an email message to the platform managers to be contacted, to facilitate the questionnaire survey implementation, or to transmit the questionnaires themselves

  Based on the results of the 2009 survey, the contractor will prepare a comparable sample of eProcurement platforms for each analyzed country, taking into account the institutional characteristics and the legal framework of the eProcurement process in the country. The sample will include:
  - the national eProcurement platform
  - the main federal/ regional/ local platforms

  Like in 2009, the websites dedicated only to the eNotification of contract notices are not included because the survey is focused on the complete eProcurement pre-award process.

- *Development of the sample:* The starting point will be the sample of eProcurement platforms developed with the 2009 survey. **This sample will be submitted to Member State representatives for validation**. In 2009 we also excluded vertical platforms (healthcare and social services especially) emerging from the survey, because it had been decided to focus only on Government authorities. In 2010, we suggest to include additional platforms in order to extend the coverage of the assessment. This seems feasible because the absolute number of eProcurement platforms is relatively limited. Member States will be asked to provide the names and the contact details of the Procurement managers of their platforms. Moreover, Member States will be asked to send a presentation letter to facilitate the questionnaire survey.

- *Process description and Questionnaire changes:* The questionnaire for the web managers will be based on closed questions about the availability (yes-no) of elementary services constituting the process. The main pre-award phases and subphases will remain the same, but the questions about the elementary services have been revised on the basis of last year's experience, also with the input of DG Markt suggestions. The elementary services "Supplier's registration for SMS alerts : Possibilty for the supplier to sign up to receive SMS alerts about forthcoming calls and notices" is eliminated because a majority of Member States reported it as being marginal or not sufficiently secure (as text message on mobile phones). In any case mobile phones can now receive emails so the differentiation is irrelevant.

- Indicator calculation: The indicator design will remain the same, a 0 to 100% indicator based on the availability of elementary services. The pre- award subphases are presented in the table below.

Macro-phase	***Sub-phase***	***Definition***
1. Pre-Award	1.1 eNotification	Electronic publishing of the public calls for tender, contract notices, contract award notices and other relevant documents of public procurement

	1.2 eTendering	Preparation and submission of electronic tenders and/or organization and implementation of electronic markets
	1.3 eAwarding	Electronic evaluation and awarding of the contract, including framework contracts and eAuctions

- **Indicator weighting:** Based on the MS and DG Markt observations, we have introduced a classification of elementary services. The services with level of priority 1 (indispensable for a basic functionality of the process) receive a double score compared to the services with level of priority 2 (providing additional personalization and sophistication). In this way the basic availability of services is privileged but platforms providing a more advanced services receive a higher score. The following table presents the elementary services by priority and the relative score for each service.
- **Calculation of platform indicator:** for each platform, the preaward indicator will be calculated at the subphase level and as the average of the subphases. The score of each subphase will be weighted, based on the number of elementary services included and their level of priority (with services of priority 1 weighting more). The weighting of the subphases is indicated below.

eProcurement Process – Pre-Award – Subphase weighting

SubPhase	N. of elementary services (of which priority 1)	Subphase weight
eNotification	5(4)	36%
eSubmission	7(3)	44%
eAwarding	4 (1)	20%
Total		100%

- Calculation of Country pre-award Indicator: the country indicator will be calculated as the average of the Platforms pre-award indicators. The contractor will consider the possibility to weight more the national platform, in the countries with multiple platforms.
- Calculation of EU level preaward indicator. The indicator will be the average of the country indicators.

The following table presents the definition of the main eProcurement pre-award Process elementary services by sub-phase. Each of the elementary services corresponds to a question of the suggested questionnaire.

		Eprocurement Process: elementary services			
Change		Pre-Award Sub Phases			
	N.	Priority	SubPhase	Definition	YES Answer score
			eNotification		
As 2009	1	1	Publication of procurement notices	Publication on the platform of procurement notices of any kind (contract notices, contract award notices, prior notices, and others)	22
As 2009,	2	1	Identification of supplier's areas of interest	The potential suppliers can select and mark on the platform website their areas of interest	22
As 2009, but priority 2	3	2	Supplier's online registration	Possibility for the suppliers to register themselves online to the website	11
As 2009,	4	1	Supplier's registration for email alerts	Possibilty for the suppliers to receive email alerts about forthcoming calls and notices of their interests	22
NEW	5	1	Access to tender documents	Availability of tender documents with automatic 24/7 access (no need of human intermediation)	22
			eSubmission		
As 2009,	1	1	Suppliers Profiles	Availability of automated description forms allowing the supplier to profile itself and its competences, areas of interest, main characteristics.	18
As 2009	2	1	Secure eSubmission of tenders	Possibility to submit tenders electronically in a secure way, authenticated and protected through e-signature or other appropriate technical solutions. i.e. tender is prepared on suppliers site and uploaded to the platform site, or prepared on the platform site.	18
As 2009	3	2	Revision of tenders before deadline	Possibility for the tenderer to recall, revise and update his submission before the official deadline	9
NEW, BUT REVISED FROM METHOD PAPER 2009	4	2	Certificates/Attestation	Availability of systems permitting certificates etc to be provided via electronic means (eg Virtual Company Dossier)	9
As 2009	5	1	Secure storage of tenders	Protection of the e-tenders until the opening date, in a secure and protected way	18
As 2009	6	1	Online execution of Q&A sessions with bidders	Availability of online communication channels (email, chat, audio/ videoconferencing) to carry out Q&A sessions between the eProcurement operator and the bidders. The service should allow structured and secured interactions respecting the rules of the public procurement process (e.g. insuring that all potential bidders participate in equal terms)	18
As 2009, but priority 2	7	2	Online assistance and user help	Existence of specific user help services, finalized to the assistance of the supplier for the preparation of the online tender (not the generic website navigation user help tools).	9

			eAwarding		
As 2009	1	1	Online publication of awarded contracts	The website publishes the contracts awarded and their winner.	40
REINSTATED FROM METHOD PAPER 2009	2	2	Phased opening of tenders	Automatic and secure procedures allowing opening of the bids documents in a pre-defined order respecting the rules of public procurement (for example, administrative and identification documentation first to check eligibility before examination of the technical proposal)	20
NEW	3	2	Automated evaluation of tenders	Availability of automated evaluation processes of bids allowing the production of ranking and short-lists of potential winners, based on objective (quantitative) parameters.	20
As 2009, but priority 2	4	2	eAuctions	Availability of tools to carry out real-time price competitions	20

3.4 User focus

Building on last year's User experience pilot and qualitative work on User satisfaction, the 2010 benchmark will investigate a somewhat wider area, referred to as User focus. User focus will comprise three interrelated themes:

1. **user needs and insights**
2. **user experience and**
3. **user satisfaction**

Schematically speaking, the above three themes describe how governments take into consideration users at different points in the policy cycle: user needs and requirements guide the design and development phases of eGovernment, user experience describes fulfillment during usage whilst satisfaction is typically assessed as an ex post phenomenon. In practice, all three areas overlap so the distinction we make between the three is more a methodological than a factual one.

- **For the themes 'user needs and requirements' and 'user satisfaction', countries will be requested to provide relevant documentation on a voluntary basis**, similarly to how this was done in 2009 for the user satisfaction theme. The outcome of this information collection will not be a ranking but serves the purpose of developing an insight part of the report. Findings will be presented in clusters and mappings.
- **User experience, in turn, will continue to be measured via the web survey** (with the exception of the set of questions related to 'attachments'). Suggested survey questions are outlined below.

Documentation on User needs and insights

The 2009 report has, though for the time being as part of the assessment around User satisfaction monitoring, outlined first good practices in terms of collecting and generating insights into the user base. This seems to be a relatively new terrain to governments. This year, User needs and insights will be investigated in as a distinct area. Under this umbrella term, information will specifically be collected on how users are segmented, how user profiles are developed in order to match user needs with services and how insights are generated on target groups (citizens, businesses, but increasingly also visitors and public officers).

Countries will in particular be requested to provide material on:

- What methods are being used for needs identification: What process and criteria are used to identify and address user needs? How often is this done, is it regularly planned or event-driven? And what extent of population is covered (users – non users / engaged – unengaged, proportion and representativeness)? Who generally carries out the analyses (external providers, public officers,..)?

- What criteria and processes are used to identify and segment users? E.g.
  - By government tier?
  - By geographical area?
  - By government department?
  - Asking the users themselves? ('bottom up' through users providing or volunteering input)
  - By demographics (age, profession, educational level, gender)?

- Coordination and consolidation: Are user analyses and methods coordinated across government (both horizontally and vertically)? To what extent is this achieved (none – coordinated – harmonised)? Are user needs and insights consolidated across government (both horizontally and vertically)?

- Feedback into policy cycle: How regularly are data reported on? Since when have they been tracked? Who are they reported to? How are results being fed back into the policy process?

Documentation on User satisfaction monitoring

The 2009 report displayed strong awareness and an increasing number of good practices around User satisfaction monitoring in Europe, However, the picture revealed was also a mixed one, with apparently no 'umbrella' approach but rather a multitude of user satisfaction monitoring initiatives. Some go into depth, are conducted systematically and inform implementation and policy choices. Others are conducted ad hoc, with more narrow scopes.

Related to the theme User satisfaction monitoring, documentation shall cover (as in 2009):

- Why do countries measure eGovernment satisfaction: to support agenda setting and obtain focus, to prepare and select implementation options, to evaluate progress, to justify investments,…?

- What methods are being used for monitoring user satisfaction:
  - online (Pop-up surveys, Impact Measurements from Portal & Websites, Online Feedback Forms)
  - offline (eGovernment visitor evaluation, Phone Surveys/Interviews, Household/Business Surveys, Focus Groups, Ethnographic Work, Usability Testing)
  - Third Party & Non-governmental Monitoring (Research Reports and Surveys)

- What indicators of user satisfaction are countries measuring: time saved, ease of use, error tolerance, likeliness to return to online channel, …?

- Do countries have specific websites where business and/or citizens can offer suggestions and/or complaints about public services?

- Feedback into policy cycle: How regularly are the indicators reported on? Since when have they been tracked? Who are they reported to? How are results being fed back into the policy process?

User experience web survey

In 2009, several dimensions of user experience were assessed through the web survey. They provided a first snapshot of what characterizes user-centric sites. Most of the previous measurement dimensions will continue to be benchmarked in 2010. A few items will either be dropped or regrouped. And a series of new metrics is being suggested. This is detailed in the tables below.[3]

The sample will differ as compared to last year, with a first set of questions applying to the 20 basic services, and a second set of questions applying to national portal(s). The sample for each of the research questions is indicated below. As regards the 20 services' user experience assessment, all websites at 'national' level will be taken. Web sites at other NUTS levels will be random-sampled applying the same statistical approach as the one used for the 20 services sampling.

20 services assessment

- *Usability of 20 services web sites*

Usability is considered a key parameter of user experience. The United States, Canada and the likes have integrated usability testing in their eGovernment philosophies. In 2009, the usability metric of the benchmark tested a few pilot dimensions. In 2010, the scope of the indicator will be extended, integrating Member State comments on earlier measurements. Also, certain questions will only be applied to select services.

Theme	Web survey question 2010	Services considered
Transparency (front-office)	During the course of the service, is progress tracked? (yes/no binary scoring) During the course of the service, can you save	Income tax Building permission Enrolment in higher education Announcement of moving

[3] Note: Wording of the questions suggested might change with the review of this questionnaire with the research specialists.

	work done as a draft (i.e. could you return to your draft work tomorrow)? (yes/no binary scoring) Does the site communicate expectations on how long the entire process is estimated to take? (yes/no binary scoring)	Social contributions Corporate tax VAT Customs registration Environment-related permits
Multi-Channel	Are there alternative delivery channels mentioned on the web site (in support of the service)? E.g. call centre, email …Excluded are classic paper-based channels. (yes/no binary scoring)	All services
Privacy & Data protection	Is there a privacy statement on the website? (yes/no binary scoring)	All services
Ease of use of the service		
Support & Help	Is there a Frequently-Asked-Question (FAQ) section? (yes/no binary scoring) Is a demo (any type: click-through demo, online video, downloadable manual explaining the steps the user has to take,…) of the service available? (yes/no binary scoring) (OR) Is there a live support functionality 'click to chat' available on the website? (yes/no binary scoring) *The web survey will be conducted using all of the above questions (for information purposes). In the scoring, the second and third question will be merged as OR options.*	Income tax Building permission Enrolment in higher education Announcement of moving Social contributions Corporate tax VAT Customs registration Environment-related permits
Attaching documents	Is it necessary to attach documents to the application/request? Is it possible, if appropriate, to attach documents on the site? Is it explained where required documents can be obtained from? Does the site summarize documents to upload? Are already uploaded documents visible/listed to the user? (<u>no scoring for none of the above questions related to attaching documents</u>; Web researchers will be requested to qualitatively comment on the above).	Income tax Building permission Enrolment in higher education Announcement of moving Social contributions Corporate tax VAT Customs registration Environment-related permits

- *Accessibility*

The accessibility indicator will be dropped for the 2010 measurement. The Commission is currently reflecting over alternative approaches for 2011 measurement.

- *User Satisfaction Monitoring*

The question on User Satisfaction Monitoring will be maintained unchanged.

Theme	Web survey question 2010	
User Satisfaction Surveys	Same as in 2009. The provision of contact details does not suffice to positively score on this metric. A reference must be made to user satisfaction surveys, feedback options, complaints management and alike, clearly encouraging the user to provide feedback. (yes/no binary scoring)	

The scoring is calculated on a scale from 0 up to 100.

Subscores are calculated by theme

- Usability
  - Transparency: 3 questions. For each question Yes = 33.3, No = 0
  - Multi-Channel: 1 question. For this question Yes = 100, No = 0
  - Privacy and Data Protection. 1 question. For this question Yes = 100, No = 0
  - Ease of use of the service. 2 questions (as: no scoring for 'attachments'). For each question Yes = 50, No = 0
- User satisfaction monitoring: 1 question. For this question Yes = 100, No = 0

The weighting will be as follows:

- Usability sub- indicator: average of transparency, multi-channel, privacy and data protection and ease of use sub-dimensions. Each sub- dimensions will be weighted equally.
- User satisfaction monitoring: no weighting.

The results on Usability, Accessibility and User satisfaction monitoring will be aggregated into a 20 services composite per country as follows:

- Usability sub-indicator: weight of 80%.
- User satisfaction monitoring: weight of 20%.

The overall EU indicator will be the average of country indicators.

Assessment of the national portal(s)

The assessment of the national portal(s) will consider up to five portals (provided by Member States in the landscaping). The assessment will keep the following sub-indicators:

- *One stop shop approach - Availability of 20 online services*

Theme	Web survey question 2010
Availability of 20 services	Same as in 2009. (scoring is reflected as the percentage of services available through the portal)

- *User focused portal design*

Based on Member State comments, no more distinction will be made between segmenting according to themes and target groups.

Theme	Web survey question 2010
By theme **By target group**	Two questions merged into: Does the portal show a list of themes or 'life events' on the front page (e.g. mothering, building a house)? Or: Does the portal show a list of target groups (e.g. parents, job seekers, enterprises)? (yes/no binary scoring)

Additional research questions applied to the portal will comprise a new set of questions particularly on the usability of portals.

- *Usability of portals*

Theme	Web survey question 2010
Service catalogue	Is a catalogue of available services provided on the portal, indicating the list of eGovernmental services available to businesses and/or citizens? (yes/no binary scoring)
Multilingual interface	Cascade question: Is the portal available in multiple languages? (yes/no binary scoring) Is the portal available in all official languages of the country? (yes/no binary scoring) Is the portal available in languages other than the official languages of the country? (no scoring; Web researchers will be requested to qualitatively comment on the extent to which translations are available).
Mailing lists/RSS feeds	Can users subscribe to a mailing list or an RSS feed? (yes/no binary scoring)
Personalization/ Mypage functionality	Is there a personalized/reserved space on the site for which a user can register? (yes/no binary scoring)
User search	Is there a possibility to search the site (basic search engine)? (yes/no binary scoring)
	Are advanced search options available? (yes/no binary scoring)

The scoring is calculated on a scale from 0 up to 100.

Subscores are calculated by theme:

- One-Stop-Shop approach: 1 question. For this question the percentage of services available through the portal will be represented as a score on a scale of 100.
- User focused portal design: 1 question. For this question Yes = 100, No = 0
- Usability:
  - Service catalogue: 1 question. For this question Yes = 100, No = 0
  - Multi-lingual interface: 2 questions (as no scoring for: languages other than official languages in a counry). For each question Yes = 50, No = 0
  - Mailing lists/RSS feeds: 1 question. For this question Yes = 100, No = 0
  - Personalization: 1 question. For this question Yes = 100, No = 0
  - User search: 2 questions. For each question Yes = 50, No = 0

The weighting will be as follows:

- One-Stop-Shop approach: no weighting.
- User focused portal design: no weighting.
- Usability sub- indicator: average of Service catalogue, multi-lingual interface, mailing lists/RSS feeds, personalization, user search. Each sub- dimensions (service catalogue and likes) will be weighted equally.

The results on Usability and User satisfaction monitoring will be aggregated into a portal composite per country as follows:

- One-Stop-Shop approach sub-indicator: weight of 25%
- User focused portal design sub-indicator: weight of 25%
- Usability sub-indicator: weight of 50%

The overall country indicator for user experience will be the average of the 20 services and portal country indicators, hence each accounting for 50% in the final composite. Country indicators will finally be averaged into the EU level indicator.

4. The benchmark's proof-of-concept indicators

READ ME FIRST

Chapter 4 relates to the benchmark's Proof-of-concept indicators. Proof-of-concept indicators are measured for all countries although the metrics as such are clearly considered as experimental. Measurement is somewhat less mature, whereby countries may have experience with the indicator.

Section 4.1 details how the eProcurement process (post-award) indicator will be built. The phases eOrdering, eInvoicing and ePayment will be examined.

Sections 4.2 and 4.3 are dedicated to measuring life events. The life events approach will assess eGovernment services from the user perspective instead of looking at governments' internal service delivery chains. The underlying assumption is that user impact and satisfaction largely depend on whether users feel that their problem is being solved, rather than on simply obtaining the delivery of a single service.

- For businesses, the life event of starting up a business will be examined (see section 4.2).
- For citizens, the life event of loosing and finding a job will be screened (see section 4.3).

Section 4.4 illustrates how the area of Horizontal enablers will be investigated in. The assessment will consist of mapping enablers in Member States and obtaining a high-level overview of the state-of-play of horizontal enablers in Europe.

4.1 eProcurement process indicator – Post-Award

This indicator will be calculated as a Proof of Concept Indicator in order to check the suitability of the measurement approach, gather information about the regulatory context and institutional arrangements of the post-award process by MS, and prepare the ground for next year measurement, taking into account the heterogeneity of Member States situations.

The post-award macro-phase is by definition developed downstream of the pre-award one, but there is no linear relation between the two macro-phases. Although this process usually requires the exchange of electronic documents, it becomes a bilateral relationship between the public purchaser and its suppliers. This complexity is very difficult to capture in the benchmark. As an example, we may encounter a variety of situations:

- The post-award macro-phase may be implemented online by the Contracting authority, even if the pre-award macro-phase was implemented off-line (this is often the case of e-invoicing);
- The online post-award macro-phase may be implemented by the same platform as the pre-award macro-phase; in this case there is an integration of the whole online eProcurement process;
- The online post-award macro-phase may be implemented by the Contracting authority, after the eProcurement platform manages the pre-award phase.
- The post-award macro-phase may be implemented online by a third party, different from the eProcurement platform: for example a specialized service provider (such as the intermediaries providing einvoicing services in Denmark) or by another Government Authority (e.g.the Treasury Ministry in some countries, with the responsibility to manage invoices and payments).

These considerations raise the problem to define a suitable sample to measure the post-award process indicator, which should ideally not be limited to the eProcurement Platforms but include also a representative sample of the other actors involved in its implementation. At this stage, though, it is difficult to define a comparable sample with accuracy. We suggest the following approach:

- Carry out a mapping of the institutional arrangements of the eProcurement post-award phase through the l survey of the Member States representatives investigating how eInvoicing and ePayments services are regulated and managed. This will provide a starting point to model the post-award process in future measurements.
- Measure the eProcurement process indicator for the post-award phase on the same sample of eprocurement platforms indicated above for the pre-award phase. This post-award indicator will measure only the availability of post-award services offered by eProcurement platforms, and not the overall availability in the country. This indicator will not result in a ranking of the MS (since the sample is not representative of all the actors implementing these services in the country). However it is extremely useful to test the questions and verify their suitability to the understanding of the process. The value added of this indicator will also be to measure to what extent eProcurement platforms are starting to address the final phases of the process of eProcurement. The results will be presented only in an aggregated way at the EU level, globally and by subphase.

Based on the experience of 2009 and the results of the Member State workshops discussion, the methodology will be revised as follows:

- *Data collection:* the data for the post-award process will be collected through a questionnaire survey addressed to the Procurement platform managers (instead of collecting data via a web survey), as for the pre-award macro-phase, and included in the same questionnaire. For the sake of quality controls, the contractor will carry out checks of a random subsample of platforms through the web survey and screen shots of the relevant platforms.

  The questionnaire as such will be a closed questionnaire based on binary questions (availability yes or no), which will be uploaded on a dedicated Internet page. The contractor will send to the web managers the request to compile the questionnaire and a link to the Internet page to do so. The questionnaire will be in English with notes explaining the meaning of each specific question. The implementation process will be the same as for the pre-award.

- *Member States Survey:* same as for the pre-award indicator concerning the development and validation of the sample of eProcurement platforms. In addition the following questions will be asked
  - Is there a regulation in your country concerning the adoption of post-award online services such as e-ordering, e-invoicing and e-payments by public contracting authorities? Can you provide a reference to this legislation and describe briefly its indications?
  - Does the national eProcurement platform extend its activities to the post-award phases?

- Are there one or more specialized service providers (platforms/institutional websites) offering post-award online services to public authorities? Are they mandatory and if yes, at what conditions? Can you give us the URL, name and contacts of these service providers to include them in our sample?

- *Development of the sample:* The starting point will be the sample of eProcurement platforms developed with the 2009 survey, since we propose to measure the post-award macro-phase that is managed by an eProcurement platform and therefore integrated with the pre-award macro-phase. The same sample developed for the pre-award phase will be used. eProcurement platforms specialised in specific subphases will be considered as special cases with 2 possible options: 1) exclude them from the calculation to avoid unfair comparisons (because by definition they will not offer many of the services of the process); 2) include them only for the subphase score where they are active. In 2009 this case was quite rare. In this case they will receive a full score even if they do not cover all the subphases. This choice will be validated with the MS representative of the country interested. This is the case for example of specialised eAuctions platforms providing only those services.
- *Process description and Questionnaire:* The questionnaire for the web managers will be based on closed questions about the availability (yes-no) of elementary services constituting the post-award process. The main post-award phases and subphases will remain the same, but the questions about the elementary services have been revised on the basis of last year's experience. The post-award process sub phases (eordering, einvoicing and epayment) have been redefined. Specifically, we have made clear that the scope of the measurement concerns only the elementary services enabled by the eProcurement Platforms and integrated with the eProcurement process. Therefore we are not measuring the availability of einvoicing or epayment processes by public authorities in general, since the sample includes only eProcurement platforms, not authorities.
- *Indicator design*: The indicator design is based on the questionnaire revision. The indicator will not measure the availability of the post-award macro-phase but it will measure the availability of the post-award macro-phase provided by the Procurement platforms. The post- award phases are presented in the table below.

The output of this Proof of concept indicator will be the following:

- Mapping of eInvoicing and ePayment regulation by country : the contractor will develop brief descriptions by country based on the MS survey, which will be included into the country profiles

- Qualitative Clusters of MS mapping for eInvoicing and ePayments: the contractor will present in the report a EU level view of the institutional arrangements for eInvoicing and ePayments. This will be done by grouping the MS in clusters (presenting the % of MS falling into each cluster), according to qualitative dimensions, which will be selected on the basis of the results of the mapping. Possible dimensions are the following:

    - Existence of mandatory/ non mandatory regulation for einvoicing and epayments

    - Centralization/decentralization of the state (central vs federal for example)

    - Country population (very small MS tend to organize differently)

- For the eProcurement platform sample only, Indicator 0-100% of availability, presented for the total EU. This indicator will be presented only if there is sufficient information and qualifying carefully its meaning.

- For eProcurement platform sample only, Indicator 0-100% presented for the total EU by subphase (eOrdering, eInvoicing, ePayment). This indicator will be presented only if there is sufficient information and qualifying carefully its meaning. It is likely that at least the “eordering” subphase will be useful to present.

The following table presents the description of the subphases.

2. **Post-Award**	2.1 eOrdering	Electronic submission of orders managed by the eProcurement Platform and integrated with the eProcurement process
	2.2 eInvoicing	Electronic issue and validation of invoices managed by the eProcurement Platform and integrated within the eProcurement process

	2.3 ePayment	Electronic payment and validation managed by the eProcurement Platform and integrated within the eProcurement process

- **Indicator weighting** Based on the MS and DG Markt observations, we have introduced a classification of elementary services. The services with level of priority 1 (indispensable for a basic functionality of the process) receive a double score compared to the services with level of priority 2 (providing additional personalization and sophistication). In this way the basic availability of services is privileged but platforms providing a more advanced services receive a higher score. The following table presents the elementary services by priority and the relative score for each service.
- **Calculation of platform indicator:** for each platform, the post award indicator will be calculated at the subphase level and as the average of the subphases. The score of each subphase will be weighted, based on the number of elementary services included and their level of priority (with services of priority 1 weighting more). The weighting of the subphases is indicated below.

eProcurement Post-Award:subphase weighting

SubPhase	**N. of elementary services (of which priority 1)**	Subphase weight
eOrdering	3(1)	33
eInvoicing	2(2)	33
ePayment	2(2)	33
Total		100

- Calculation of Country post-award Indicator: the country indicator will be calculated as the average of the Platforms post-award indicators. The contractor will consider the possibility to weight more the national platform, in the countries with multiple platforms.
- Calculation of EU level post-award indicator. The indicator will be the average of the country indicators, global and by subphase. **Only this last indicator will be presented in the report**,

The following table presents the definition of the main eProcurement post-award Process elementary services. Each of the elementary services corresponds to a question of the suggested questionnaire.

	Eprocurement Process: elementary services			
	Post-Award sub-phases			
N.	**Priority**	**SubPhase**	**Definition**	**YES** **Answer score**
		eOrdering		
1	2	eCatalogues	Possibility to order online from eCatalogues managed by the eProcurement platform and structured according to the type of procurement, the product/services prices, characteristics, and delivery modes.	25
2	1	eOrdering	Availability of online ordering processes managed through the eProcurement platform, enabling a complete transaction between buyer and supplier	50

3	2	Electronic Market	Availability of an electronic market hosted by the eprocurement platform, for the online interaction between buyers and suppliers (and/or of a Dynamic Purchasing System)	25
		eInvoicing		
4	1	Issue of electronic invoices	Availability of einvoicing services managed by the eProcurement platform, as a facilitator, on behalf of the supplier towards the contracting authority	50
5	1	Validation of einvoices	Availability of secure processes managed by the eProcurement Platform for the respect of legal requirements of authenticity, integrity of content, non-repudiation and storage of einvoices	50
		ePayment		
6	1	Epayment processes	Availability of online payment services, managed by the eProcurement Platform on behalf of the Contracting Authority and integrated with the eProcurement process	50
7	1	Validation and security of ePayments	Availability of secure processes managed by the eProcurement Platform insuring the respect of requirements of authenticity of origin, integrity of content, non-repudiation and storage of epayments	50

Life-events measurement

Rationale

'Life events are package government services which are usually provided by multiple government agencies around a subject that makes sense to the citizen. The IT systems of the participating government agencies then co-operate (i.e. interoperate) for the seamless delivery of the e-service.'[4]

In the benchmark, the life events approach assesses how eGovernment services are bundled. This means examining a series of related services and processes under one umbrella measurement framework. The broader measurement framework allows to move away from the traditional 20 services approach where single services were measured in an isolated manner. Several Member States are currently experimenting with life events approaches. The life event measure is introduced as a new approach to EU measurement to provide more in-depth insights than the traditional 20 services benchmark.

The concept of life events responds to several challenges in public service delivery:

Administrations aim at operating from the user point-of-view:
Needs of users can be very different from how government is organized. Users may require a sequence of services at once when a life event occurs. The assumption is that user impact and satisfaction largely depend on whether users feel that their problem is being solved, rather than on simply obtaining the delivery of a single service.

Administrations aim at delivering end-to-end services, so to say 'from cradle to grave':
Administrations require better insight into which services are required during a particular life event. A series of services are 'must haves' at the occurrence of a life event. Others provide value add but are not mandatory. Not all services are necessarily provided by government.

Administrations aim at delivering seamlessly:
Successfully delivering life events requires that administrations cooperate and interoperate across organizational boarders. The end user is interested in obtaining end-to-end solutions, regardless of the internal organization of service delivery. The solution should be simple and convenient, reducing burden put on users.

In 2010, the Life event Proof-of-Concept indicators will be implemented as follows:
For businesses, the life event of 'starting up' will be examined as Proof-of-Concept indicator, whereby the cross-border element will also be taken. For citizens, the life event of loosing and finding a job will be screened.

Measurement will essentially consist of visually mapping the availability of select services and process steps against whether they are available online, bundled through a thematic portal or automated.

The measurement framework suggested has strongly been simplified based on Member State input provided in preparatory workshops. The framework consists of one to maximum two simple modules and will be scaled up further in future benchmarks. The two modules are:

- **Module 1: Online availability of services and procedures.** The user journey (the process the user goes through, from requesting to obtaining a solution to his problem(s) through the delivery of a series of services from government) will be mapped visually for each life event. Information will be gathered through the web manager survey.
- **Module 2: Functionalities and service quality.** The availability of select functionalities of sites will be verified and good practices will be selected. Information will be gathered through expert evaluation.

In the following sections, we present the examples of measuring the business and citizen start-up life events in detail.

[4] http://ec.europa.eu/idabc/en/document/1644/5848

4.2 Business life event

Scoping

Selection of company type

The benchmark will focus on the case of setting up an **individual enterprise** (e.g. rather than general partnerships; private limited companies; and public limited companies).

To be considered, individual enterprises need to comply with the following characteristics:

- The owner has sole, personal responsibility for all business liabilities.
- Liability is unlimited and extends to private assets.
- Only service providers who are engaged in a self-employed activity will be considered, at the exclusion of employees.

Selection of profession

In terms of scope, the goal of the benchmark is to draw up a 'generic' start up process. To delimit the scope, in particular in case of doubts which may arise as regards which profession to consider, two professions will be used as proof-of-concepts for this indicator. Both national start ups and cross-border start ups will be considered.

The following two professions will be used in case there is need to delimit the case studies (this will be done on a bilateral basis with countries where needed): **Travel Agents and Real Estate Agents**. These two professions are already examined in the European Commission's Large Scale Pilot SPOCS on the Services Directive for piloting an interoperable Point-of-Single Contact on the one hand, an EU-commissioned study on electronic procedures related to Article 8 of the Services Directive (conducted by Siemens and time.lex) on the other hand. The Siemens/time.lex study can be retrieved here: http://ec.europa.eu/idabc/en/document/7667/5938. The mentioned studies provide important input for the benchmark analysis.

The select professions can be circumscribed as follows[5]:

Travel agent: a service provider whose service consists of the mediation or the conclusion of a contract aiming at the provision of either a combination of travel and accommodation, or the provision by a third person of travel or accommodation.

Property agent: a service provider whose service consists of the sale, purchase, exchange, rent or management of property rights and assets. Property agents do not include salaried staff or people managing property on their own behalf such as family property, co-owned property or the property assets of their company etc.

Detailed descriptions and legal bases of these professions have been researched for each EU Member State in the aforementioned Siemens/time.lex study.

Geographical scope

In case of differences in registration procedures across a country, the case of registering a business **in the capital city** will be taken, if not agreed upon otherwise bilaterally with the country. In particular **in federal or de-centralized countries, a different geographical scope** may be justified.

Sample

As regards the web site sample, it will in essence consist of Points-of-Single Contact (POSC) for each of the 31 examined countries. The sites pre-compiled on http://ec.europa.eu/internal_market/eu-go/index_en.htm will be taken as the starting point for research but Member States will be requested to advise differently where needed. The sample will be submitted to Member State representatives for validation. Where there is no single Point-of-Contact but multiple portals and web sites, the sample will be extended bilaterally with Member State representatives.

Generally speaking, the landscaping exercise will be very similar to the eProcurement one. Member States will receive from the contractor a pre-compiled form with the following requests:

- To validate and (if necessary) update the sample of Points-of-Single- Contact;
- To provide the name, email and contact details of the POSC managers;
- To provide a presentation letter or an email message to the POSC managers to be contacted, to facilitate the questionnaire survey implementation

Measurement approach

- *Data collection:* the data for the whole process will be collected through a questionnaire survey addressed to the POSC managers (instead of collecting data via a web survey). For the sake of quality control, the provider consortium will verify the data inputs through web surveying and screen shots of the relevant platforms. By collecting information through the web manager survey, the classical pitfalls of the web survey will be avoided.

[5] See also: http://ec.europa.eu/idabc/en/document/7667/5938

- *POSC managers' survey:* The questionnaire as such will be a closed questionnaire based on binary questions (availability yes or no), which will be uploaded on a dedicated Internet page. The contractor will send the request to compile the questionnaire to the POSC web managers and a link to the Internet page to do so. The questionnaire will be in English with notes explaining the meaning of each specific question.

Measurement framework- Module 1 The user journey (online availability of services and procedures)

This series of metrics will focus on the **activities** undertaken by the applicant to start up a business.

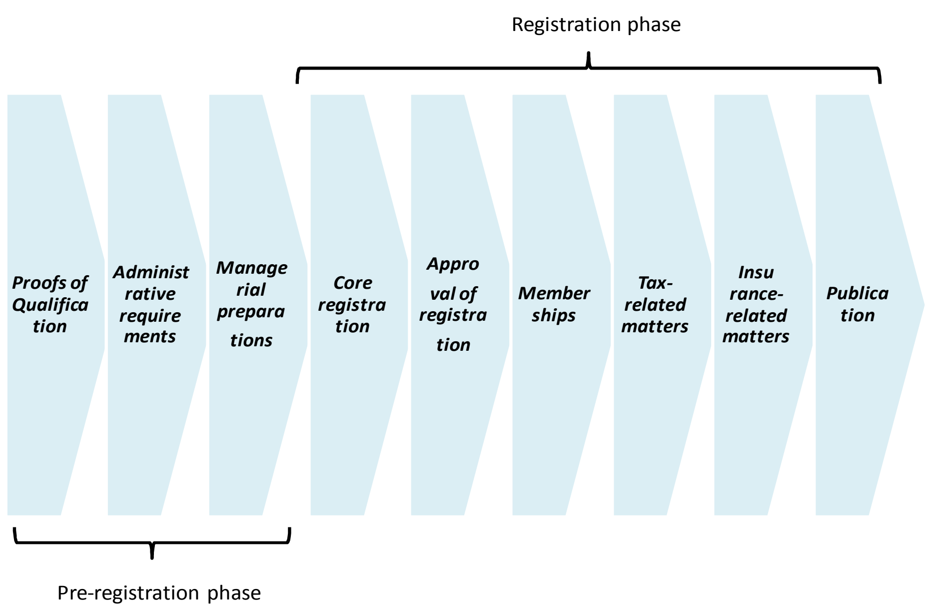
An entrepreneur undertakes a wide range of activities to set up a new enterprise. These activities typically include:

- Developing a business plan
- Raising financial resources
- Registering the business entity and
- Obtaining any mandatory sector or activity specific licenses.

The entrepreneur must complete all these activities before starting trading. In addition, many other activities are typically undertaken after a new enterprise has been set up, including recruitment and training of staff, acquisition of physical assets, and protection of intellectual property rights. These issues can be equally important and form the life-event of starting up.

A process model has been defined for this year's benchmark, summarizing the registration process in 2 phases (pre-registration and registration) and 9 groups of processes. These are shown in the figure below.

Business Start Up: Key processes



The breakdown of the above key processes into elementary services looks as follows:

Business Start Up Process: key processes and services	
Pre-Registration Sub Phases	
	Proofs of Qualification
1	Confirm general management skills/qualifications with authorities
2	In case management qualifications are required: obtain advise on management training course
3	In case management qualifications are required: subscribe to management training course
4	Confirm activity-specific skills and qualifications with authorities
	Administrative requirements
5	Obtain certificate of no outstanding taxes
6	Obtain character reference
7	Obtain certificate of no outstanding social security charges
8	Obtain certificate of no outstanding compulsory healthcare
9	Obtain certificate from bank of capital deposited
	Managerial preparations
10	Draw up registration deed (entrepreneur)
11	Draw up or confirm registration deed (notary)

12	Obtain certification of documents for submission to registration authorities (notary, lawyer)
13	Draw up financial plan
Registration Sub Phases	
	Core registration
1	Apply for proposed name
2	Obtain approval of proposed name
3	Register domicile of business
4	Obtain approval of domicile of business
	Approval of registration
5	Seek approval for registration from Commercial Court/Court of First Instance or equivalent
6	Obtain approval for registration from Commercial Court/Court of First Instance or equivalent
7	Seek approval from Companies Agency or equivalent
8	Obtain approval from Companies Agency or equivalent
9	Seek approval for registration from central/regional/local government
10	Obtain approval for registration from central/regional/local government
	Memberships
11	Register with Trade Register/Companies Agency/Craft Register or equivalent
12	Register with Trade Association/Chamber of Commerce
	Tax-related matters
13	Apply for tax identification card/number
14	Notify VAT Office
	Insurance-related matters
15	Notify Social Security Office
16	Register with mandatory pension insurance
17	Register with compulsory healthcare
18	Register with mandatory civil insurance, e.g. employers' liability
	Publication
19	Publish registration in Official Journal or equivalent
20	Legal announcement in other newspapers

The process model is subject to alterations in the proof-of concept phase. The model focuses on mandatory activities (registering the business entity and obtaining sector or activity specific licenses) whilst discretionary (i.e. non-mandatory) activities a prudent entrepreneur typically undertakes, such as developing a business plan and obtaining finance, are out-of-scope this year. It may vary from country to country whether activities (such as developing a business plan and obtaining finance) are mandatory or not, hence the cited activities are still included in the above table.

Web managers will be requested to indicate what the main requirements are for service providers wishing to establish themselves in the two aforementioned sectors (travel agents and property agents). This includes general requirements for setting up a business (requesting the company name and address,…); and sector specific requirements, like proving activity-specific qualifications. It should be noted that this can include formalities towards public administrations (i.e. government bodies) but also towards private sector institutions such as professional organisations (e.g.Chambers of Commerce, …). Web managers will further be requested to indicate how formalities are typically met (whether they are automated, e-enabled, andsoforth) and where the registration procedure differs for foreign start-ups.

In short, the Web manager questionnaire will include the following, essentially binary, questions:

- Is the process step mandatory in your country? Yes/No. If yes, go to the next question (as stipulated further above, only mandatory process steps will be considered and reported on. This will vary from one country to another).
- Is the elementary service available online, and if so: at the information level or fully, or is it automated (such as automatic publication in the Official Journal). URLs underpinning the answers need to be provided. Additional elementary services can be added to the list by the web managers.
- Is the service generic (applicable to all registrations of an individual enterprise in the country) or activity-specific (applicable only to travel agents and/or property agents)? (as stipulated further above, the overall aim of the benchmark is to draw up a generic process model and activity-specific process steps will be reported upon where relevant).
- Is there a difference between the national and cross-border start up procedure?
- Is the elementary service provided by a third party (private sector)?

The survey will by consequence be built along the following lines (the below is an example):[6]

Pre-registration stage		
Elementary service 1.Confirm general management skills/qualifications with authorities		
	Yes	No
Is information on the elementary service available online?		
If yes, please provide the related hyperlink.		
Is the elementary service available online?		
If yes, please provide the related hyperlink.		
Is the elementary service automated?		
If yes, explain.		
Is the elementary service generic?		
Is the elementary service activity-specific?		
Is the elementary service available to national start-ups?		
Is the elementary service available to cross-border start ups?		
Is the elementary service provided by the private sector?		

Visualization- Module 1

A process model (visual mapping) outlining the business start up procedure step-by-step in each Member State **will be drawn.**

The process will be illustrated in terms of:

1. Total number of procedural steps (clearly marking services provided by the private sector)
2.
3. Number and proportion of steps available online
4. Number and proportion of steps available through the POSC
5. Number and proportion of automated steps

The procedural steps identified as being available online will further be assessed against the extent of their online availability. Visually, each process step is colored:

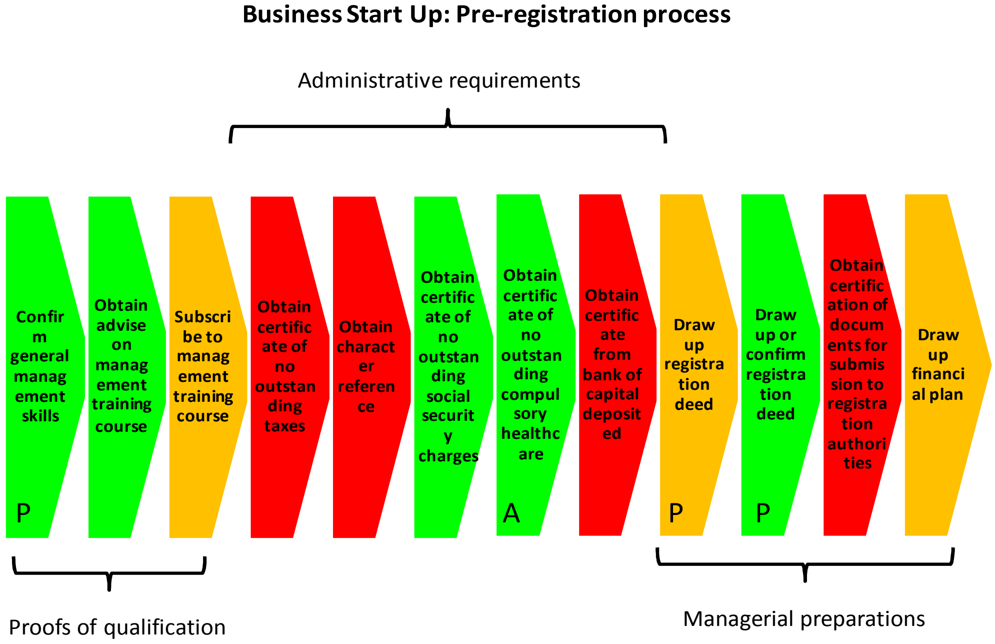
- Green: fully available online, i.e. is the service or process step provided online (example: is it possible to apply for a management course online?)?
- Orange: available online at the information level, i.e. is information about the service or process step provided online (example: is information on management courses available online?)?
- Red: not available online
- White/blank: the process step is not mandatory in a country and hence is not evaluated in the benchmark

Online process steps will further be marked as:

- 'P': step is available through online portal
- 'A': step is automated
- 'Non-gov': step is provided by private/sector (third, non-governmental party)

[6] Survey questions will be reviewed before roll out of the survey.

The visualization of end results may look as follows:



Scoring- Module 1

The scoring is calculated on the basis of:

- Total number of obligatory procedural steps (obtained through binary, yes/no scoring in the survey)
- Proportion (<u>not</u> number) of steps available online: at the information level or fully (obtained through binary, yes/no scoring in the survey)
- Proportion (<u>not</u> number) of steps available through the POSC (obtained through binary, yes/no scoring in the survey, links from the POSC are taken into account)
- Proportion (<u>not</u> number) of automated steps (such as automatic publication in the Official Journal, obtained through binary, yes/no scoring in the survey)
- Differences in the above comparing the generic versus the activity-specific process; the national versus the cross-border start up process.

For the above items, 100% 'yes' in the binary research questions means 100% availability. Further, averages percentages will be drawn and illustrated in clusters of countries (and hence <u>not</u> at the individual country level) and at the EU level. A possible visualization of the scoring is shown below.

Measurement framework- Module 2 Quality of service (functionalities)

For this measurement area, focus will be put on **Article 8 of the Services Directive** which stipulates that Member States shall ensure that all procedures and formalities relating to access to a service activity and to the exercise thereof may be easily completed, at a distance and by electronic means, through the relevant point of single contact and with the relevant competent authorities. This part of the assessment will be entirely qualitative. Experts of the provider consortium will identify good practices based on the below research questions.

Compliance with Article 8	
1	Is the presentation of the portal, the content and structure of information clear?
2	If there are several Point-of-Single-Contact portals, do they display similar style/presentation/consistent quality of information?
3	Is it easy for users to identify the relevant procedures using the available navigation tools?
4	What tools are used for the identification of procedures (dialogues, lists, etc.)?
5	Are the procedures bundled (e.g. I can find everything I need to do to start a construction company) or are procedures listed –by sector specificity (leaving out the "common" ones, such as company registration) or individually (e.g. a flat list of procedures)?
Competitiveness ('good practice' beyond Article 8)	
6	Is the EUGO brand used at Member State level?
7	And if so, to what degree/by which means (integrated in "look and feel", logo on central page, etc.)?
8	Are information and forms available in foreign languages (other than official languages)?
9	If not all is translated, is the "degree" of translation sufficient to complete a set of procedures? (5 steps. qualitative)
10	Does the Point-of-Single-Contact allow users to monitor their ongoing procedures? (through personal space, functional mailbox, etc.?)
11	If yes, by what means (through personal space, functional mailbox, other means?)
12	Does the applicant receive all decisions/ replies through the PSC or directly from authorities?
13	Does the Point-of-Single-Contact offer users help/assistance tools?
14	Which assistance channels are available (email, phone, other)?
15	Does assistance cover technical and content-related issues?

Good practices are vitally important for the benchmark community. They give insight into concrete implementation cases which have already proven successful in Member States. They provide for external impetus to improve service delivery, learn and 'copy' solutions where this is adequate, instead of 'reinventing the wheel'. And if presented in sufficient detail, they can support other countries in their implementation choices.

The concept of sharing good practices is introduced in the life-event benchmark (and to a limited extent the User focus assessment), but may be extended across the board of the project. This will be particularly valuable, where complementary data is available, for example on implementation costs, efficiency and effectiveness impact and for example the administrative simplification potential of online services. Where such data is available, good practices are supported by tangible business cases illustrating the important role of eGovernment as an enabler for transformation.

The term 'good practice' as such does not imply that the cases presented are 'best practices'. How effectively the lessons learned of one Member State can be applied in another country will much depend on a country's government and organizational context, as well as technical legacy. This means that a 'best practice' of one country may not be directly applicable in another, at least not in all its elements. Some countries also expressed the wish to exchange lessons learned on implementation pitfalls in addition to showcasing success factors.

Visualization and Scoring- Module 2

This assessment will be purely qualitative, hence no scoring and weighting will apply. Select good practices will be illustrated in the report for ten countries, based on the above list of criteria.

4.3 Citizen life event

Scoping

Becoming unemployed entails a series of steps for a citizen. These typically include:

- Leaving the job and workplace
- Reconsidering the financial and personal situation
- Requesting help (from government)
- Starting a job search

The 2010 benchmark will focus on the services government is providing to job seekers. Services offered can range from guidance to providing direct financial and job search support. The steps an individual undertakes when leaving his company (finding out whether he is entitled to severance pay, unused vacation; requesting references, sample work etc.) are excluded from the measurement.

Geographical scope

In case of differences in procedures across a country, the case of loosing and finding a job **in the capital city** will be taken, if not agreed upon otherwise bilaterally with the country. In particular **in federal or de-centralized countries, a different geographical scope** may be justified.

Sample

As regards the web site sample, the sample will mainly be constituted of national (and subnational, depending on country's governance structure) websites of Public Employment Agencies and/or other portals specializing in employment. The homepages of Member States' National Public Employment services will be identified through http://ec.europa.eu/social/main.jsp?catId=585&langId=en . These portals can be considered as the starting point for the research.

The sample will be submitted to Member State representatives for validation. Where there is no single unemployment portal but multiple portals and web sites, the sample will be extended bilaterally with Member State representatives.

Generally speaking, the landscaping exercise will be very similar to the eProcurement one. Member States will receive from the contractor a pre-compiled form with the following requests:

- To validate and (if necessary) update the sample of portals;
- To provide the name, email and contact details of the portal managers;
- To provide a presentation letter or an email message to the portal managers to be contacted, to facilitate the questionnaire survey implementation

Measurement approach

- *Data collection:* the data for the whole process will be collected through a questionnaire survey addressed to the portal managers (instead of collecting data via a web survey). For the sake of quality controls, the provider consortium will verify the data inputs through web surveying and screen shots of the relevant platforms. By collecting information through the web manager survey, the classical pitfalls of the web survey will be avoided.

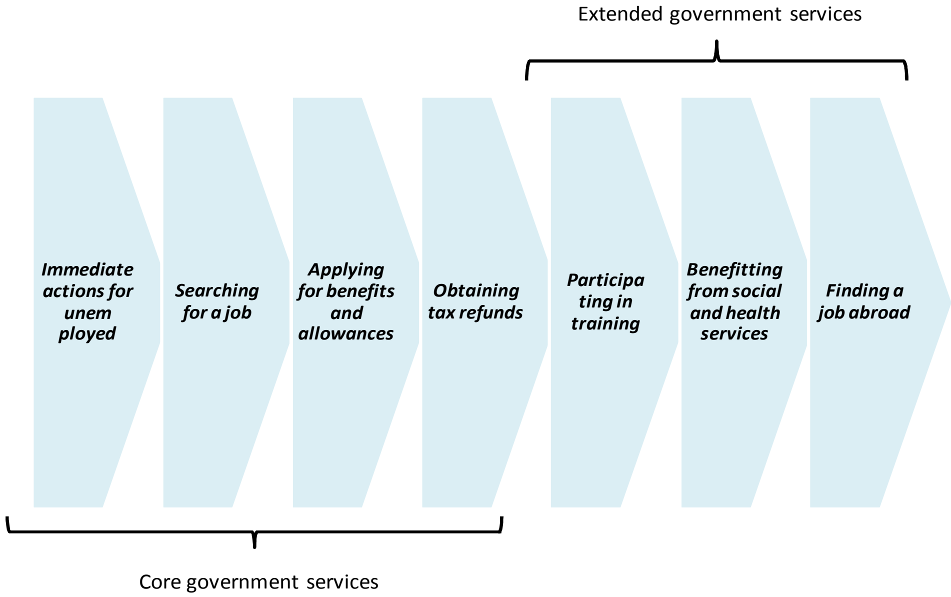
- *Portal managers' survey:* The questionnaire as such will be a closed questionnaire based on binary questions (availability yes or no), which will be uploaded on a dedicated Internet page. The contractor will send the request to compile the questionnaire to the portal web managers and a link to the Internet page to do so. The questionnaire will be in English with notes explaining the meaning of each specific question.

Measurement framework- The user journey (online availability of services and procedures)

The citizen life event will be measured with a **reduced scope**, solely focusing on the user journey (module 1). No separate assessment of best practices will be made. The series of metrics will focus on the **activities** undertaken by the applicant to register as unemployed, apply for benefits and find a new job.

A mapping has been defined for this year's benchmark, summarizing the services commonly requested in 2 groups (core and extended government services) and 7 subgroups. These are shown in the figure below.

Loosing and finding a job: Key services



The breakdown of the above key group of services into elementary services looks as follows.

Core government services- Compliance in obtaining support from government	
Pre-Registration Sub Phases	
	Immediate actions for unemployed
1	Registering as unemployed
2	Applying for unemployment benefits. Data will be retrieved from the 'Unemployment benefits' service measured as part of the 20 services basket (see group of services 'social security benefits')
3	Having access to personal information (is the individual able to consult online how much benefits he is entitled to, how long for, …)
	Searching for a job
	The Public Employment Service acting as a broker
4	Viewing labor market information (vacancies/skills needs)
5	Viewing information on recruitment fairs
6	Obtaining information on being assisted by a public officer in person
	Self-services for job applicants
7	Pull service/ Online i.e. self-service job broking. Data will be retrieved from the 'Job search' service measured as part of the 20 services basket (i.e. Standard procedure to obtain job offerings as organised by official labour offices, no private market initiatives.)
8	Push service: Receiving 'job alerts' (automatically receiving job offers matching the applicant's profile)
9	Setting up a personal space (myprofile)
	Services which support employers in identifying suitable job candidates
10	Being able to create and/or post a CV online (service for job seekers)
11	Consulting a CV data base (service for employers)
	Applying for additional benefits and allowances
12	Understanding what benefits the job seeker is eligible for (listing of benefits)
13	Understanding what documents are required when applying for additional benefits (listing of documents)
14	Doing a means test
15	Ensuring continuity of medical insurance
16	Ensuring continuity of pension payments
17	Requesting financial aid for starting up as a self-employed
18	Requesting financial aid for receiving contributions to insolvency funds
19	Having access to social welfare appeals
	Obtaining tax refunds
20	Obtaining information on taxation of benefits and allowances
21	Obtaining information on getting a tax refund
Extended government services-Government providing services for convenience and competitiveness, providing 'environment'	
	Participating in training programs

1	(Obtaining information on) training and education programmes (linked to specific technical skills/competencies/qualifications)
2	(Obtaining information on) vocational/careers advice (as regards soft skills/competencies such as time keeping, personal presentation, communication, CV writing, application and interview performance)
	Benefitting from social and health services
3	Obtaining guidance related to housing (rent supplements, applying for community housing, contact details of housing associations, legal advice,…)
4	Debt counseling
5	Obtaining information on health promotion programs (medical checks, health or fitness programs,…)
6	Seeking guidance in case of invalidity, sickness, employment injuries
	Finding a job abroad
7	Applying for or renewing a passport
8	Obtaining information about working in the EU
9	Obtaining the contact details of embassies

The process model is subject to alterations in the proof-of concept phase. Web managers will be requested to indicate what **services** their portals are offering to job seekers. Based on the input of web managers, a topology of services forming this life event will be established by the provider consortium. This topology will be used in 2011 to further scale up the citizen life event's measurement.

In short, the Web manager questionnaire will include the following, essentially binary, questions:

- Is the elementary service relevant for your country? Yes/No. If no, please explain. If yes, go to the next question. Importantly,, only relevant process steps will be considered for a country. This will vary from one Member State to another. Relevance will be determined according to the same criteria as for the 20 services.
- Is the elementary service available online, and if so: at the information level or fully, or is it automated (if relevant). URLs underpinning the answers need to be provided. Additional elementary services can be added to the list by the web managers.
- Is the elementary service provided by a third party (private sector)?

The survey will by consequence be built along the following lines (the below is an example):

Core government service		
Elementary service 1.Registering as unemployed		
	Yes	No
Is information on the elementary service available online?		
If yes, please provide the related hyperlink.		
Is the elementary service available online?		
If yes, please provide the related hyperlink.		
Is the elementary service automated?		
If yes, explain.		
Is the elementary service provided by the private sector?		

Visualization- Module 1

A process model (visual mapping) outlining the life event step-by-step in each Member State **will be drawn.**
The process will be illustrated in terms of:

6. Total number of procedural steps (clearly marking services provided by the private sector)
7. Number and proportion of steps available online
8. Number and proportion of steps available through portal(s)
9. Number and proportion of automated steps

The procedural steps identified as being available online will further be assessed against the extent of their online availability. A visual process model will be drawn per Member State. Each process step is colored:

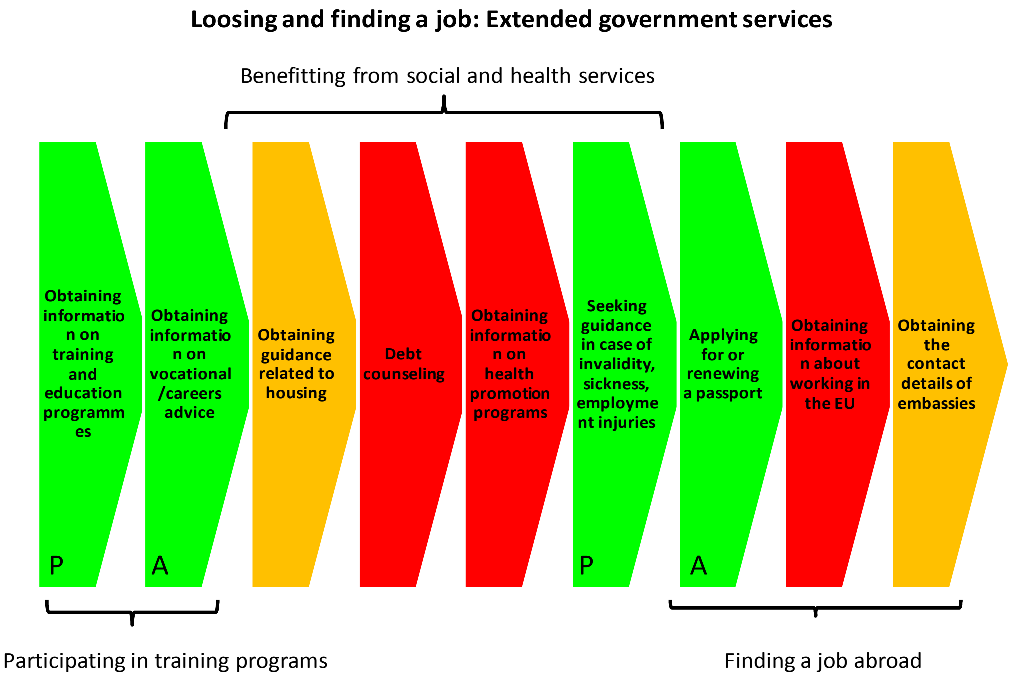
- Green: fully available online
- Orange: available online at the information level

- Red: not available online

Online process steps will further be marked as:

- 'P': step is available through online portal
- 'A': step is automated
- 'NR': step is non-relevant (for a specific country)

The visualization of end results may look as follows:

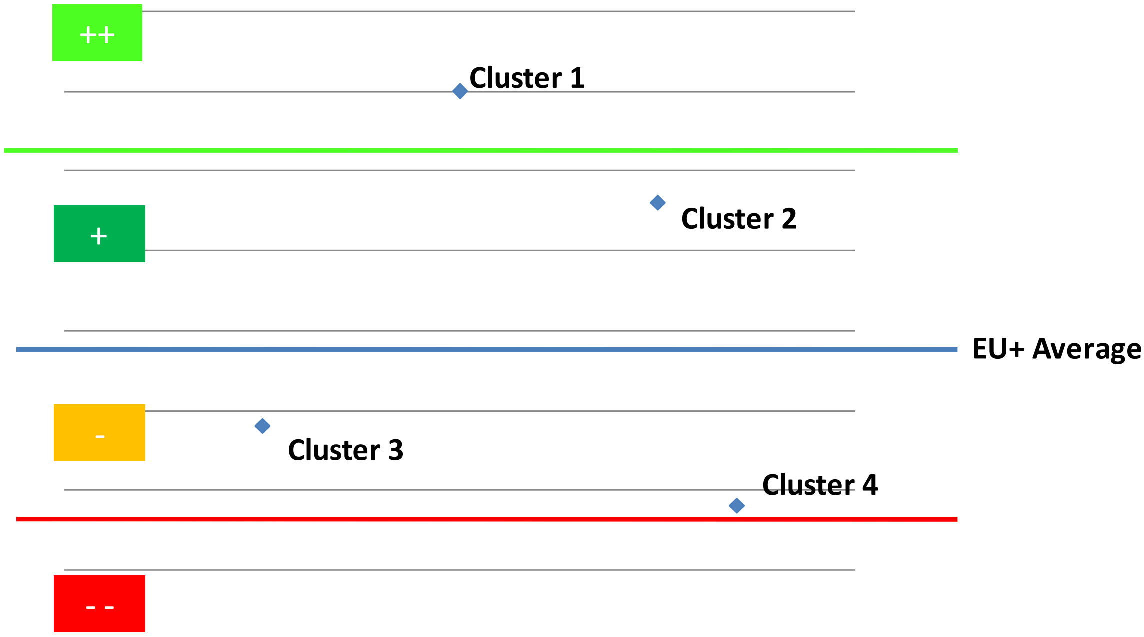


Scoring- Module 1

The scoring is calculated on the basis of:

- Total number of obligatory procedural steps
- Proportion (<u>not</u> number) of steps available online: at the information level or fully (obtained through binary, yes/no scoring in the survey)
- Proportion (<u>not</u> number) of steps available through portal(s) (obtained through binary, yes/no scoring in the survey, links are taken into account)
- Proportion (<u>not</u> number) of automated steps (if any) (obtained through binary, yes/no scoring in the survey)

For the above items, 100% yes in the binary research questions means 100% availability. Further, averages percentages will be drawn and illustrated in clusters of countries (and hence <u>not</u> at the individual country level) and at the EU level. A possible visualization of the scoring is shown below.



In addition, web sites with the highest scores in the various categories will be presented as **good practices, including a descriptive assessment.**

4.4 Horizontal enablers

Horizontal enablers are common re-usable components/concepts across services and systems. They are generic, independent of services and have a high impact on service delivery.

The mid-term ambition of the back office measurement is to:

- Take stock of what kind of enablers are in place or are being implemented in Member States, using as much as possible public information available (prefilled) to be validated or added to by Member States
- Capture which enablers Member States can be re-used across boundaries (e.g. from the EC's Large Scale Pilots like Stork/SPOCS/Peppol but also from best practices within Member States)
- Better understand what best practices from Member States could be re-used at a pan-European level
- Encourage Member States to develop horizontal enablers
- Demonstrate the benefits of horizontal enablers (to governments, but also to businesses and citizens)

The assessment will be conducted bi-annually.

In 2010, the assessment of horizontal enablers will consist of mapping horizontal enablers in Member States and obtaining a high-level overview of the state-of-play of horizontal enablers in Member States. Information will be collected through the Member State survey.

Measurement framework

Four types of questions are foreseen for this indicator:

- Basic questions on the availability of enablers require yes/no answers.
- Questions on usage and its monitoring are prepared in tick box format.
- Explanatory questions on barriers, lessons learned and success factors require descriptive input from Member States.
- Finally, Member States will be asked to provide additional documentation on frameworks governing enablers and indicate to what extent this documentation can be shared and/or made public.

Survey questions are inserted below.

Survey questions: Prioritization of horizontal enablers and integration (stock taking)[7]

Electronic identification (eID): a government-issued document for online identification. The eID contains credentials i.e. information attesting to the integrity of identity attributes. It is used for the definition, designation and administration of identity attributes of entities by government. **eSignature:** data in electronic form which are attached to or logically associated with other electronic data and which serve as a method of authentication with regard to this data, as defined in the eSignatures Directive.[8]	

Availability	• Does your country provide an electronic identification framework for public eServices to *citizens*?
	• Does your country provide an electronic identification framework for public eServices to *businesses*?
	    o If yes, by whom (public or private initiative) is the eID mechanism provided?
	    o If yes, could you please describe the eID mechanism used (USB token, (virtual) smart card, software certificate, user-password…)?
	• Does the eID contain or facilitate an electronic signature for citizens?
	• Does the eID contain or facilitate an electronic signature for businesses?
	• For how many of the 12 public eServices can citizens use the common eID solution in your country? For how many of these is it mandatory?
	• For how many of the 8 public eServices can businesses use the common eID solution in your country? For how many of these is it mandatory?

Usage	• Is your government monitoring the usage of eID by (other) governmental levels and organizations ? Usage is referred to as implementing eID in eGovernment service delivery to businesses and/or citizens. o If yes, which governmental level is responsible for this monitoring (national/regional/local)?

7 Note: Wording of the questions suggested might change with the review of this questionnaire with the research specialists.
8 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:31999L0093:en:HTML

	○ If yes, what governmental levels are being monitored as regards usage (national/regional/local)? ○ If yes, what governmental levels are reported to be using the enabler (national/regional/local)?
Critical success factors and barriers	• In case the enabler is available in your country: What can be regarded as critical success factor(s)? • In case the enabler is not available in your country: What are main barriers encountered?
Additional documentation on frameworks (organizational, governance, technical,…) governing the enabler	• Please provide additional documentation (URLs, files, etc.) for our research.
Single Sign-On (SSO): is a property of access control of multiple, related, but independent software systems. With this property a user logs in once and gains access to all systems without being prompted to log in again at each of them. Single logout provides synchronized session logout functionality across all sessions.	
Availability	• Does your country have a Single Sign-On functionality for accessing multiple eGovernment services and/or websites? ○ If yes, please describe your country's top three examples (which organizations participate; which services are concerned?; provide relevant deeplinks) ○ Is Single-Sign-On possible across different government levels, i.e. national, regional, local government service websites?
Usage	• Same question for each enabler
Critical success factors and barriers	• Same question for each enabler
Additional documentation on frameworks (organizational, governance, technical,…) governing the enabler	• Same question for each enabler
Authentic sources: a register with basic data on a person or business, which the government is obliged to use in communication with citizens and businesses. This refers to data collections held and maintained by public authorities, in which the identity attributes of a clearly defined subset of entities is managed, and to which a particular legal or factual trust is attached (i.e. which is generally assumed as being correct). This includes population registers, tax registers, company registers, etc. The use of authentic sources allows citizens and businesses to provide data only once, whilst it can be used multiple times by government.	
Availability	• Which of the following base registers is operational in your country? Please tick-box below the base registers in use: Personal data register, Trade/enterprise register, (im)movable property register, geometrical data register, car register, company/business register, allowances and pensions register, income tax register, other authentic sources (please indicate);
Usage	• Is there a legal basis that obliges administrations in your country to use (data from) authentic sources (base registers) in eGovernment service delivery? ○ If yes, please tick-box below the base registers which are concerned: Personal data register, Trade/enterprise register, (im)movable property register, geometrical data register, car register, company/business register, allowances and pensions register, income tax register, other authentic sources (please indicate); ○ If yes, please indicate which levels of government (national/regional/local) are concerned.
Critical success factors and barriers	• Same question for each enabler
Additional documentation on frameworks (organizational, governance, technical,…) governing the enabler	• Same question for each enabler
'eSafe' and Secure and Formal Delivery: secure storage spaces for documents and alike and the secure, following formal delivery of information from/to businesses or citizens in their communication with government organizations. The eSafe enables citizens and/or businesses to store legally valid, digital documents of any kind: certificates, diplomas, …	
Availability	• Does your country provide an 'eSafe' to citizens/businesses? • Does your country have a standard/formal delivery or transportation protocol for the secure and formal delivery of information from/to government from/to businesses and/or citizens?
Usage	• Same question for each enabler
Critical success factors and barriers	• Same question for each enabler

<table>
<tr><td>Additional documentation on frameworks (organizational, governance, technical,…) governing the enabler</td><td>• Same question for each enabler</td></tr>
<tr><td colspan="2">Open standards: according to the European Interoperability Framework, the word "open" is here meant in the sense of fulfilling the following requirements:
• The standard is adopted and will be maintained by a not-for-profit organisation, and its ongoing development occurs on the basis of an open decision-making procedure available to all interested parties (consensus or majority decision etc.).
• The standard has been published and the standard specification document is available either freely or at a nominal charge. It must be permissible to all to copy, distribute and use it for no fee or at a nominal fee.
• The intellectual property - i.e. patents possibly present - of (parts of) the standard is made irrevocably available on a royalty-free basis.
• There are no constraints on the re-use of the standard.</td></tr>
<tr><td>Availability</td><td>• Does your country have a (legal/policy) framework in order to stimulate the use of open standards?</td></tr>
<tr><td>Usage</td><td>• Same question for each enabler</td></tr>
<tr><td>Critical success factors and barriers</td><td>• Same question for each enabler</td></tr>
<tr><td>Additional documentation on frameworks (organizational, governance, technical,…) governing the enabler</td><td>• Same question for each enabler</td></tr>
<tr><td colspan="2">Architecture guidelines commonly provide:
• architectural principles to ensure a coherent, generic services-based approach
• guidance on how to use generic services and common tools
Architecture guidelines are suggested as reference material for procuring or implementing services.
Catalogue of horizontal enablers: a catalogue summarizing existing enablers that can be used across a range of technical and organizational environments.</td></tr>
<tr><td>Availability</td><td>• Are eGovernment services and enablers based on national, uniform architecture guidelines or principles?
• Are catalogues of horizontal enablers in place in your country?
• Are these catalogues made public?
o If yes, please provide the relevant deeplink.</td></tr>
<tr><td>Usage</td><td>• Are architecture guidelines or principles mandatory (i.e. are they recommended to be use or required to be used by law or national regulations)?
o If yes, at what governmental level (national/regional/local)?</td></tr>
<tr><td>Critical success factors and barriers</td><td>• Same question for each enabler</td></tr>
<tr><td>Additional documentation on frameworks (organizational, governance, technical,…) governing the enabler</td><td>• Same question for each enabler</td></tr>
<tr><td colspan="2">e-Payment or Electronic payment: is a digital financial payment transaction involving currency transfer between government and businesses/citizens in eGovernment service delivery. This covers different payment modes (cash card, credit card, direct debit, internet banking,...).</td></tr>
<tr><td>Availability</td><td>• Is it possible in your country to pay electronically for public services?
o If yes, by whom (public or private initiative) is the ePayment solution provided?
o If yes, for which out of the 12 basic public services for citizens is ePayment available?
o If yes, for which out of the 8 basic public services for businesses is ePayment available?
• Does your country have a common (country-wide) generic ePayment solution available for usage in different eGovernment services?</td></tr>
<tr><td>Usage</td><td>• Same question for each enabler</td></tr>
<tr><td>Critical success factors and barriers</td><td>• Same question for each enabler</td></tr>
<tr><td>Additional documentation on frameworks (organizational, governance, technical,…) governing the enabler</td><td>• Same question for each enabler</td></tr>
</table>

Pan-European enablers and related European projects (pan-European Large Scale Pilots for example like SPOCS on the Services Directive, STORK on Electronic Identity Management, etc.) will be researched by the provider consortium and presented descriptively.

Scoring and Visualisation

The presentation of results will much depend on the inputs received by Member States during the landscaping phase. In the final presentation of results, emphasis will be put on qualitative analysis and distilling learning from the provided documentation.

The **availability** of back office enablers will be presented in clusters. Potentially, these clusters show:

- At the country level: illustrating the most wide-spread enablers
- At the EU level: illustrating the top enablers in place at the EU level, and consequently also identifying enablers which are less widespread.

Enabler clusters (country groupings)- **availability of enablers**	**Enablers X, Y, Z are available**	**Enablers M,N are available**	**Enablers O,P, X, Y are available**
	Country A, Country B	Country C	Country D, Country E, Country F
Enabler clusters (EU groupings)- **availability of enablers**	**Most widespread enablers**	**Fairly available enablers**	**Enablers more rarely or not available**
	Enabler X	Enabler Z	Enabler Y

Information on the **usage and monitoring** of enablers will also be mapped. Enablers will be clustered in three groups, depending on the extent of their monitoring at and the government levels monitoring or actually using the enabler.

Monitoring

Enabler clusters- scale of monitoring of enablers (proportion of enablers)	**Significant monitoring activity**	**Medium monitoring activity**	**Low or no monitoring activity**	
	Enablers X, Y, Z	Enablers M,N	Enablers O,P, X, Y	
Enabler clusters- scope of monitoring of enablers (number of government levels)	**Monitoring at all 3 government levels**	**Monitoring at 2 governmental levels**	**Monitoring at 1 governmental level**	**No monitoring**
	Enablers X, Y, Z	Enablers M,N	Enablers O,P, X, Y	Enabler F

Usage

Enabler clusters- usage of enablers (if monitored; number of government levels)	**Usage at all 3 government levels**	**Usage at 2 governmental levels**	**Usage at 1 governmental level**	**Enabler is not used**
	Enabler X	Enablers Y, Z	Enablers M,N	Enabler M

The top five **critical success factors and barriers** will be summarized at the EU level per enabler.

EU level	**Critical success factors**
Enabler X	Critical success factors 1-5
Enabler Y	…
Enabler Z	
EU level	**Key barriers**
Enabler X	Key barriers 1-5
Enabler Y	…
Enabler Z	

Additional documentation will be listed in a 'library' per country.

Country level	**Enabler documented**	**URL to documentation**
Country A	Enabler X	…
Country B	Enabler X Enabler Y	…
Country C	Enabler Z	…

5. Country reports

READ ME FIRST

Chapter 5 is entirely dedicated to Country Reports. Responding to Member State comments on the 2009 country reports, the ambition has been to minimize duplication of information presented with other publicly available sources (in particular ePractice) whilst equally ensuring that the most relevant contextual indicators are captured. In 2010, the benchmark results will be related to the Malmö priorities, being:

- User-centrism and transparency
- Mobility and seamless eGovernment services
- Efficiency and effectiveness
- Enablers and preconditions

Responding to Member State comments on the 2009 country reports, our ambition has been to minimise duplication of information presented with other publicly available sources (in particular ePractice[9]), ensure that relevant indicators are captured and focus on information with the greatest value add. Below, we list the indicators presented in last year's country reports, highlight commonalities with ePractice in particular and motivate changes for this year's reporting. Essentially, for those indicators that are also listed on ePractice, we focus on key data points and keep indicators that are vital in explaining the context of a country, to ensure that country reports are self-sustaining.

As a further preliminary comment, the four Malmo priorities and associated sub-topics are given in the following table. These are further described and related to specific questions as proposed in sections 6-8.

Malmö priorities	Topics
User-centrism and transparency (P1)	• User-centric services • Third party involvement • Re-use of public sector information • Transparency
Mobility and seamless eGovernment services (P2)	• Cross-border business • Citizen mobility • Specific cross-border services
Efficiency and effectiveness (P3)	• Reduced burdens • Process reviews • Leadership in low-carbon sustainability
Enablers and preconditions (P4)	• Research and framework condition initiatives for cross-border services • Open specifications, standards, interoperability frameworks • Innovation in eGovernment

1. Key facts

This section provides an overview of statistics that describe the environment in which eGovernment is deployed.

COUNTRY FACTSHEET	SOURCE	Overlap with ePRACTICE	Action [Keep 2009 indicator=Y, Delete=N]
▪ **Population**	Eurostat (2010 provisional value)	Population	Y
▪ **GDP per capita in PPS**:	Eurostat (2009 EU27=100 forecast)	GDP per inhabitant in PPS	Y
▪ **Growth rate of GDP volume** - percentage change on previous year.	Eurostat (2010 forecast)[10]	GDP growth rate	Y

9 http://www.epractice.eu/
10 Date of extraction 20/8/2009.

The societal indicators in **Error! Reference source not found.** provide high level insight in the state of society. This includes employment and skill levels, as well as demographic indicators, to show how 'old' and physically concentrated society is. The latter three indicators help explain the contexts for various digital divides.

COUNTRY FACTSHEET	SOURCE	Overlap with ePRACTICE	Action [Keep 2009 indicator =Y, Delete=N]
▪ **Unemployment rate**	Eurostat (June 2010)	Unemployment	Y
▪ **% of labour force with tertiary education** - levels 5-6.	Eurostat (June 2010)		Y
▪ **Size of rural population**; % of total population	Eurostat (2010)		Y
▪ **% of population over 65yrs**.	Eurostat (2010)		Y

The Government figures describe a country's constitutional form and provide a snapshot of the size and engagement of the public sector in a country.[11]

COUNTRY FACTSHEET	SOURCE	Overlap with ePRACTICE	Action [Keep 2009 indicator =Y, Delete=N]
▪ **Public Sector Employees**; % of labour force.	Eurostat 2009		Y
▪ **Government debt:** General Government Debt: General government consolidated gross debt at the end of the year, as % GDP.	Eurostat - Public Finance	Government debt/GDP	Y
▪ **Public sector deficit:** Public Balance: Net borrowing/net lending of consolidated general government sector as % GDP	Eurostat - Public Finance	Public balance (government deficit or surplus/GDP)	Y

The Information Society Indicators look at Internet access and experience with eGovernment, as well as disparities in skills and capabilities and actual usage in disadvantaged groups of society.[12]

COUNTRY FACTSHEET	SOURCE	Overlap with ePRACTICE	Action [Keep 2009 indicator =Y, Delete=N]
▪ **Digital Divide**	Eurostat Regional yearbook	▪	ON DEMAND[13]
▪ **Total at risk index**	**Eurostat** [14]	▪	ON DEMAND[15]
▪ **Overall ICT expenditure in the country as a percentage of GDP** - "ICT expenditure by type of product - Percentage of GDP"	Eurostat 2006	▪	Y

[11] Sources will be updated by newest available data
[12] Sources will be updated by newest available data
[13] Relevant for INCLUSION but indicator is questionable (see OECD discussions)
[14] To illustrate the digital divide the report uses the index of internet use in at risk groups (Eurostat). The country report presents the overall figure, which combines the results of the sub-indicators listed below. The difference from 1 indicates the level of disadvantage for the specific 'risk group' as compared to the mean, or the comparable non-risk group. The "total at risk index" combines results of: Aged 55-64; Aged 65-74; Women; Low educated; Inactive; Unemployed; Rural.
[15] Relevant for INCLUSION;

▪ **% of households with broadband connection** - "Households who have Internet access at home - Percentage of households with at least one member aged 16 to 74"	Eurostat 2008	▪ Percentage of households with Internet access ▪ Percentage of households with a broadband connection	Y
▪ **% of enterprises with broadband connection** - "Enterprises which have broadband access - Percentage of enterprises with at least 10 persons employed in the given NACE sectors. "	Eurostat 2008	▪ Percentage of enterprises with Internet access ▪ Percentage of enterprises with a broadband connection	Y
▪ **eGovernment usage by individuals** - "E-government usage by individuals by gender - Percentage of individuals aged 16 to 74 using the Internet for interaction with public authorities" (in the last twelve months)	Eurostat 2008	▪ Percentage of individuals using the Internet for interacting with public authorities	Y
▪ **eGovernment usage by enterprises** - "E-government usage by enterprises - Percentage of enterprises which use the Internet for interaction with public authorities"	Eurostat 2008	▪ Percentage of enterprises using the Internet for interacting with public authorities	Y

2. Positioning International Benchmarks[16]

In this section we present each country's ranking in selected international benchmarks produced by the United Nations, the World Economic Forum and the Economist Intelligence Unit. The rank can be compared with the number of countries involved in the benchmark. These data are not covered in ePractice.

International Benchmark	Description	Nr of Countries in the benchmark
▪ **EU eGovernment Benchmark results (A/S)**	Here we present the rankings of the country achieved in this current benchmark (Availability ranking / Sophistication Ranking)	31
▪ **UN eGovernment Readiness Index 2008**	'From e-Government to Connected Governance' presents an assessment of the new role of the government in enhancing public service delivery, while improving the efficiency and productivity of government processes and systems.	189
▪ **WEF Global Competitiveness Index 2009-2010**	A nation's level of competitiveness reflects the extent to which it is able to provide rising prosperity to its citizens.	133
▪ **WEF Networked Readiness Index 2008-2009**	This benchmark measures the presence of an ICT-conducive environment, the degree of preparation needed to use ICT for individuals, business, and government; and the actual use of ICT.	134
▪ **EIU eReadiness Ranking 2009**	E-readiness is a measure of the quality of a country's ICT infrastructure and the ability of its consumers, businesses and governments to use ICT to their benefit.	70

The benchmarks were chosen to put the result of the EU benchmark into international perspective. It was decided to add benchmarks that are not eGovernment specific to allow a wider view of the country's performance as an Information Society. This provides the reader with a better understanding of the country's propensity for modernisation and digitisation of government, and the uptake and use of electronic services by its citizens and

[16] Rankings will be updated by newest available data

businesses. The external benchmarks provide relevant context for the country reports, not least by putting the EU Member State experience into a global perspective. As noted by the Member States, there are advantages of a comparative analysis of the methodologies used in the different benchmarking schemes and their implications for the rankings obtained. However, the benchmark's current scope does not cover this type of analysis.

3. EU activity[17]

This section intends to capture the country's engagement with EU policy development and activities. This is taken as a proxy for the country's willingness to link up with other EU Member States and support the development of the Internal Market. The large scale pilots (Pilot A) and the smaller pilots (Pilot B) under the CIP ICT PSP programme are the most concrete vehicles for actual joint service development among Member States, and a possible prelude to the establishment of Pan-European eGovernment Services. The table below lists the Pilots A and B, and describes their objectives and the countries involved as they stood in 2009. These data are not covered in ePractice.

Acronym CIP A Pilot	Description	Countries
epSOS	Smart Open Services - Open eHealth Initiative for a European Large Scale Pilot of Patient Summary and Electronic Prescription	Sweden, Austria, Belgium, Czech Republic, Denmark, France, Germany, Greece, Italy, Slovak Republic, Spain, The Netherlands, United Kingdom
PEPPOL	Pan European Public Procurement OnLine	Austria, Denmark, Finland, France, Germany, Hungary, Italy, Norway
SPOCS	Simple Procedures Online for Cross-border Services	The Netherlands, Austria, France, Germany, Italy, Poland, Greece
STORK	Secure Identity Across Borders Linked	Spain, Austria, Belgium, Estonia, France, Germany, Greece, Iceland, Italy, Luxembourg, Netherlands, Portugal, Slovenia, Sweden, UK

Acronym CIP B Pilot	Description	Countries
BEPMS	Building Energy Performance Management System	UK, Italy, Bulgaria, Sweden France
BEST Energy	Improving energy efficiency in public buildings & street lighting, by the ICT-based centralized monitoring and management of the energy consumption and production, and providing decision makers with the necessary tools to plan energy saving measures	Spain, Czech Republic, Denmark, Germany, Portugal
CLEAR	Clinical Leading Environment for the Assessment and validation of Rehabilitation Protocols for home care	Italy, Netherlands, Poland, Spain
CommonWell	Common Platform Services for Ageing Well in Europe CommonWell	Germany, Ireland, NL, Spain, UK
Dreaming	ElDeRly-friEndly Alarm handling and MonitorING. Pilot to demonstrate new services to support independent living of elderly people	Italy, Belgium, Denmark, Estonia, Germany, Spain, Sweden
DTV4All	Digital Television for All	UK, Denmark, Italy, Germany Spain
ECRN	EUROPEAN CIVIL REGISTRY NETWORK	Italy, Netherlands, Romania, Slovenia,

17 Pilot A and Pilot B will be updated

		Belgium, Germany
eGOS	e-Guidance and e-Government Services; to create a prototype of integrated public services related to employment based on the integrated use of ICT in order to easy the access to information and guidance (group and individual counselling sessions) and employment general services (active job search, selection of human resources and job matching services)	Italy, Bulgaria, Iceland, , Romania, Spain
FREILOT	Urban Freight Energy Efficiency Pilot. Urban Freight Energy Efficiency Pilot: FREILOT consortium has developed a new approach to deal with the issue of reducing fuel consumption, CO2 emissions and emissions of other pollutants	Belgium, France, Greece, Italy, Spain, Sweden, Netherlands
HosPilot	HosPilot seeks to address energy reduction in the hospital domain, specifically in the areas of lighting and HVAC - the largest energy-consuming areas.	The Netherlands, Finland, France, Monaco, Spain
In-Time	Intelligent and Efficient Travel management for European Cities project focuses on Multimodal Real Time Traffic and Travel Information (RTTI) services; to reduce energy consumption in urban areas by changing the mobility behaviour (modal shift) of the single traveller.	Austria, Belgium, Czech Republic, Germany, Italy, Norway, Romania, The Netherlands
iSAC6+	Adapting iSAC to serve as the EU common specialized services for citizens' attention (SAC) platform. It is an OSS tool, tested in the city of Terrassa (Catalonia-Spain), to be challenged at EU level for diversity and robustness.	Spain, France, Germany, Ireland, Italy, UK
ISISEMD	Intelligent System for independent living and self-care of seniors with cognitive problems or mild dementia	Denmark, Finland, Greece, Italy, UK
Long Lasting Memories	Market validation of an integrated ICT platform combining state-of-the-art mental exercises against cognitive deterioration with physical activity in the framework of an advanced ambient assisted living environment.	Greece, Austria, France, Germany, Spain, UK
NEXES	Supporting Healthier and Independent Living for Chronic Patients and Elderly	Spain, Greece, Italy, Norway
REACH112	REACH112 will implement an accessible alternative to traditional voice telephony that will be suitable for all citizens needing help.	Italy, Belgium, Finland, France, Spain, Sweden, The Netherlands, UK
Rural-Inclusion	Rural-Inclusion aims at adopting an innovative, state-of-art infrastructure to facilitate the offering of semantic web services by public administration in rural areas	Spain, France, Greece, Ireland, Republic of Latvia
SAVE ENERGY	Accessible digital Audiovisual systems	Portugal, Finland, Sweden, the Netherlands, united Kingdom
SOCIABLE	Motivating platform for elderly networking, mental reinforcement and social interaction	Greece, Italy, Norway, Spain
T-SENIORITY	Expanding the benefits of the information society to older people through digital TV channels	Spain, Cyprus, Finland, France, Greece, Italy, UK

Postings on ePractice[18]	
▪ **Cases (all submitted cases of a country as part of a total by October 2010)**	The ePractice data base and portal is the central hub for all eGovernment activity in the EU and associated states. The engagement with and through this platform, by posting cases, sharing best practice, organising events and entering in discussions

[18] Includes all categories (eGovernment, eHealth, eInclusion) as well as multinational cases involving the MS of this country report

▪ **Award Finalist 2010 (if available)** ▪ **Good Practice 2008-2009 (depending on data available)**	with fellow practitioners is a good indicator for a country's awareness of European eGovernment activity. The ePractices editorial board and community also qualify cases (Good and Best Practices, Editor's Choice) and selects Award nominees for the Best Practice Award. The overall number of cases provides an indication of the level of a country's activity and willingness to share.

4. Key organisational facts

This section gives a brief overview of the positioning of eGovernment policy within a wider set of policies relating to the Information society, competitiveness, administrative transformation and technology deployments. It describes the main actors, responsibilities, scope of eGovernment policy, governance and deployment mechanisms and also the continuity (or change) of the organisational structure for delivering eGovernment. The following aspects are covered:

- *Positioning and Scope:* Describes who is politically responsible and what the primary focus of the eGovernment policy is (e.g. policy for administrative transformation; part of a wider Information Society policy, dedicated eGovernment policy, etc)
- *Key actors and line of reporting:* Lists the main actors in charge of policy development and execution
- *Governance and Deployment:* Discusses how other layers of government and stakeholders are involved, and through which mechanisms eGovernment is deployed (e.g. regulation, coordination, persuasion, facilitation, etc) and through which actors (e.g. business involvement)
- *Organisational Continuity:* Observes recent changes in eGovernment organization, governance, or strategy

In this year's report, we will focus on and highlight important changes between 2009 and 2010.

5. Close-up: results in the EC eGovernment benchmark 2010

This section details the measurement results obtained by each country in 2010 as regards the core and proof-of-concept benchmark indicators. Where relevant, results will be detailed at the different NUTS Levels.

6. Top 5 strategic eGovernment priorities for 2010

This section provides a bullet point list of the strategic priorities, which will again be indicated by the country respondents in the benchmark's landscaping phase.

7. Biggest eGovernment success story in the last year?

Under this heading the country representatives will be asked to provide, according to their own internal perception, the most impactful eGovernment success story.

8. Best practices and URLs:

Like in the 2009 landscaping, respondents will be asked to provide best best practices including their URLs.

6. The 2010 collaborative process

READ ME FIRST

Chapter 6 provides an overview of the benchmark process.

Section 6.1 illustrates the collaborative process of benchmarking in terms of actors involved.

Section 6.2 provides an indicative timetable of the project.

6.1 The ‘who’: The hub and spoke model

The scope of the proposed 2010 measurement may now broaden beyond the capacity of one person to ensure that a Member State is appropriately represented in the measurement.

As such we propose that each Member State sets up a ’hub and spoke’ model to provide a more structured basis for contribution to the survey. This will ensure that suitable skills are brought to bear, and that the burden of management of the process is mitigated. This is of particular importance as a number of the survey methods in 2010 will require communication and involvement of Member State representatives.

The following thematic roles are offered.

Role	***Description***
Sponsor	Ultimate owner of the results of the process – e.g. the national CIO.
Member State Single-Point-of-Contact	Typically the current Member State representative who will be main point of contact.
Web manager: eProcurement platform	Procurement expert who can represent the function within their country and solicit input from a(n existing) network of procurement experts. In particular liaise with web managers managing eProcurement platforms in a country. The contact person will be determined jointly with the Member State representative.
Web manager: Life events	For the business life event: Expert in how the Services Directive is implemented electronically. Likely, web manager of the country’s electronic Point-of-Single-Contact. The contact person will be determined jointly with the Member State representative. For the citizen life event: Expert in how services are provided to unemployed electronically. Likely, web manager(s) of the portal of the National Unemployment Agency and related portals. The contact person will be determined jointly with the Member State representative.
Additional experts (User experience, back-office, ...)	To be appointed by Member State Single-Points-of-Contact on a needs basis (depending on the measurement area).

How we propose that this will work in practice is that:

1. The project team will advise the measurement lead of the overall measurement timescales and requirements.
2. The Member State Single-Point-of-Contact will advise the project team of their network. The Member State representative may also decide to entirely own and steer the process.
3. The project team will make direct contact during the process of landscaping and measurement with the nominated network representatives (copying in the Member State Point-of-Single Contact in all correspondence).
4. The Measurement Lead may wish to arrange an appropriate event to share the findings of the study, with the sponsor, to discuss the implications.

These roles are of course only a suggestion of candidate roles. The idea is to ensure that Member State representatives are not overstretched; that suitable capabilities are brought to bear on specific topics; and that Member States can build a network that will help mobilise their administrations to take action on the results.

6.2 The 'when': Calendar for Member States

Herewith, we provide an indicative timeline of the 2010 measurement. In light blue, we have marked activities of Member State representatives. In dark blue, we have marked activities of the provider consortium.

	May	June	July	August	September	October	November	December
Finalization of method paper								
Prefilling Member State survey 20 services, eProcurement, User focus								
Prefilling Web manager survey eProcurement								
Prefilling Web manager survey Life events								
Member State survey 20 services, eProcurement, User focus								
Member State survey horizontal enablers								
Web survey 20 services, eProcurement availability, User experience								
Web manager survey eProcurement process								
Web manager survey Life events								
Expert evaluation Life events								
Desk research Country reports								
Validation of results								
Reporting								

7. Appendix 1: Scoring rules

Translating the five maturity stages into percentages

In essence, the stages 1 to 5 to measure the level of online sophistication of the services are translated into percentages. The percentages of course vary depending on what the maximum level is that can be reached. We recapture the scoring rules in detail below.

For those services where a *fifth level* is relevant, the link between the scoring and the percentage intervals is illustrated below.

In case the score of a service in a country is based on the analysis of the websites of multiple service providers, or a combination of unique and multiple service providers, the calculated percentage is an aggregate of the average scores of the websites and will be positioned on the scale between the start limits of the ranges.

Stage	Percentage	Definition
Stage 0	0 to 19% percentage interval	No publicly accessible website(s) or the website(s) do not qualify for any criteria for the stages 1 to 4.
Stage 1	20 to 39% percentage interval	Information necessary to start the procedure to obtain the service available on the website(s).
Stage 2	40 to 59% percentage interval	Interaction: downloadable or printable form to start the procedure to obtain the service on the website(s).
Stage 3	60 to 79% percentage interval	Two-way interaction: electronic forms to start the procedure to obtain the service on the website(s).
Stage 4	80 to 99% percentage interval	Transaction: full electronic case handling of the procedure by the service provider (incl. Decision, notification, delivery and payment if necessary).
Stage 5	100 %: new stage, meaning proactive full case electronic handling	Proactive, automated service delivery.

In case the score of a service in a country is based on the analysis of the website of a unique service provider the calculated percentage will always be on the limit of a range:

Stage	Percentage	Definition
Stage 0	0%	No publicly accessible website(s) or the website(s) do not qualify for any criteria for the stages 1 to 4.
Stage 1	20%	Information necessary to start the procedure to obtain the service available on the website(s).
Stage 2	40%	Interaction: downloadable or printable form to start the procedure to obtain the service on the website(s).
Stage 3	60%	Two-way interaction: electronic forms to start the procedure to obtain the service on the website(s).

Stage 4	80%	Transaction: full electronic case handling of the procedure by the service provider (incl. Decision, notification, delivery and payment if necessary).
Stage 5	100%	Proactive, automated service delivery.

For services with a *maximum score 3* (i.e. 'declaration to the police'), the calculation of the percentages is as follows:

Stage	Intervals		Definition
	Score	Percentage	
Stage 0	0 – 0,99	0 - 32%	No publicly accessible website(s) or the website(s) do not qualify for any criteria for the stages 1 to 4.
Stage 1	1 – 1,99	33% - 66%	Information necessary to start the procedure to obtain the service available on the website(s).
Stage 2	2 – 2,99	67% - 99%	Interaction: downloadable or printable form to start the procedure to obtain the service on the website(s).
Stage 3	3	100%	Two-way interaction: electronic forms to start the procedure to obtain the service on the website(s).

For services with a *maximum score 4*, the calculation of the percentages is as follows:

Stage	Intervals	Definition	
	Score	Percentage	
Stage 0	0 – 0,99	0 - 24%	No publicly accessible website(s) or the website(s) do not qualify for any criteria for the stages 1 to 4.
Stage 1	1 – 1,99	25% - 49%	Information necessary to start the procedure to obtain the service available on the website(s).
Stage 2	2 – 2,99	50% - 74%	Interaction: downloadable or printable form to start the procedure to obtain the service on the website(s).
Stage 3	3 – 3,99	75% - 99%	Two-way interaction: electronic forms to start the procedure to obtain the service on the website(s).
Stage 4	4	100%	Transaction: full electronic case handling of the procedure by the service provider (incl. Decision, notification, delivery and payment if necessary).

Aggregating scores to the cluster level

The percentage per country for public services for citizens is the average of the percentage of the services 1 to 12. *The percentage per country for public services for businesses* is the average of the percentage of the services 13 to 20.

The percentage of the service *Social security benefits* is calculated as the average scored percentage of the following services:

- Unemployment benefits;
- Child allowance;
- Reimbursement of medical costs;
- Student grants.

In case some of these sub-services are not quoted as relevant for some countries, the percentage is calculated as the average score of the relevant sub-services.

As a general rule, services which are not relevant for a country are not considered in the scoring.

Scoring rules for the Full Online Availability indicator

This indicator is measured on the basis of a two-level model:
Stage 1 - Not full availability online;
Stage 2 -Full availability online.
Stage 1 in general contains the stages 0 to 3 of the 'sophistication' framework.
Stage 2 in general contains the stage 4 and above of the 'sophistication' framework.

8. Appendix 2: Definitions of the 20 public services

This annex covers, for each of the 20 public services,

- The description of the public service
- Its research definition
- The sophistication model based on which the service is benchmarked

For reason of consistency, we have left most definitions of the 20 public services unchanged in the 2010 measurement. Changes have been made to the following services: Medical costs, Driver's license (in both cases we are now considering intermediaries) and Passports for which levels will be re-defined based on Member State input to the country landscaping.

Income taxes

1. Description of the public service

- Income taxes: declaration, notification of assessment

2. Research definition

- Standard procedure to declare labour income tax of an employee.

3. Sophistication Model

Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Stage 1	The information necessary to declare income taxes of an employee is available on a publicly accessible website managed by the service provider.
Stage 2	The service provider offers the possibility to obtain the paper form to declare income taxes of an employee in a non electronic way.
Stage 3	The service provider offers the possibility of an electronic intake with an official electronic form to declare income taxes of an employee.
Stage 4	The service provider offers the possibility to completely treat the declaration of income taxes of an employee via the website. No other formal procedure is necessary for the applicant via “paperwork”.
Stage 5	The income tax declaration is automatically delivered or is pre-filled with all relevant data that, in conformance with data protection regulations, the agency providing the service already knows about the employee.

Remark: Pre-filled forms sent to the tax-payer by post will not be taken into account for the quantitative analysis. Only online transactions are measured, qualitative information on alternative delivery modes will be asked and reported separately.

Job search

4. Description of the public service

- Job search services by labour offices

5. Research definition

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

6. Sophistication Model

Stage 0	The service provider does not have a public accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Stage 1	The information necessary to obtain job offerings is available on a publicly accessible website managed by the service provider.
Stage 2	The service provider offers the possibility to obtain the paper form to receive job offerings in a non-electronic way.
Stage 3	The service provider offers the possibility to consult databases with job offerings.
Stage 4	The service provider offers the possibility of an electronic supply of pre-selected jobs related to a given profile of the job searcher.
Stage 5	NOT APPLICABLE

7. Description of the public service

Social security benefits:

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

8. 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

9. Sophistication Model

- In the following table, only the definition of the public service “Unemployment benefit” is fully developed, the other three have the same structure. Exceptions as regards the service ‘medical costs’ have been marked separately in the below table (see stage 4b).

Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Stage 1	The information necessary to obtain unemployment benefits is available on a publicly accessible website managed by the service provider.
Stage 2	The service provider offers the possibility to obtain the paper form to obtain unemployment benefits in a non-electronic way.
Stage 3	The service provider offers the possibility of an electronic intake with an official electronic form to obtain unemployment benefits.
Stage 4 and 4a	The service provider 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”.
Stage 4b	Only applicable to medical costs. The demand for medical costs is completely treated online by an intermediary.
Stage 5	Unemployment: NOT APPLICABLE Child allowances: Upon declaration of birth, all child allowances and fiscal advantages are automatically granted. Medical costs: Medical costs are reimbursed directly or by automated or electronic means. This automatic reimbursement system must be used by at least one provider. Student grants:

	The grant is automatic upon enrolment for those who are entitled to receive it.

Personal document

10. Description of the public service

- Personal documents: passport and driver's licence

11. 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:

12. Sophistication Model- driver's license

Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Stage 1	The information necessary to obtain a driver's license is available on a publicly accessible website managed by the service provider.
Stage 2	The service provider offers the possibility to obtain the paper form to obtain a driver's license in a non-electronic way.
Stage 3 and 3a	The service provider offers the possibility of an electronic intake with an official electronic form to obtain a driver's license.
Stage 3b	The electronic intake to request a driver's license is being provided for by an intermediary.
Stage 4	NOT APPLICABLE
Stage 5	The service provider automatically prompts passport owners about an imminent expiry date (through email, sms, smail or other e-channels).

13. Sophistication Model- passports

Member States will be requested to describe their passport service in the landscaping survey. Based on Member State input, the provider consortium will draw up the stages model for benchmarking this service.
Countries will not be penalized in the ranking where legal barriers prevent the delivery of the service or (some of) its sub-stages.

In the landscaping, countries will be requested to indicate:

- what type of and proportion of data (name, address, gender, place of birth,…) is fetched from governmental data bases (i.e. does not need to be provided by the applicant)
- how the passport is delivered (i.e. whether it needs to be picked up at the administration or is sent by snail mail, etc.).

Car registration

14. Description of the public service

- Car registration (new, used, imported cars)

15. Research definition

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

16. Sophistication Model

Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Stage 1	The information necessary to register a new, used or imported car is available on a publicly accessible website managed by the service provider.
Stage 2	The service provider offers the possibility to obtain the paper form to register a new, used or imported car in a non electronic way.
Stage 3	The service provider offers the possibility of an electronic intake with an official electronic form to register a new, used or imported car.
Stage 4a	The service provider offers the possibility to completely treat the registration of new, used or imported cars via the website. Case handling, decision and delivery of a standard procedure to register a new, used or imported car can completely be treated via the web. No other formal procedure is necessary for the applicant via "paperwork".
Stage 4b	Registration of a new, used or imported car is possible through a one-stop "shop", possibly an intermediary, such as for instance an insurance broker, a website, a car dealer, …

Remark: The term "new/used and imported cars" comprises the total number of registered cars in a country.
The level 4b implies an electronic communication link between the intermediary and the public registration authority for the final registration.
The Member states will have to provide information on the take up of the electronic intermediary system.

Building permission

17. Description of the public service

- Application for building permission

18. Research definition

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

19. Sophistication Model

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 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"
Stage 5	NOT APPLICABLE

Declaration to police

20. Description of the public service

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

21. Research definition

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

22. Sophistication Model

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
Stage 5	NOT APPLICABLE

23. Description of the public service

- Public libraries (availability of catalogues, search tools)

24. Research definition

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

25. Sophistication Model

Stage0	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.
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…).
Stage 4	The service provider offers the possibility to search for a specific title (book, CD…) and to make an electronic reservation or to obtain an electronic copy.
Stage 5	The service provider offers the possibility to warn the customer of new arrivals of specific information carriers.

26. Description of the public service

- Certificates (birth and marriage): request and delivery

27. 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).

28. Sophistication Model

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 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	The service provider offers the possibility to completely treat the delivery of a certificate via the website. The delivered certificate can be a legally binding electronic document (PDF e.g.) No other formal procedure is necessary for the applicant via “paperwork”
Stage 5	NOT APPLICABLE

Enrolment in higher education

29. Description of the public service

- Enrolment in higher education / university

30. Research definition

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

31. Sophistication Model with partial Participation Module

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 enroll 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 enroll 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 enroll 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 enroll 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”
Stage 5	NOT APPLICABLE

Announcement of moving

32. Description of the public service

- Announcement of moving (change of address)

33. Research definition

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

34. Sophistication Model

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 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	The service provider offers the possibility to completely treat the announcement of change of address of a private person moving within the country online.
Stage 5	NOT APPLICABLE

Health-related services

35. Description of the public service

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

36. Research definition

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

37. Sophistication Model

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 4a	The service provider 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"
Stage 4b	An appointment in a hospital can be made by an intermediary, a GP, via an electronic network that links him with the hospital.
Stage 5	NOT APPLICABLE

Social contributions

38. Description of the public service

- Social contributions for employees

39. Research definition

- Standard procedure to declare social contributions for employees affected by corporations

40. Sophistication Model

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"
Stage 5	NOT APPLICABLE

Corporate tax

41. Description of the public service

- Corporate tax: declaration, notification

42. Research definition

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

43. Sophistication Model

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"
Stage 5	NOT APPLICABLE

VAT

44. Description of the public service

- VAT: declaration, notification

45. Research definition

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

46. Sophistication Model

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 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"
Stage 5	NOT APPLICABLE

47. Description of public service

- Registration of a new company

48. Research definition

- Most important registration procedure to start a new company

49. Sophistication Model

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"
Stage 5	NOT APPLICABLE

50. Description of the public service

- Submission of data to statistical offices

51. Research definition

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

52. Sophistication Model

Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 3.
Stage 1	Necessary information to submit a statistical questionnaire to the National Institute for Statistics is available on a publicly accessible website
Stage 2	The possibility to download at least one statistical questionnaire from the National Institute for Statistics to submit statistical data exists.
Stage 3	The possibility of an official electronic form to submit at least one statistical questionnaire to the National Institute for Statistics exists.
Stage 4	The service provider offers the possibility to completely treat the submission of statistical data to the National Institute for Statistics electronically.
Stage 5	Data concerning company revenues already declared to tax administrations do not need to be resubmitted separately to statistical offices and data related to employees (proportion men/women, absenteeism on the work floor …) already submitted to Social Security or Employment administrations are automatically submitted for statistical purposes, the submitter does not need to resubmit data (administration must adapt, not the citizen/enterprises)

Remark: This indicator aims at finding in what way the government is making it easier to submit statistical data and cut company red tape via interoperability of data-sets.

Customs declaration

53. Description of the public service

- Customs declarations

54. Research definition

- Standard procedure for customs declarations related to the normal activities of a corporation.

55. Sophistication Model

Stage 0	The service provider does not have a publicly accessible website or The service provider does not qualify for any of the criteria for the levels 1 to 4.
Stage 1	The information necessary to declare customs is available on a publicly accessible website managed by the service provider.
Stage 2	The service provider offers the possibility to obtain the paper form to declare customs in a non electronic way.
Stage 3	The service provider offers the possibility of an electronic intake with an official electronic form to declare customs.
Stage 4	The service provider offers the possibility to completely treat the declaration of customs electronically. Case handling, decision and delivery of a standard procedure to declare customs can be treated via e-services.
Stage 5	NOT APPLICABLE

Environment-related permits

56. Description of the public service

- Environment-related permits (incl. reporting)

57. 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).

58. Sophistication Model

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 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 service provider offers the possibility to completely treat the delivery of environment-related permit electronically. Case handling, decision and delivery of a standard procedure to obtain an environment-related permit can be treated via e-services.
Stage 5	The service provider offers the possibility for customized and segmented (by sector & size) relevant information on new environmental-related regulation and obligations to businesses.

59. Definition of the public service

- Public procurement

60. Research definition

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

61. Sophistication Model

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”
Stage 5	NOT APPLICABLE