



eGovernment Benchmark 2020

eGovernment that works for the people

BACKGROUND REPORT

A study prepared for the European Commission DG Communications Networks, Content & Technology by:



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DG Communications Networks, Content & Technology

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Introduction

1 Introduction

1.1 An annual evaluation of eGovernment services in Europe

Twenty years ago, at the start of this century, public services were predominantly delivered by post or in person at the city hall. Now, many public services are available either partially or fully online. However, eGovernment goes beyond just digitalising existing public services. By creating user-centric, safe, secure and transparent websites, governments facilitate smooth digital interaction and they can provide better services and make life easier for citizens and businesses.

Furthermore, eGovernment plays an important role in creating a Digital Single Market¹. In a Digital Single Market, European citizens are able to use digital government services irrespective of their nationality and place of residence. The eGovernment Action Plan 2016-2020², the Tallinn Ministerial Declaration³ and the Single Digital Gateway Regulation⁴ together show the Commission's dedication to facilitate European citizens and businesses with user-centric eGovernment services, both in their home countries and in other European countries.

For almost a decade, the eGovernment Benchmark has been a yearly monitoring instrument provided by the Commission providing insight into the use of Information and Communications Technologies (ICT) in the public sector. The Benchmark, just as the eGovernment services it describes, is in constant evolution to capture and assess the most relevant aspects of eGovernment. As such, the eGovernment benchmark resonates with the key policy priorities formulated in the eGovernment Action Plan 2011-2015⁵ and subsequently the eGovernment Action Plan 2016-2020. At the same time, however, the eGovernment Benchmark reports should not be read as an evaluation of these initiatives; it has

its own merits and goals. The main objective of the eGovernment benchmark is to analyse the current state of play of digital services provided by Europe's public administrations.

This report benchmarks countries against the availability and characteristics of digital public services. In order to give a consistent and repeatable means of making valid comparisons, we evaluate the performance of online public services against four "top-level" benchmarks: User Centricity, Transparency, Key Enablers and Cross-Border Mobility. These research dimensions are described in the next chapter.

To properly assess these top-level benchmarks, this report evaluates over 10,000 websites in 36 countries. These countries are the 27 European Union Member States, Iceland, Norway, Montenegro, Republic of Serbia, Switzerland, Turkey and the United Kingdom, as well as Albania and North Macedonia.

1.2 Scope of the Background Report

The present report - called the Background Report - is the extensive overview of the benchmark assessment, which aims to deliver an impactful study on eGovernment. This report is complemented by the shorter Insight Report, which presents the key findings. Additional country factsheets provide more focussed insights at national level into the results per top-level benchmark and per life event in comparison with the rest of the EU. The methodology is explained in the Method Paper⁶, which includes a comprehensive description of the method used (including full description of the questionnaire and life event models). The research is completed by the raw data file that is publicly available.

¹ Digital Single Market - <https://ec.europa.eu/digital-single-market/en/policies/shaping-digital-single-market>

² EU eGovernment Action Plan 2016-2020 - Accelerating the digital transformation of government, online available: <https://ec.europa.eu/digital-single-market/en/european-egovernment-action-plan-2016-2020>

³ Tallinn Ministerial Declaration on eGovernment, online available: http://ec.europa.eu/newsroom/document.cfm?doc_id=47559

⁴ The Single Digital Gateway - https://ec.europa.eu/growth/single-market/single-digital-gateway_en

⁵ eGovernment Action Plan 2011-2015 - <https://ec.europa.eu/digital-single-market/en/european-egovernment-action-plan-2011-2015>

⁶ For a more detailed description of the methodology, please refer to the Method Paper, online available at: https://ec.europa.eu/newsroom/dae/document.cfm?doc_id=55174

This report highlights concrete examples from participating countries. After each top-level benchmark in chapters 3 and after the life events in chapter 4, 5, 6, and 7, the reader is provided with an example of a good practice and a list of all other practices relevant to that specific section. All *good practices* (including those already presented within the text) can be found in the Appendix.

This report also includes an extensive description of the Benchlearning exercise. This analysis calibrates the benchmark performance of each country against various country characteristics. This means that countries operating within similar contexts, but with different levels of eGovernment performance, can learn from each other.

The Background Report is structured as follows:

- *Chapter 2* provides an overview of the measurement, including the policy priorities addressed and a short description of the methodology;
- *Chapter 3* provides the analysis of the top-level benchmarks for the indicators: *User Centricity, Transparency, Key Enablers and Cross-Border Mobility*;
- *Chapters 4 to 7* provide the insights for the four life events under scrutiny in this edition: *Regular Business Operations, Owning and Driving a Car, Moving and Starting a Small Claims Procedure*.
- *Chapter 8* presents the results of the Benchlearning analysis of the EU Member States, analysing performances of countries that have similar pre-requisites and development paths.

Scope – what we measured and how we measured it

2 Scope - What we Measured and How we Measured it

This section provides an overview of the top-level benchmarks, an overview of the life events under evaluation and describes the 'Mystery Shopping' method that is used for data collection. The overview of this methodology is condensed in this paper, but a more detailed description can be found in the Method paper.

2.1 The eGovernment Benchmark framework

The eGovernment Benchmark measures progress in four areas, called **top-level benchmarks**:

- 1 User Centricity** - To what extent are services provided online? How mobile friendly are they? And what online support and feedback mechanisms are in place?
- 2 Transparency** - Are public administrations providing clear, openly communicated information about how their services are delivered? Are they transparent about the responsibilities and performance of their public organisations, and the way people's personal data is being processed?

3 Key Enablers - What technological enablers are in place for the delivery of eGovernment services?

4 Cross-Border Mobility - How easily are citizens from abroad able to access and use the online services?

Each top-level benchmark consists of multiple indicators. Figure 2.1 shows the framework of the eGovernment Benchmark exercise. Working down from the top-level benchmarks, the indicators that together comprise the top-level benchmarks are presented, followed by the pilots that are currently running. The method of data collection is either done by mystery shopping, or with an automated tool. In the lower half of the figure the life events under evaluation are presented.

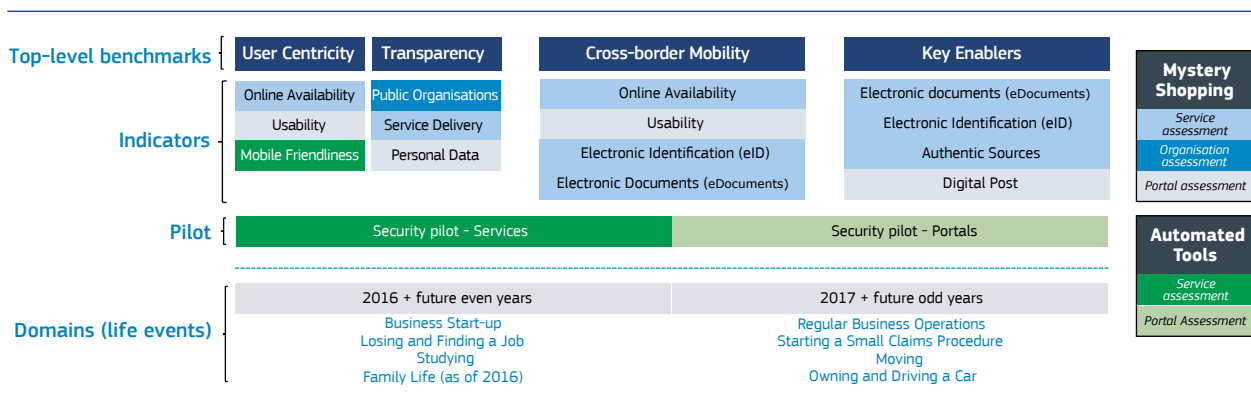


Figure 2.1 The framework for the eGovernment Benchmark report

2.2 The life event approach

In order to have a complete, comprehensive overview of how countries are performing in the area of eGovernment, they are measured against a set of eight life events, or 'User Journeys'. These consist of common digital services that the average citizen or business is likely to require. The following life events are under evaluation: *Regular Business Operations*, *Moving*, *Owning and Driving a Car*, *Starting a Small Claims Procedure*, *Business Start-Up*, *Family life*, *Losing and Finding a Job* and

Studying. Each life event has its own persona story with concrete situations that citizens and businesses experience. For example:

Moving: When deciding to buy a new home, we assess what online information is available for Joyce on local schools and amenities in the area she's interested in. Once moved, she registers her new address in the municipality register and all relevant authorities are notified. She can also notify the postal office and her utilities provider and apply for any necessary permits.

Together, these life events cover the most common services and domains provided by public organisations. Each life event is measured in a

biennial cycle, i.e. once every two years, allowing member states to update, improve and evaluate their services.

	2012 + 2014 + 2016 + 2018	2013 + 2015 + 2017 + 2019
Business life events	Business Start-up	Regular Business Operations
Citizen life events	Losing and Finding a Job Studying Family (as of 2016)	Starting a Small Claims Procedure Moving Owning and Driving a Car

Figure 2.2 Overview of life events under assessment in 2012 – 2019

The life events included in the eGovernment benchmark are evaluated on all four top-level benchmarks: *User Centricity*, *Transparency*, *Key Enablers* and *Cross-Border Mobility*. Since each year four life events are measured, we take the average results of two years (e.g. 2018 and 2019). We call this the biennial average. As all life events are measured every two years, the **biennial averages summarise the findings from all eight life events**.

A methodology update took place in the 2016 eGovernment Benchmark. A number of indicators and the *Family* life event were added. Therefore, not all indicators can be compared for all years of the eGovernment Benchmark. However, we are able to compare the biennial average from 2016 & 2017 with the biennial average from 2017 & 2018 as well as 2018 & 2019.

Furthermore, in light of the United Kingdom leaving the EU, we will use EU27+ instead of EU28+. Since this name change does not affect the actual countries under evaluation, the EU28+ reference from previous reports is still comparable with the EU27+ reference in this edition. The specific Benchlearning perspective evaluates the former EU28, which is called the EU27+UK in this report.

2.3 Method of data collection: Mystery Shopping

The method most used in the benchmark exercise is Mystery Shopping. A Mystery Shopper is trained and briefed to observe, experience, and measure a given public service process. Mystery Shoppers act as prospective users and follow a detailed, objective evaluation checklist. Mystery Shopping forms the majority of input for the top-level benchmarks, the only exception being the assessment of Mobile friendliness, which is conducted using online and openly available tools⁷.

⁷ Rankwatch Mobile friendly check, available at: <https://www.rankwatch.com/tools/mobile-friendly-check.html>

⁸ Google Mobile friendly test, available at: <https://search.google.com/test/mobile-friendly>

The Mystery Shopping exercise at a glance:

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

Part one:

**Europe's eGovernment
Performance**

3 Synthesis of the top-level benchmarks

This chapter summarises the results of the eGovernment benchmark's top-level benchmarks. The following section, 3.1, provides a broad layout of the current state-of-play, followed by sections where each top-level benchmark is explored in more detail: 3.2 User Centricity, 3.3 Transparency, 3.4 Key Enablers and 3.5 Cross-Border Mobility. Section 3.6 outlines how the eGovernment Benchmark relates to the European Commission's Digital Economy and Society Index (DESI)⁹.

3.1 Overview of the top-level benchmarks results

Each of the four top-level benchmark consists of multiple indicators. The average score of the indicators per top-level benchmark represents the eGovernment performance for that top-level benchmark, from 0% to 100%. Figure 3.1 shows the biennial average for the EU27+ for the data collections of 2016 and 2017 and for the data collections of 2018 and 2019¹⁰. *User Centricity* is the top-level benchmark with the highest overall score (87%), showing that European governments hold citizen's and businesses' ease of use in high regard. *Transparency* obtains a score of 66%, indicating that governments, to some extent, provide clear information about how their services are delivered, about the responsibilities and performance of their

public organisations, and about the way people's personal data is being processed. *Key Enablers* scores 61%, which means that vital building blocks for successful eGovernment, in particular eIDs and the use of Authentic Sources, which are not yet fully implemented across Europe. *Cross-Border Mobility* is much less developed. A score of 56% implies that eGovernment services are much less frequently available to foreigners when compared to nationals.

Figure 3.1 clearly shows that the performance on eGovernment is on the rise in all European countries: all top-level benchmarks increased substantially since the last cycle. The top-level benchmarks *Transparency* and *Key Enablers* improved most, by 7 p.p. each. *User-centricity* and *Cross-Border Mobility* improved by 4 p.p.

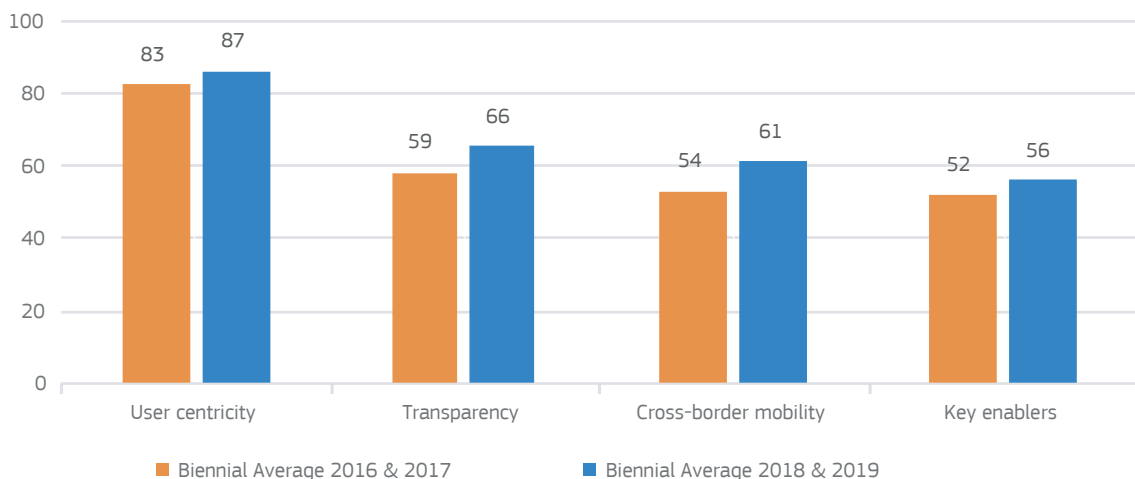


Figure 3.1 Biennial averages for top-level benchmarks for the EU27+ in 2016 & 2017 and 2018 & 2019

⁹ <https://ec.europa.eu/digital-single-market/en/desi>

¹⁰ Please note that since 2017, Albania and North Macedonia were added to the sample, which makes the scores not entirely comparable.

The average score of the four top-level benchmarks represents the overall eGovernment performance, from 0% to 100%. An overview of eGovernment performance per life event is presented in Figure 3.2. It shows the average scores of the top-level benchmarks per government domain. The most advanced life event is *Regular Business Operations* at 77%, followed by *Business Start-Up* at 76%, *Losing and Finding a Job* and *Moving* at 71%, *Studying* at 68%, *Family* at 63%, *Owning and Driving a Car* at 62% and finally *Starting a Small Claims Procedure* at 57%. These results show that Europeans businesses enjoy good eGovernment services and can easily start and run their businesses online. European citizens are generally well supported by eGovernment when they lose their jobs or when they want to move houses. However, when they want to buy a car, or start a small claims procedure, many of the services cannot be obtained online.

In comparison with the data collection of 2017, the life events measured in the odd years all improved. The *Regular Business Operations* life event improved most with 7 p.p., followed by *Owning and Driving a Car* and *Starting a Small Claims Procedure* with 6 p.p. each, and *Moving* which improved with 5 p.p. The life events in the even years of data collections also all improved since the beginning of this cycle in 2016. Between 2016 and 2018, the *Studying* life event increased with 3 p.p., the *Losing and Finding a Job* life event with 5 p.p., *Business Start-Up* with 7 p.p. and the *Family* life event with 10 p.p. In particular, European countries have accelerated the digitalisation of family related services, such as requesting child maintenance allowance and state pension arrangements.



Figure 3.2 Average scores per life events (average of top-level benchmarks, Growth is compared to 2016 & 2017)

In Figure 3.3 (for 2019 life events) and Figure 3.4 (for 2018 life events) the results for the individuals countries are provided. In Figure 3.3 a similar pattern arises as in Figure 3.2: *Regular Business Operations* and *Moving* are on average more mature than *Owning and Driving a Car* and *Starting a Small Claims Procedure*. For 22 countries *Regular Business Operations* is the life event with the highest performance across the four top-level benchmarks. This shows that, on average, online public services directed at businesses are more

mature than those directed at citizens. The life event *Moving* is the most developed in 9 countries, followed by 3 countries where *Owning and Driving a Car* is the most mature life event and lastly, 2 countries where *Starting a Small Claims Procedure* is the most mature life event.

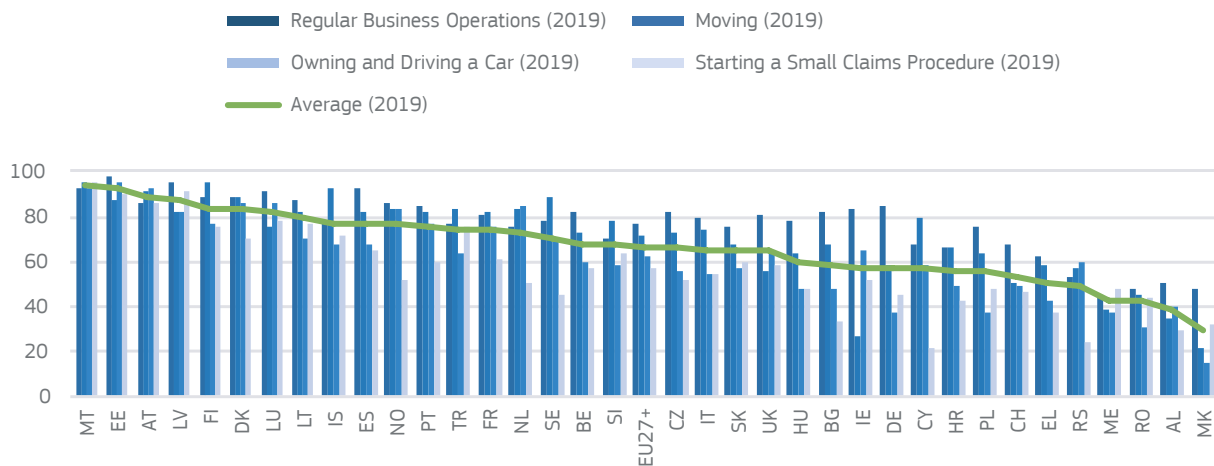


Figure 3.3 Country ranked on the average of the top-level benchmarks (per 2019 life event and country)

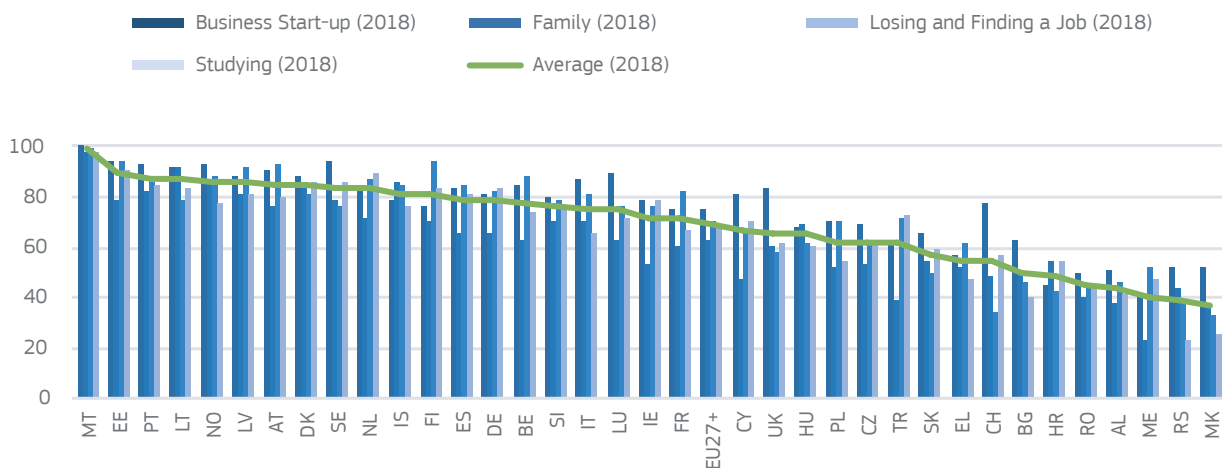


Figure 3.4 Country ranked on the average of the top-level benchmarks (per 2018 life event and country)

As mentioned, the average score of the four top-level benchmarks represents the overall eGovernment performance, from 0% to 100%. Figure 3.5 reveals that Malta (97%), Estonia (92%), Austria (87%), Latvia (87%), Denmark (84%), Lithuania (83%), Finland (83%), Portugal (82%), Norway (80%) and Iceland (79%) make up the top ten best performers of this year. In particular, Malta provides its citizens with excellent eGovernment across all top-level benchmarks.

Furthermore, nearly all countries increased their overall eGovernment performance. Online government services are becoming better and better. The most notable improvements were made by Luxembourg (+11 p.p.), Slovenia (+8 p.p.), Hungary (+7 p.p.), Slovakia (+7 p.p.), Bulgaria (+6 p.p.) and Croatia (+6 p.p.). In particular, Luxembourg's rise is impressive, and takes them from the 17th place overall, to the 11th place.

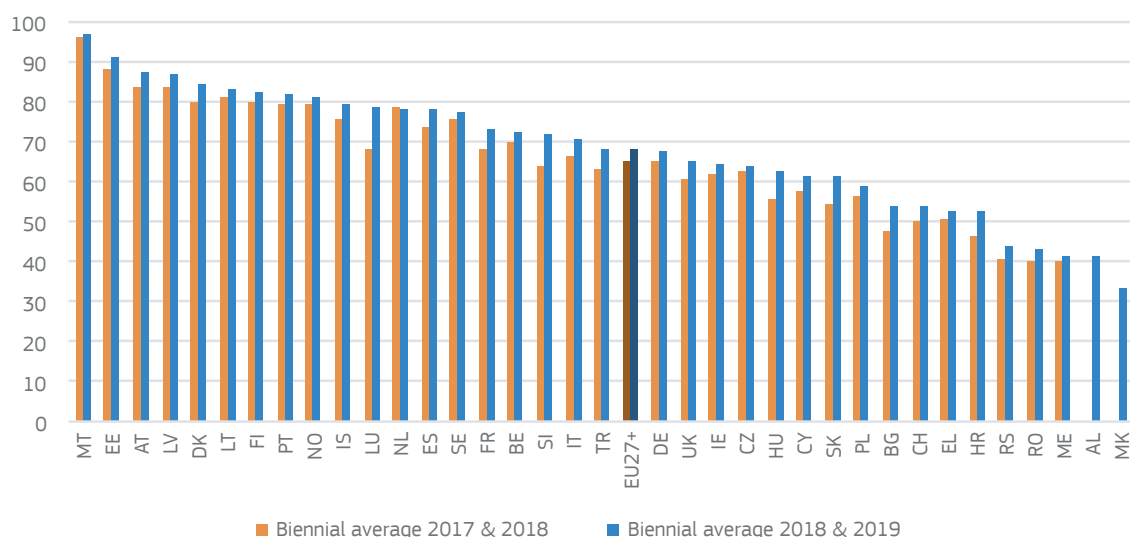


Figure 3.5 Biennial average of the Overall country performance (average of all top-level benchmarks per country)

3.2 User Centricity

The *User Centricity* top-level benchmark assesses the extent to which governments deliver and design services with the needs of the users in mind - in this case citizens and businesses. This top-level benchmark consists of three sub-indicators: *Online Availability*, *Usability* and *Mobile Friendliness*. These indicators measure three different aspects of the service provision: *Online Availability* considers the extent to which users can complete public services digitally. *Usability* checks whether there are support options available within the services, such as the possibility to have a live chat, and whether the websites of the services are available using portable devices. *Mobile Friendliness* assesses whether the websites under evaluation are compatible with mobile devices.

The average of these three indicators represents the overall performance of *User Centricity*. Figure 3.6 presents the biennial averages for the EU27+ countries. The best performing countries for this top-level benchmark are Malta (99%), Denmark (97%), Austria (96%), Estonia (96%) and Finland (96%). In general, *User Centricity* scores are rather high: 20 countries score over 90% for this top-level benchmark, showing that in many countries European citizens enjoy many services that are delivered to them online in simple and understandable ways.

Looking at the differences between the biennial average of 2018 & 2019 and 2017 & 2018, Hungary (+8 p.p.), Croatia (+8 p.p.) and Slovakia (+7 p.p.) made impressive steps to improve the *User Centricity* of their services. Another remarkable riser is the United Kingdom, improving with 6 p.p., from an already good 85% to the excellent score of 91%. Investments to meet user demands have paid off in these countries.

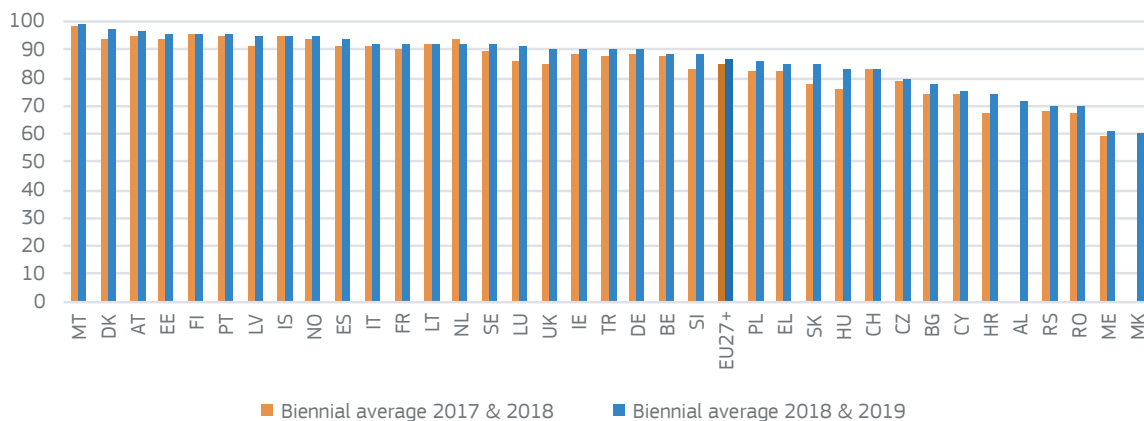


Figure 3.6 Biennial averages for the top-level benchmark User Centricity

Figure 3.7 shows the EU27+ average scores of the three sub-indicators of the *User Centricity* top-level benchmark for each of the 2019 and 2018 life events and their biennial averages. Overall, *Usability* is the best scoring indicator within *User Centricity*, with a biennial average of 91%, followed by *Online Availability* at 87% and *Mobile Friendliness* at 76%. Interestingly, this means that even if services are not fully digital (*Online Availability* indicator) or compatible with mobile devices (*Mobile Friendliness* indicator), websites offer sufficient support and help functionalities (*Usability* indicator).

Online Availability is best developed for the business life events: *Regular Business Operations* scores 96% and *Business Start-Up* 91%. Some of the citizen life events also obtain high scores:

Moving scores 90%, closely followed by *Owning and Driving a Car* (87%) and *Studying* (87%). Services in the *Family life* event score lowest on *Online Availability* (77%).

The portals assessed for the life event *Regular Business Operations* provide users with the best support options and obtained a score of 96% for the *Usability* indicator. The life event with the lowest score in this aspect is *Starting a Small Claims Procedure* at 83%.

Mobile Friendliness is significantly higher for all life events evaluated in the 2019 data collection, when compared to the score obtained in the previous benchmark assessment, with *Regular Business Operations*, *Losing and Finding a Job* and *Moving* as positive outliers with respective 87%,

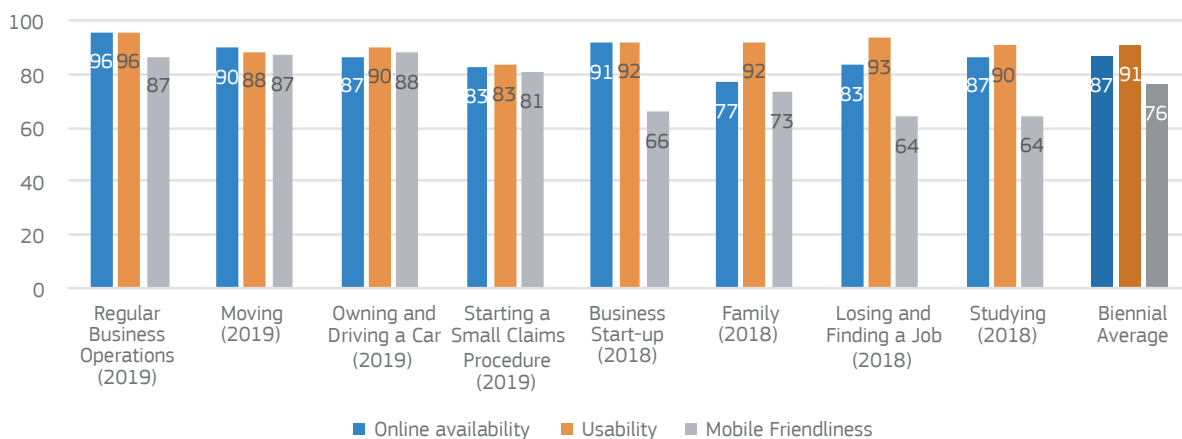


Figure 3.7 Scores for the sub-indicators of the User Centricity top-level benchmark for 2019 and 2018 life events (EU27+ average)

87% and 88% scores for *Mobile Friendliness*.

The following sections provide more detail about each of the sub-indicators, the aspects they are based on and the insights they yield.

3.2.1 Online Availability of services

The *Online Availability* sub-indicator evaluates whether and how online information and services are made available to citizens and businesses. Figure 3.8, shows that more than three out of four services within the EU27+ are either automated or

can be completed online (78%). The most common way of service delivery is via a portal, which is the case in 69% of the services. In the last two years, the most notable difference is that the number of automated services increased with 2 p.p., to 9% indicating that the rather recent trend of proactive service delivery can be expected to see further development in the near future. Where the service itself is not online, government often provide information on how to obtain the service via non digital channels (21%). For just 2% of the services under evaluation there is no information available.

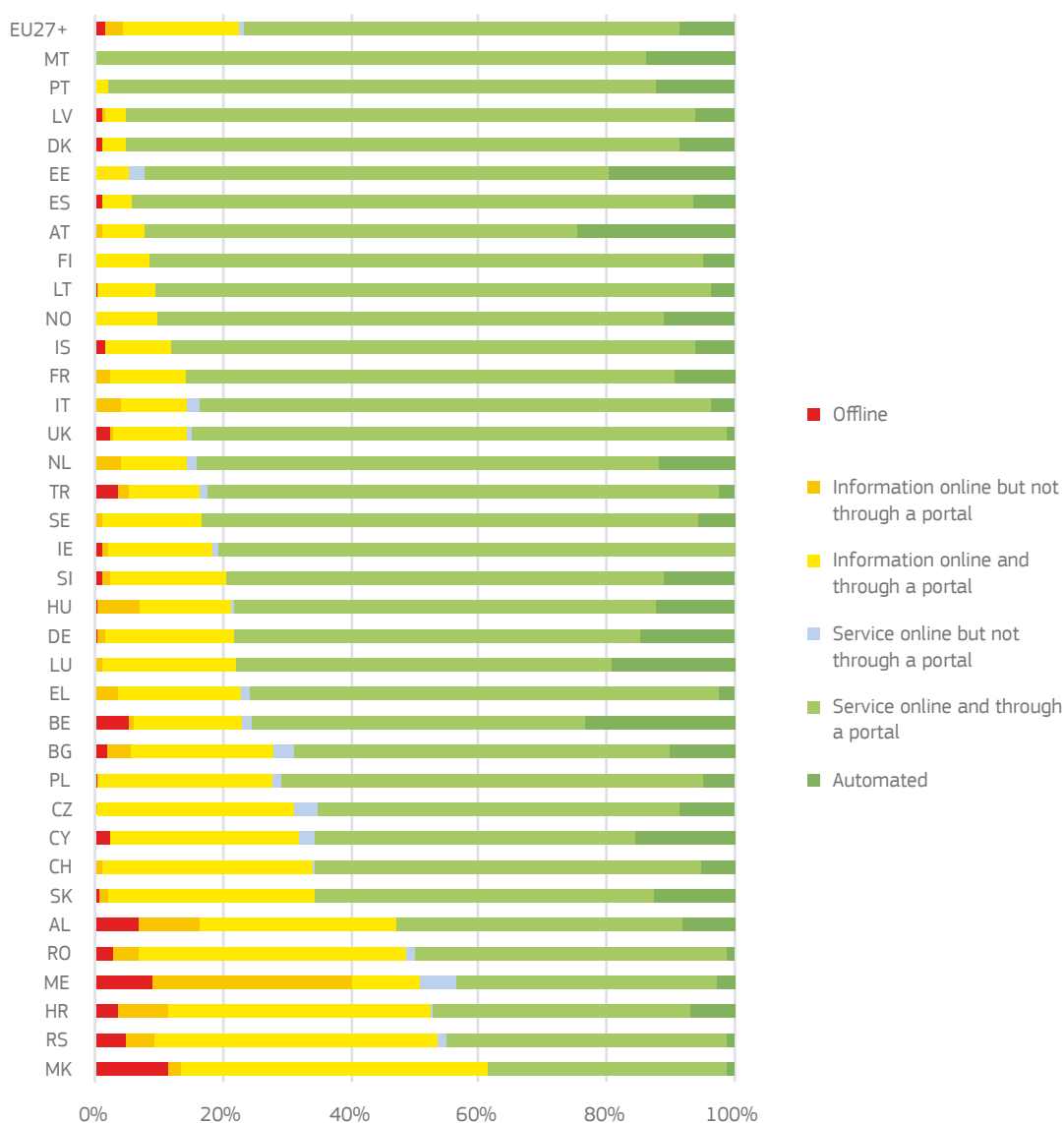


Figure 3.8 Online Availability of public services (2019 biennial average per country)

Belgium and Austria are the countries with the highest percentage of automated services with 23% and 25% of the services. Users do not have to request these services but receive them based on their circumstances. This means that more than one out of five services are proactively provided. Malta is the only country where all services under evaluation are either provided online or automated. Another top-performing country is Portugal, where 86% of the services are delivered online and another 12% are automated. Only four countries have less than 50% of their services available online.

Figure 3.9 shows the average *Online Availability* scores for the levels of public administrations within the EU27+ countries. This report distinguishes between three levels of service

delivery: local, regional and national. On average national authorities have more services available online than regional and local authorities. National services score on average 89% on the *Online Availability* sub-indicator, followed by regional services at 84% and finally local services at 77%. National administrations score highest for Online Availability in 21 of the countries under evaluation, followed by 11 countries where regional administrations have the highest score and 5 countries where local administrations are the best performers. In Malta, local services as well as national services obtain a 100% score. Please note that the sample of regional and local services can be limited within some countries and some countries have no services provided on a regional level (i.e. Malta, Cyprus, Sweden, Serbia and Montenegro).

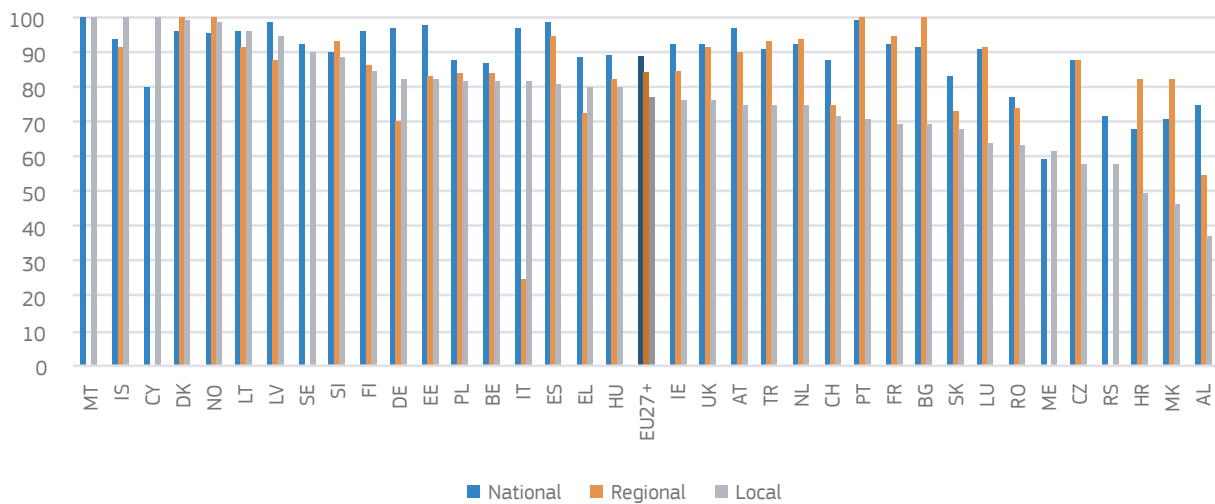


Figure 3.9 Scores for Online Availability of public services at national, regional and local level (2019 biennial average per country)

Good Practice

Iceland - The National Portal of Iceland

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Openness & transparency

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

The national portal, Ísland.is, refers to digital services provided by all sorts of public organisations in Iceland. Each service is displayed as an information box on the front page of the portal. There are also clear search options to help users find the services they need. In April 2020, there were about 700 service references on the site and more to come. When a user finds the service he/she is looking for he/she can click on the relevant information box and the portal redirect him/her to the appropriate service page. This functionality provides users a clear and convenient way to find services related to all kinds of life events.

2. Benefits

- In March 2020 there were 129000 users on Ísland.is which are 36% of the population of Iceland that has about 360000 inhabitants.
- Currently there are 293 digital processes directly accessible from the portal which saves thousands of users a lot of time and effort. For example. the process that allows users to get their criminal records digitally saves 13000 visits to the sheriff.

3. Key success factors

- Users find services regardless of which organization provides it.
- Users can search in one place, filter by category / organization (in the direction of live events), and whether one is looking for services as an individual or company.

4. More information

More information can be found at: <https://island.is/um-island-is/> and <https://island.is/>

3.2.2 Usability of services

The second sub-indicator that comprises the *User Centricity* top level benchmark is *Usability*, which is assessed on the most important portals of the countries evaluated in the eGovernment Benchmark report. The *Usability* sub-indicator assesses to what extent users have access to online support, such as a Frequently Asked Question (FAQ) section on government websites.

The EU27+ countries, score well on the *Usability* indicator on average and a number of countries obtained the maximum score of 100% in this sub-indicator (Estonia, Italia, Malta, Netherlands,

Turkey). Looking at Europe's progress on the country level shows that Hungary and Slovakia made considerable steps regarding *Usability* in the past two years, with average improvements of 9 p.p. and 7 p.p. respectively.

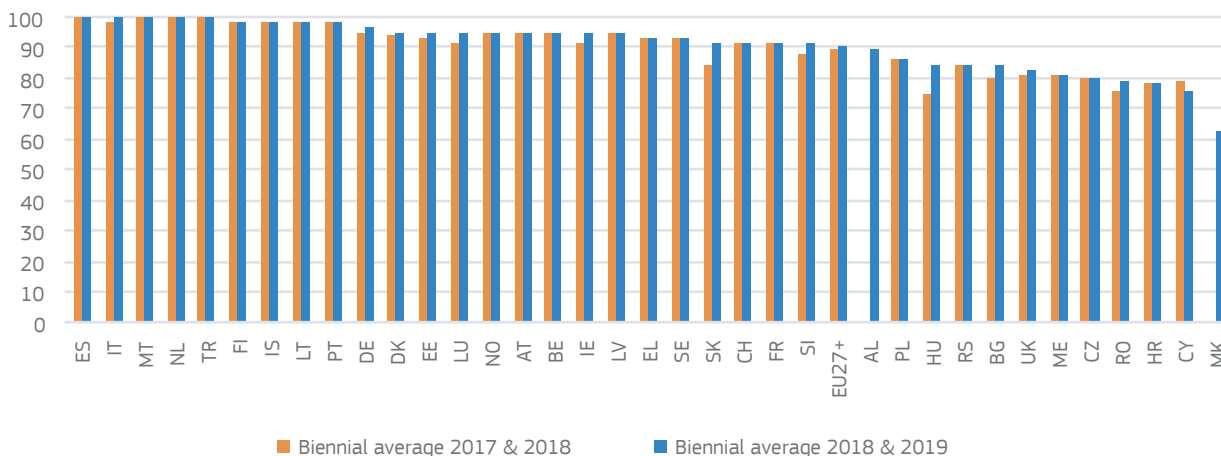


Figure 3.10 Biennial averages for the Usability indicator per country

Figure 3.11 shows which questions are under evaluation for the Usability indicator. Already in 2017, the average of each question for all countries was above 75%. In the evaluation of last year's life events, the score on some questions stand out: all portals offer the opportunity to use other channels such as a visit to the municipality (a score of 100%), whereas for almost all portals

the responsible departments can be identified (99%). Nine out of ten portals have a FAQ section (93%), complaint procedures (90%), feedback mechanisms (87%), discussion fora or social media (86%). Eight out of ten portals provide service demos or a live chat functionality (78%) as to help users to complete services online.

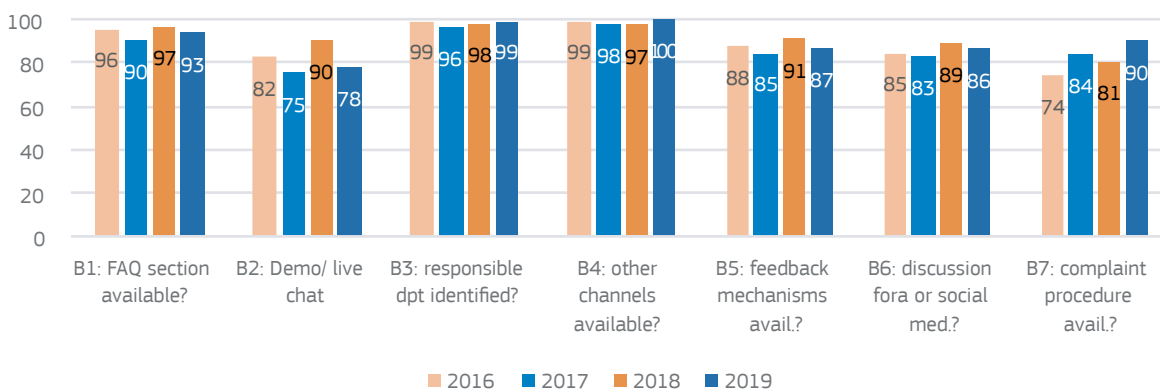


Figure 3.11 Availability of online support (annual averages)

In comparison with the last two years, when the same life events were under evaluation, the score for all questions improved. The largest improvement can be observed in the availability of complaint procedures (+6 p.p.). The questions on the availability of a FAQ section, a demo, discussion fora and whether the responsible department can be identified all increased with 3 p.p. The smallest

improvement was for the availability of feedback mechanisms online. To further enhance the user experience, governments could encourage users to provide feedback more often, so that they in turn can improve their services.

The Portuguese good practice below is an example of a portal where users can obtain many services across all life events. Currently, Portugal scores

98% for the *Usability* indicator, which shows that they already provide excellent support functions to their citizens and businesses.

Portugal: ePortugal Portal

Top-level benchmark / Action Plan Principle

User centricity, Cross-Border Mobility, Key enablers

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Studying, Family life, Losing and finding a job

1. Good practice description

On February 14, 2019, the ePortugal.gov.pt portal was launched, replacing both the Citizen Portal and the Entrepreneur's Desk. The portal is the aggregating website for public services, acting as a single digital gateway to access electronic public services for citizens and businesses.

Among other new features, the portal offers a natural language processing chatbot that helps users finding services and specific information on those services and is being trained to act as a channel to actually perform those services.

2. Benefits

- Single point of contact for public services
- Increased findability of services
- Increased user experience, by increasing both usability and accessibility

3. Key success factors

- Centralised management of both the citizens' and the businesses' portals
- Strong articulation among public administrations
- Robust key enablers, such as interoperability, eID and eSignature, already in place

4. More information

More information can be found at: www.eportugal.gov.pt

3.2.3 Mobile Friendliness of services per life event

In a society that increasingly revolves around mobile devices, such as smartphones and tablets, mobile friendliness is of vital importance to online service delivery. Figure 3.12 shows that a little more than three out of each four government websites are compatible with mobile devices (76%). Looking at the annual averages, the 2019 data collection signals a significant increase in *Mobile Friendliness*. In comparison with the assessment of 2017 (on the same life events), the annual averages for the EU27+ increased by 17

p.p. (from 69% to 86%). Especially the life event *Moving* improved substantially (+ 18 p.p.). Since this life event has the most local service provider, this result indicates that local governments are also improving the mobile friendliness of their websites.

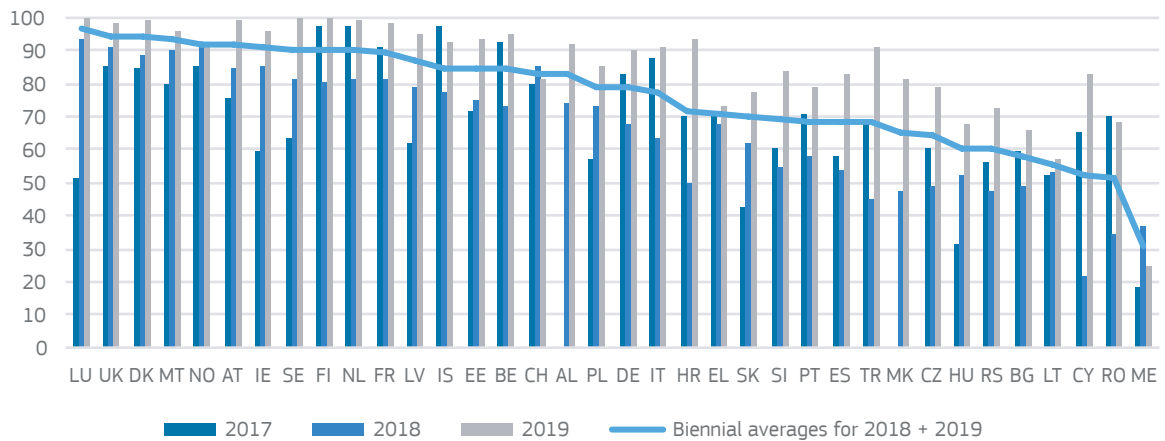


Figure 3.12 Mobile Friendliness (Country yearly average and the biennial average for 2018 & 2019)

Currently, the best performing countries for *Mobile Friendliness* (based on biennial averages) are Luxembourg, the United Kingdom and Denmark with 96%, 94% and 94%. More than nine out of ten government websites can be seamlessly used on a mobile device in these countries. Some countries substantially improved their mobile

friendliness since the data collection two years earlier. Sweden increased with 36 p.p., followed by Slovakia with 35 p.p., Latvia with 33 p.p. and Austria with 30 p.p. In Austria this increase might be explained by the recent steps taken to improve *Mobile Friendliness*, as described in the good practice example below.

Good practice

Austria - Oesterreich.gv.at and App “Digital Office”

Top-level benchmark / Action Plan Principle

User centricity/user convenience, Key enablers, Digital by Default,

Life event

Family life, Losing and finding a job, Moving, Owning and driving a car, Studying

1. Good practice description

Oesterreich.gv.at - the comprehensive Austrian governmental platform is an Internet platform linking to a large number of public authorities. As the One-Stop eGovernment platform for citizens, it provides useful information on services from different Austrian authorities in over 200 life situations, e.g. frequent life situations such as pregnancy, childbirth, marriage or housing, and allows the electronic processing of some of these procedures. The portal constitutes an interface, website and dedicated “Digital Office App”, between authorities and citizens, with an emphasis on transparency, user-friendliness. Furthermore, it enables being mobile, having easy access, clarity of information and is an important step towards location- and time- independent use of eGovernment.

The “Digital Office App” is the app-based part of the platform. It does not only include all information and services, but also integrates the Austrian eID with a unique single device secure solution including qualified eI. signature. This means, that the platform can be used in a personalized manner using the App. The user gets personalized, regionalised information as well as Single-Sign-On services with easy and mobile-friendly usage thus providing for a real mGovernment (mobile government) experience.

2. Benefits

- Portal and app accessible 24/7
- Possible processing of large numbers of administrative procedures electronically via the website oesterreich.gv.at
- m(obile)Government - dedicated “Digital Office App”

3. Key success factors

- Mobile first - transformation from eGovernment to mGovernment - dedicated mobile app with eID integrated to improve the service quality of Austria’s most frequently used eGovernment portal for citizens
- Website and app have been expanded with the introduction of new services for citizens (e.g. baby point and relocation)
- Added chatbot named “Mona”

4. More information

More information can be found at: <https://www.bmdw.gv.at/en/Topics/Digitalisation/In-administration/Platform-oesterreich-gv-at.html> and www.oesterreich.gv.at

3.2.4 Mandatory online services

The level of digital service delivery is on the rise across Europe. Some governments have even decided to deliver services online only, meaning that the service can no longer be obtained per post or in person, so that the use of an online channel is mandatory for users requesting these services. The assessment of mandatory online services is not taken into account in the scores of the eGovernment Benchmark report, but provides interesting information nonetheless.

Figure 3.13 presents for each life event the number of countries, in which this service is exclusively provided online. The first takeaway is that the majority of services are also still provided

offline and that citizens can access the service and get support without using any electronic means. The two life events with the highest number of services that are exclusively provided online are the Business Start-Up life event and the Regular Business Operations life event. For Regular Business Operations 18 of the 36 countries have three or more services available online only. A closer look at the data reveals that the mandatory online services are often related to tax declarations. The other side of the spectrum are the services in the life events Moving and Starting a Small Claims Procedure, where 33 and 34 countries respectively continue to provide all services both online and in traditional offline ways as well.

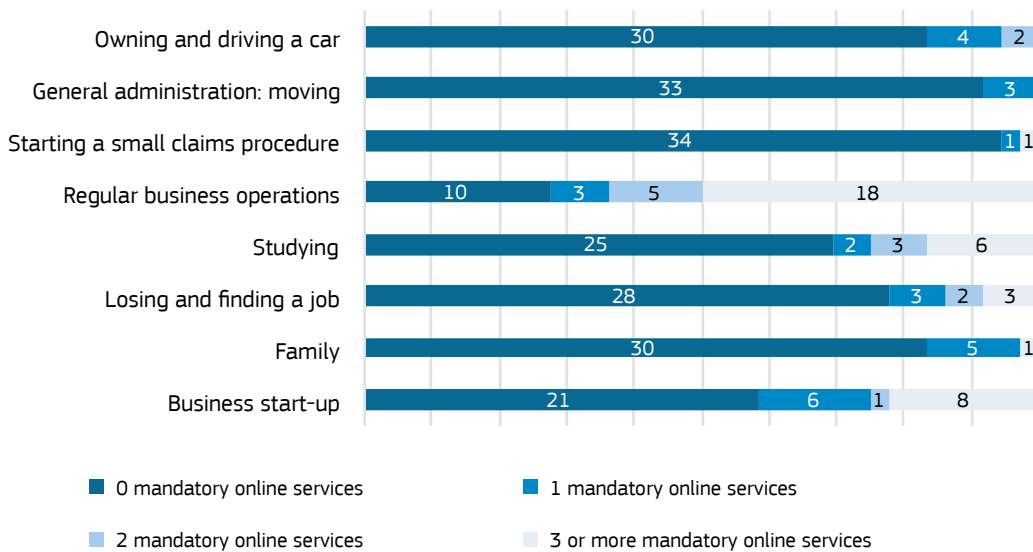


Figure 3.13 Number of countries per life event with mandatory online services

Belgium (Flanders): Groeipakket (Growth Package)

Top-level benchmark / Action Plan Principle

Digital by Default, Once only principle, Inclusiveness and accessibility

Life event

Family life

1. Good practice description

As a result of the 6th Belgian governmental reform, the competence of child benefits was transferred from the federal level to the regional level on 1 January 2019. Flanders seized the opportunity of this reform to establish a more efficient support of children and families. The “Groeipakket” integrates in one family policy, and in one single IT application, child benefits for education and child care with *automatic allocation* without parents having to apply. It is the result of the collaborative efforts of all departments in Flanders connected to family policy, breaking data silos and working in teams. Other regions in Belgium are now adopting the Groeipakket model, based on child allowances being granted automatically and the expansion to more children to minimise the risk of child poverty.

2. Benefits

- Replace 10+ existing IT systems by 1 overall system (the Groeipakket application), used by 1 public agency and 4 private partners and 1000+ agents
- Connect with 40+ different data sources (base registries) to provide fully automatic payment of child allowance benefits
- Less poverty and equal treatment between the working and non-working poor (1.600.000 children in 900.000 families receive their child allowances automatically, resulting in a reduction of the poverty risk at the child level of 1,5%)

3. Key success factors

- A strong leadership team, where a wide range of stakeholders were brought together to determine the infrastructure, the processes and the technology to establish a more efficient support of children and families
- Self-organising teams composed of people that were familiar with the old system, people that knew what were the key aims of the new system and people that were able to spread the word in their own organisations and agencies (change management)
- Availability of a Flemish data exchange infrastructure (the MAGDA platform) and authentic data sources (base registries) that made it possible to exchange all the data necessary for the automated service provision

4. More information

More information can be found at: <https://www.groeipakket.be/>

Other noteworthy good practices related to *User-centricity*:

Estonia	Proactive offer of family allowances
Iceland	MyPages for jobseekers and employers by Directorate of labour
Italia	pageoPa
Republic of North Macedonia	National e-services portal
Malta	User at the Centre of Service
The Netherlands	Improve services around life events
Romania	A National System of Management for Disability
Slovakia	Stop bureaucracy / Citizens' level
Spain	INPLANTALARIAK (enable working from home)
Switzerland	EasyGov.swiss
Turkey	Educational Informatics Network (EBA)

3.3 Transparency

A transparent government is a government that can be held accountable. Without transparency, the government's actions cannot be evaluated properly, and hence democratic processes are hindered. In eGovernment, transparency is about showing users what steps still need to be taken when obtaining a service, how their own data is being used by the government, and how the responsible institutions perform and operate.

Thus, this top-level benchmark comprises the indicators *Transparency of Service Delivery*, *Transparency of Public Organisations* and *Transparency of Personal Data*. Figure 3.14 shows that three quarters of the public administrations are open about how they work, their mission,

structure, and relevant policy participation processes (74%). But citizens often lack information about the duration, requirements, and provision of specific services (58%). Citizens could also be better informed about when personal data is used, by whom, and for what purposes (65%).

Diving into the separate life events, *Moving* scores highest on *Transparency of Service Delivery* (74%), followed by *Regular Business Operations* (73%). The domain websites evaluated for the *Losing and Finding a Job* life event have the highest score on Transparency for public organisations (82%). For *Transparency of Personal Data*, the two business life events score the highest: *Regular Business Operations* obtains a score of 75% and *Business Start-Up* obtains a score of 71%.

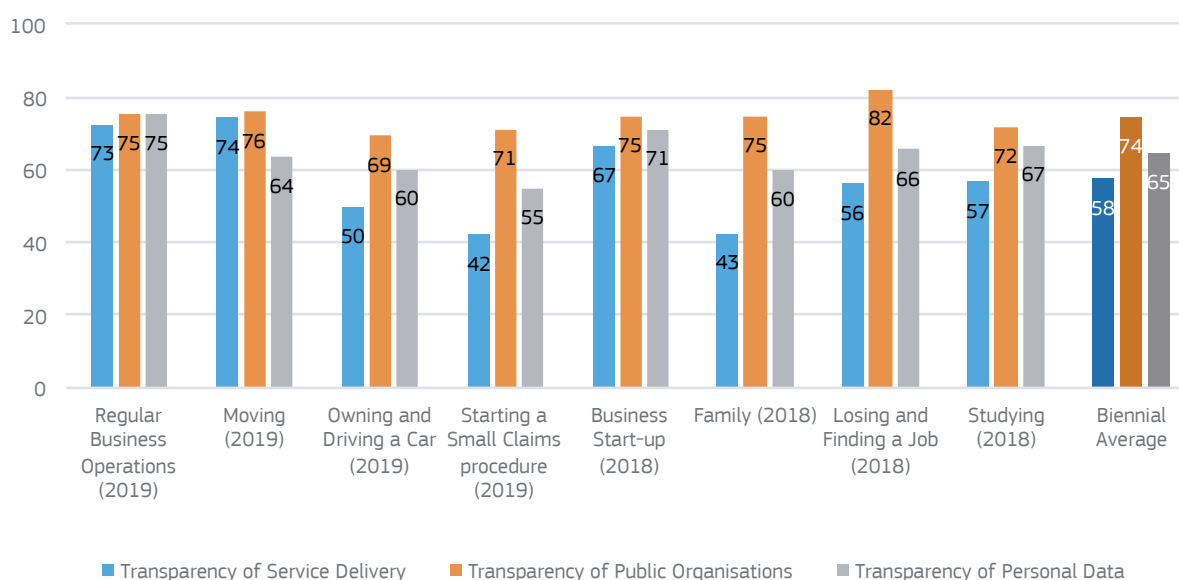


Figure 3.14 Transparency of Service Delivery, public organisations and personal data per life event (EU27+ average)

3.3.1 Transparency of Service Delivery

Transparency of Service Delivery is the first sub-indicator of the Transparency top-level benchmark. The indicator is evaluated for all basic services¹¹ in the Benchmark and assesses to which extent the service delivery process is transparent.

Figure 3.15 shows the average score of the EU27+ countries for each of the seven questions for *Transparency of Service Delivery* from 2016 to 2019. The same life events were evaluated in 2016 and 2018, as well as in 2017 and 2019. The EU27+ countries score best on *Delivery notice of service completion*. Users receive a delivery notice when a service is completed in 64% of cases (biennial average over 2018 and 2019). Moreover, the questions on progress tracking and whether the delivery timelines are clear score relatively well. On average, 54% and 56% of the websites implement these features. For half of the services

it was possible to save your work as a draft and return to it at a later moment (51%). Countries have room to improve with regards to the availability of information on service performance, which has a biennial average of 39%. Users can only hold their government accountable if they know how many services transactions took place and how many of the transactions were (un)successful.

When comparing the data from 2017 with the data from 2019, scores for all questions increase steadily. The availability to track progress during services has increased by 9 p.p. and the delivery notice when a service is completed has increased by 11 p.p. For the two questions that already scored relatively low - about whether expectations of the duration of the process are available and whether there is any information on the performance of the service - improved slightly. However with 3 p.p. and 4 p.p. the increase is limited.

¹¹ Basic services are transactional services, meaning that users have to register, apply, obtain etc., for something. Extended services are informational, meaning that users can obtain information.

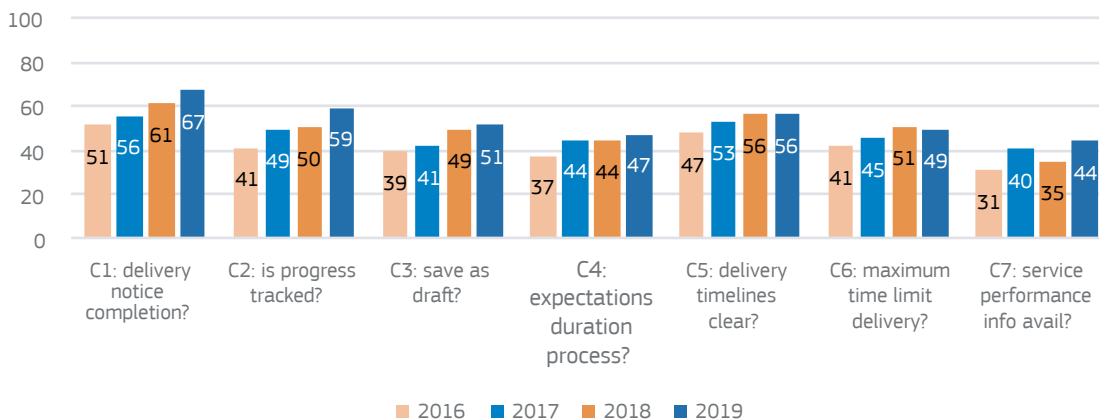


Figure 3.15 Transparency of Service Delivery (sub-indicator annual EU27+ averages)

Figure 3.16 shows that Malta (99%), Lithuania (92%) and Estonia (90%) provide users with clear information on how and when services will be delivered. Luxembourg and Denmark made the

biggest improvements, with increases of 24 p.p. and 23 p.p., they set impressive steps to help citizens and businesses better understand the service process.

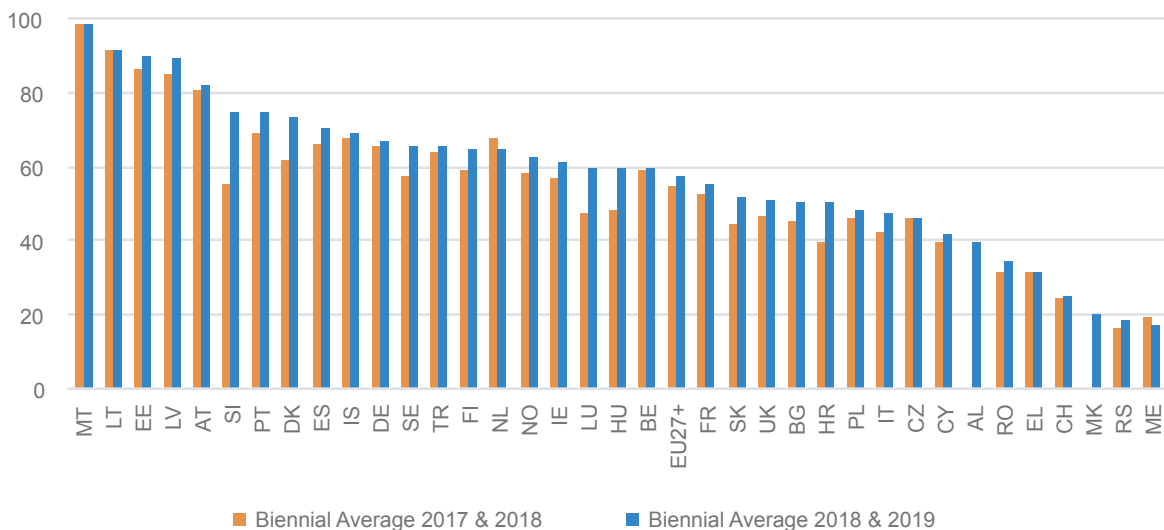


Figure 3.16 Biennial averages for the Transparency of Service Delivery indicator per country

3.3.2 Transparency of Public Organisations

Figure 3.17 shows the questions under evaluation for the Transparency of Public Organisations sub-indicator and the annual EU27+ averages. Six aspects score excellent in all countries. More than nine out of ten websites provide the organisational structure, mission and responsibilities, access to information, the possibility to request additional information and the corresponding legislation

(with EU27+ averages of 98% and above for this year’s data collection). Other aspects where countries perform well are transparency of policy making processes (90%), complain procedures for information requests (88%), insight into budgets and annual accounts (88% each) and, to a lesser extent, insight into the scope of investments (76%). In a number of other aspects, the EU27+ averages are substantially lower. Only half of

the websites are transparent when it comes to publishing external reports (53%), enabling citizens to participate in policy making processes (48%), implementing monitoring methods (43%) and publishing user satisfaction scores (43%).

Figure 3.17 also enables the reader to look at the increases between 2017 (when the same life events were under evaluation) and 2019. The

aspects that currently score over 98% already scored very high in 2017, thus not leaving much room for improvement. The lower scoring aspects did increase, albeit not by much. The availability of external reports and the availability of monitoring methods increased by 7 p.p. each, whereas user satisfaction metrics only increased by 3 p.p. This signals that more efforts are needed the coming years to accelerate progress in these areas.

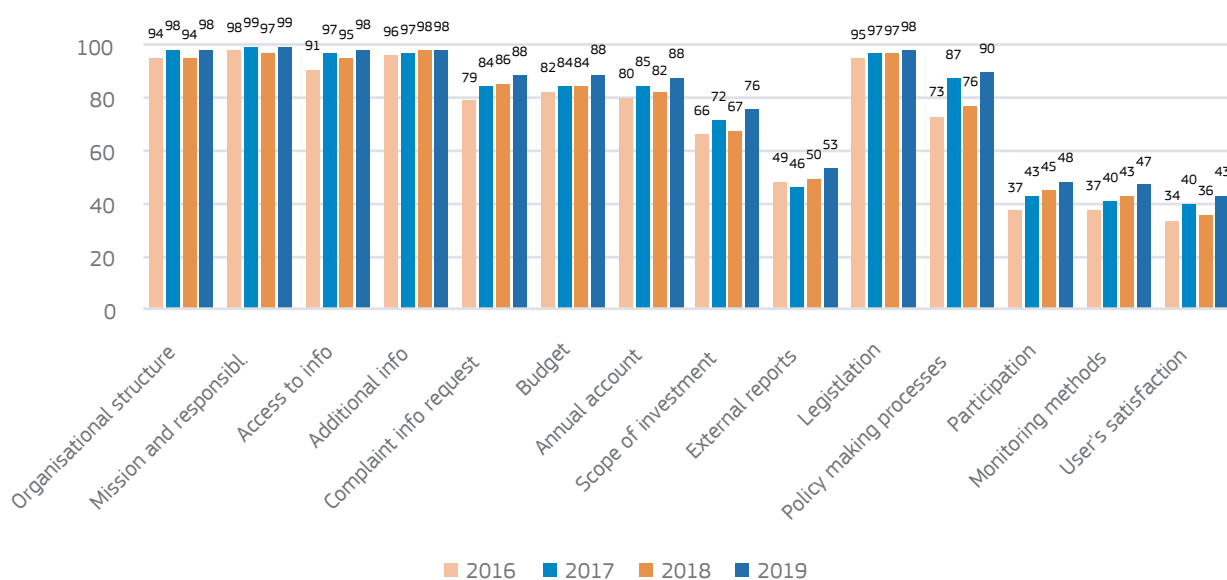


Figure 3.17 Transparency of Public Organisations (sub-indicator annual EU27+ averages)

3.3.3 Transparency of Personal Data

Considering the sensitivity of personal data, citizens and businesses need to be able to safely access and verify their data. They should be able to see what information on them is being held, who has access to this information and to monitor who used it. Moreover, users need to be able to modify their data if necessary.

Figure 3.18 shows that EU27+ countries obtain an average score of 65% for the *Transparency of Personal Data* indicator, a combination of five sub-indicators. Malta (98%), Iceland (96%), Luxembourg (94%) and Lithuania (93%) are the countries where citizens and businesses have the most control over their personal data. The data also reveals a positive trend: on average the EU27+ improved with 5 p.p., with Luxembourg and Slovenia as most remarkable positive outliers with increases of 17 p.p. and 20 p.p.

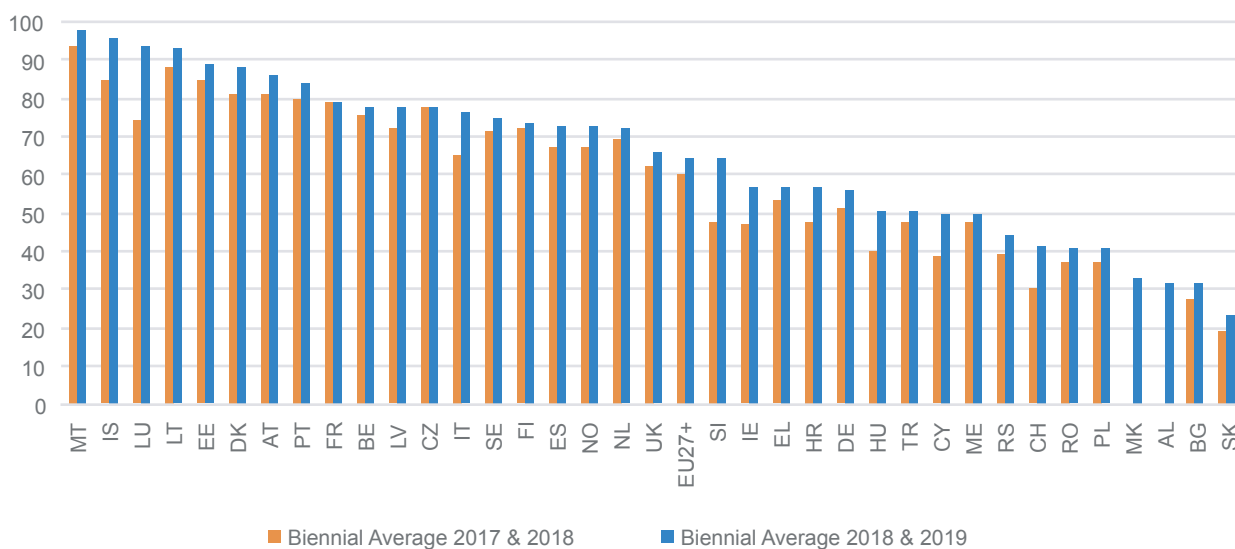


Figure 3.18 Biennial averages for the Transparency of Personal Data indicator per country

Figure 3.19 shows the EU27+ annual averages for 2016, 2017, 2018 and 2019 for each of the aspects of the *Transparency of Personal Data* sub-indicators. Countries score highest on the possibility to notify governments of incorrect personal data, which is possible for more than three out of each four portal websites under evaluation (77%). Complaint procedures to address incorrect data are available at 74% of the websites. For seven out of each ten websites the possibility exists to modify personal data

in a secure online environment. The extent to which users have online access to their personal data obtains a score of 63% across the EU27+. The last aspect, monitoring who has consulted your personal data still offers most room for development, currently standing at a low 41%. An interesting development is that most questions improved substantially between 2017 and 2018, which could indicate that the General Data Protection Regulation¹² (GDPR), that went into effect in May 2018, was effective right away.

¹² General Data Protection Regulation - <https://gdpr-info.eu/>

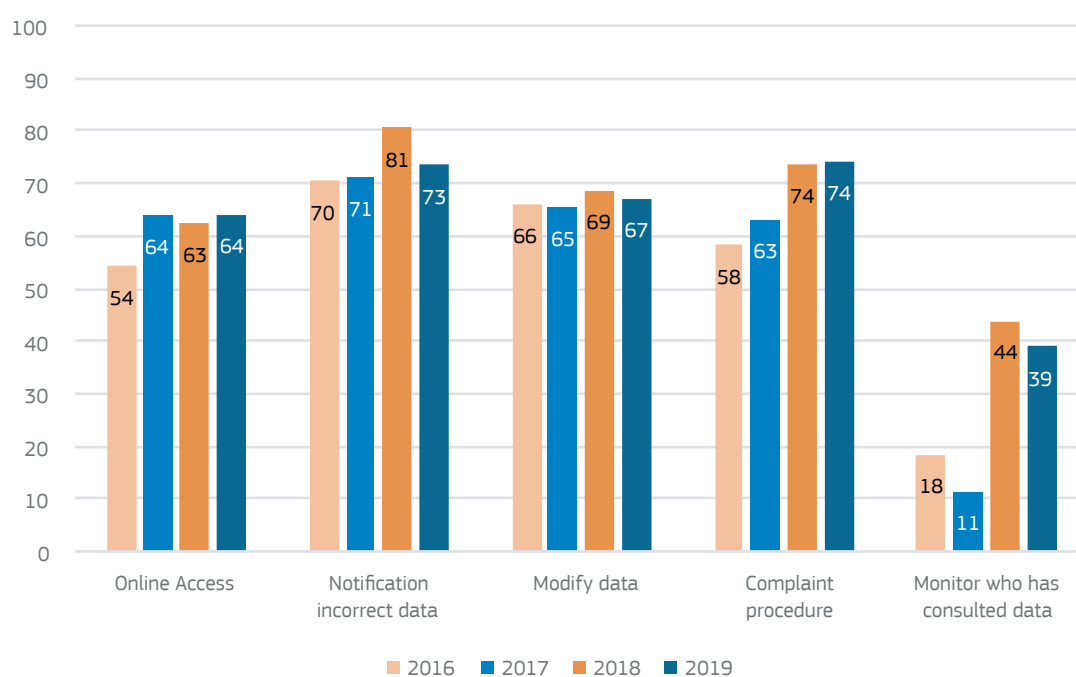


Figure 3.19 Transparency of Personal Data (annual EU27+ averages)

While in too many cases, users can not monitor who used personal data, there are remarkable improvements on that aspect. In the 2019 data collection this question scored 28 p.p. higher than in the 2017 data collection on the same life events. The EU27+ also improved the availability of complaint procedures for personal data, which increased by 11 p.p. between 2017 and 2019. The other aspects only improved slightly (Notification incorrect data and modify data +2 p.p. each) or stayed the same (Online access).

The number of EU27+ countries for each of the 'online access to personal data' phases is shown in Figure 3.20. In general, most countries provide citizens and businesses with personal data on demand. In these countries, users can find an overview of the registered data online, for example via a personal data page. For all life events, except

Studying, this third level is scored most often. A positive outlier is the *Regular Business Operations* life event, where all countries at least provide information on how to access their personal data and in 14 countries users are proactively informed on which data is being held on them, for instance when new types of personal data are added to the online base registry. The *Starting a Small Claims Procedure* life event scores lowest in the 2019 data collection: in five countries there is no access to personal data possible on the portals relevant for the small claims procedure. Luxembourg is the country that improved most. Two years ago, none of the portals via which users could access their personal page, proactively informed users about their data. Now, users are proactively informed about new personal data being added to their private eSpace on MyGuichet.lu across all life events.

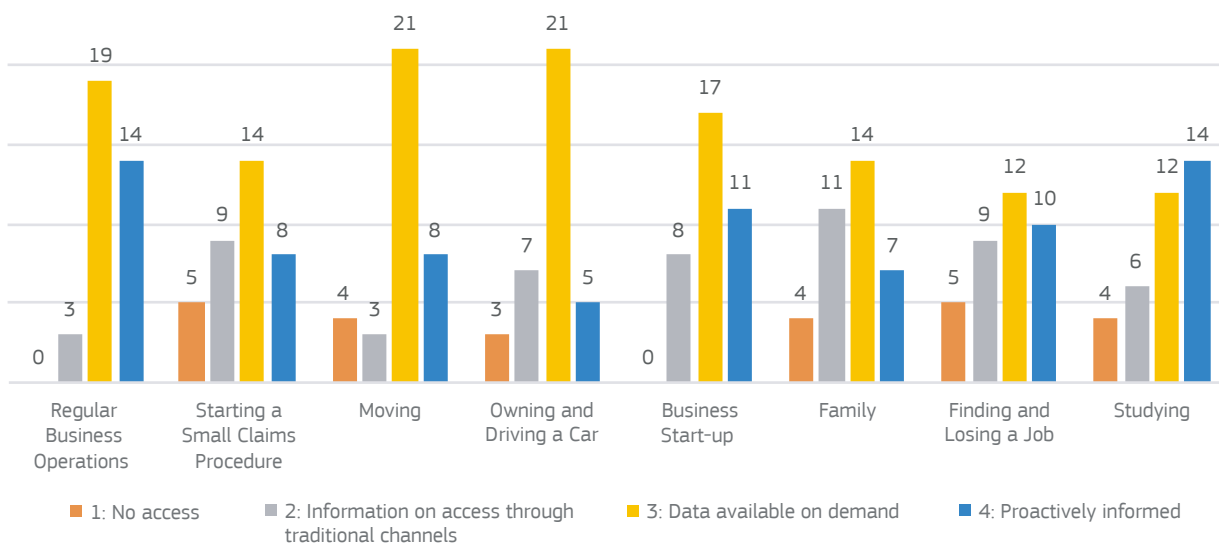


Figure 3.20 Number of EU27+ countries per maturity level of online access to personal data (measured in 2019 and 2018 life events)

Users expect to be able to monitor when their personal data is used, by whom, and for what purposes. Figure 3.21 counts the number of EU27+ countries with respect to their data monitoring maturity levels, which varies substantially across life events. In more than eight out of ten countries users are able to find who is entitled to use their personal data (83%). The possibility to see

whether your data has been used is available in 64% of the countries (across life events), when it has been used in 42% and by whom in 17% of cases. In only two countries (Malta and Germany) is it possible to see, in addition to the previous steps, why your data was consulted and this only in half of the life events.

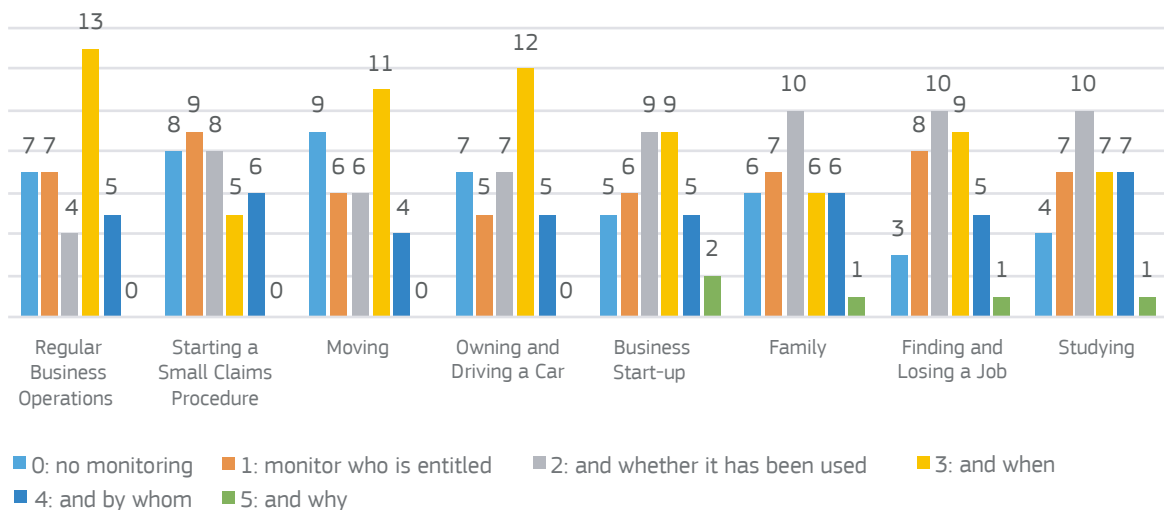


Figure 3.21 Number of EU27+ countries per maturity level of monitoring use of personal data (measured on 2019 and 2018 life events)

France: Dashboard for the quality of digital public services

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness* & transparency

Life event

The dashboard covers most life events for individuals and organizations.

1. Good practice description

Since June 2019, the Inter-ministerial Directorate for Digital Affairs (DINUM) has been monitoring the usability and user experience of the 250 most used French public services. This monitoring is traced via a series of criteria, including mobile responsiveness, once only principle, user satisfaction, speed and performance, and a recently added criterion of accessibility. The dashboard data is available in open data to anyone via the Observatory's platform, and is updated every quarter.

The ambition of this project is to help prioritize the digital public services' product roadmaps and iterations. It's also to raise awareness for the need to build human-centric public services.

To calculate the satisfaction index, service providers are asked to add a feedback button at the end of each service (as easy as one line of code). As of April 2020, 500,000 users have shared their feedback on around 80 services via the button. This feedback can then be used by administrations to better understand how to improve their services.

2. Benefits

- This initiative offers transparency and an overview of the digitalization status of the 250 core public services.
- It helps prioritize necessary improvements and helps with IT projects' steering.
- The Observatory's transparency, as well as its political portage, favours the implication of all ministries responsible for the 250 public services covered.

3. Key success factors

- It being public and visible to the world
- The involvement of public administrations and a high-level political portage (by the government)
- An efficient steering (in terms of tools and human resources)

4. More information

More information can be found at: <https://observatoire.numerique.gouv.fr/>

Other noteworthy good practices related to *Transparency*:

Bulgaria	A Unified model for requesting, paying and providing electronic administrative services
Estonia	One official chatbot channel for trusted information - SUVE
Finland	Project Jupiter
Croatia	START - electronic Business Start-Up
Iceland	The National Portal of Iceland
Italia	IO
Republic of North Macedonia	ENER
The Netherlands	Personal Data Management MijnOverheid
Turkey	İŞKUR The Easiest Way Of Employment

3.4 Key Enablers

The third top-level benchmark in the eGovernment Benchmark report is the *Key Enablers* benchmark. Key enablers are the fundamental building blocks supporting efficient, safe and easy eGovernment services. Key enablers facilitate digital interactions between governments and users, help to standardize process flows and thus help both citizens and businesses in their dealings with the government. Four different sub-indicators are evaluated for the *Key Enablers* top-level benchmark:

- **eID (electronic identification)** is, in the context of this study, a government-issued document for online identification, and authentication.
- **eDocuments (electronic documents)** are documents which have been authenticated by the issuer using any means recognised under applicable national law, specifically through the use of electronic signatures, e.g. not a regular pdf or word document.

- **Authentic Sources** are base registries used by governments to automatically validate or fetch data relating to citizens or businesses.
- **Digital Post** refers to the option to receive communications digitally only, through e.g. personal mailboxes or other Digital Post solutions.

Figure 3.22 shows that Malta is the only country to obtain a perfect score on all indicators within the *Key Enablers* top-level benchmark. In Malta all building blocks for safe and easy government services are available. Other countries that score above 90% for this top-level benchmark are Estonia (93%), Lithuania (92%), Denmark (91%) and Latvia (91%). The two most notable improvers are Bulgaria, which improved from 26% to 42% and Luxembourg, which improved from 60% to 75%. An interesting project in this regard is the Bulgarian electronic signature initiative, which is presented at the end of this section.

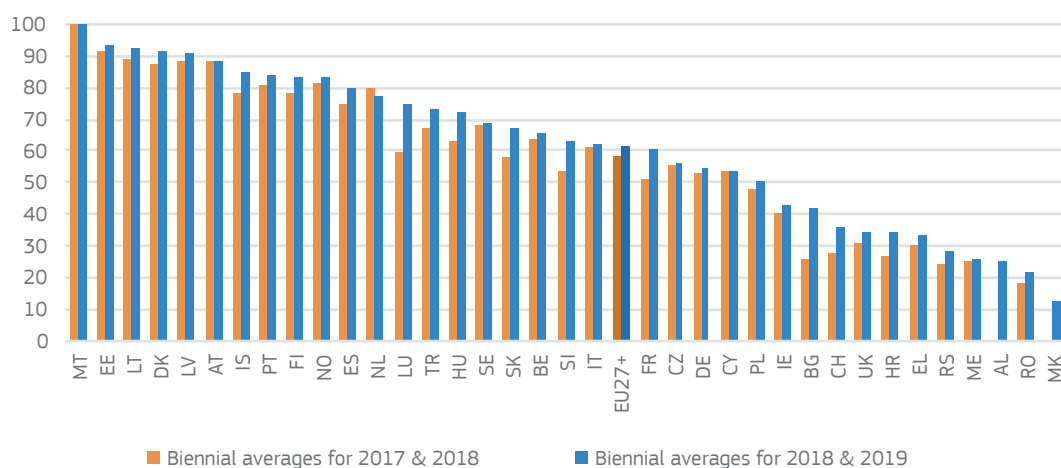


Figure 3.22 Biennial averages for the top-level benchmark Key Enablers

In Figure 3.23, the biennial averages for the indicators for the EU27+ are presented. In this edition's data collection, we find that *eDocuments* is the best performing indicator. For almost seven out of ten services (68%) Europeans can submit and retrieve official documents online, for example certificates. The other indicators for this benchmark follow at a slight distance. *Digital Post* obtains a score of 67%, meaning that two thirds of the users can interact with their government through a digital post-box when receiving

documents such as pension statements, hospitals letters and other government communications. *Authentic Sources* and *eID* score 57% each. More than half of the online forms reuses personal data, such as an address and phone number, whenever such information was to be provided by the user. However, for one out of two services, users cannot login online with their national eID or they need to re-authenticate when switching between different service providers.

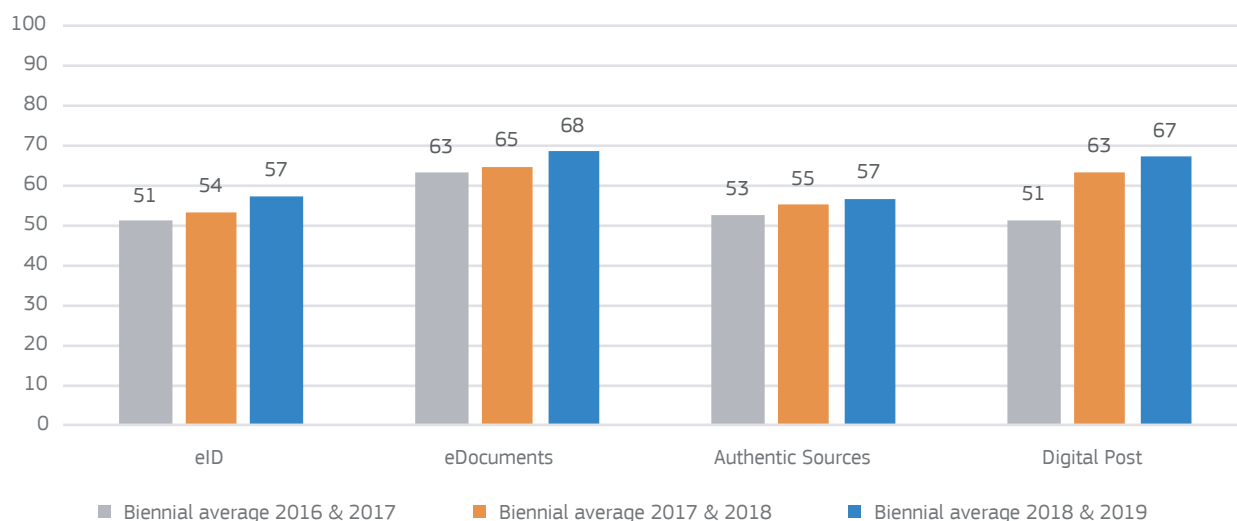


Figure 3.23 Availability of the Key Enablers (Biennial averages EU 27+)

The biennial averages from 2016 & 2017 and onwards show that all sub-indicators improved substantially over that period. Digital Post improved 16 p.p. since the data collection of 2017. This means that citizens and business can increasingly use digital mailboxes to safely communicate with their governments. *eID* increased by 6 p.p. over the last two years, while, *eDocuments* improved by 5 p.p. *Authentic Sources* increased by only 4 p.p. over two years. For this indicator further progress could ensure that filling in online forms becomes simpler and faster, because information already known by the government is pre-populated.

When compared to the indicator *Online Availability*, the Key Enablers top-level benchmark scores much

lower throughout all life events. This suggests that European countries make services available first and improve them later. Figure 3.24 shows that there exists a difference of 26 p.p. between the *Online Availability* indicator (87%) and the *Key Enablers* top-level benchmark (61%). None of the countries have a higher score for *Key Enablers* than for *Online Availability*. Only for Malta, the two scores are equally high, both are 100%. Other top performing countries on both indicators are Estonia (98% for *Online Availability* and 93% for *Key Enablers*), Lithuania (96% and 92%), Denmark (99% and 91%) and Latvia (96% and 91%). For a number of other countries, the difference is very substantial; for six countries, the difference is more than 40 p.p.

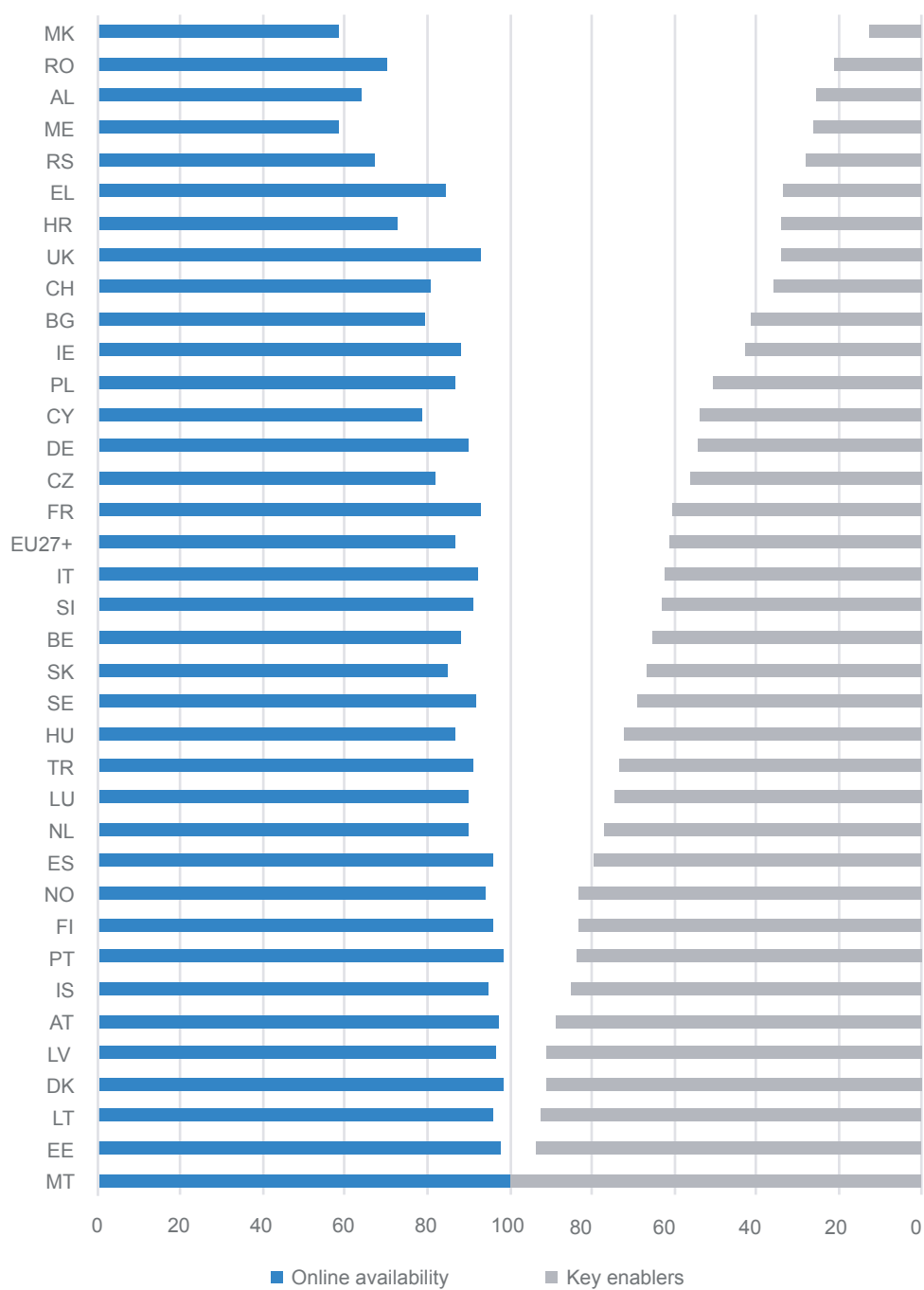


Figure 3.24 Difference between Online Availability indicator and the Key Enablers Benchmark, based on biennial averages

Bulgaria: Cloud qualified electronic signature

Top-level benchmark / Action Plan Principle

Inclusiveness and accessibility, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

In 2019, as a new means of electronic identification the Cloud Electronic Signature was introduced, in addition to the existing ones (QES, personal identification code of the National Revenue Agency and The National Social Security Institute, unique access code of the National Health Insurance Fund. Except as a tool of electronic identification, the cloud signature is used to sign applications in order to receive electronic services. With the cloud signature, citizens and businesses are able to request the services provided by the administrations through a mobile smart device with Internet access from anywhere in the world, 24/7, 365 days a year. With it, each user is able to access the Unified portal for access to electronic administrative services maintained by the State eGovernment Agency.

2. Benefits

- Signing of documents through mobile devices irrespective of the applicant's location;
- provides easier and wider use of electronic services;
- provides a high level of security.

3. Key success factors

- Reducing the administrative burden for citizens and businesses;
- application of cloud technologies in public administration.

4. More information

More information can be found at:

<https://e-gov.bg/wps/portal/agency/news/news-details/e-signature-news>

Other noteworthy good practices related to Key Enablers:

Austria	Right to electronic communication
Austria	Electronic Delivery Service
Bulgaria	Secure electronic delivery system
Czech Republic	Data mailbox
France	France Connect
Croatia	Electronic Identification Croatia (ePIC)
Hungary	The new central e-government portal Magyarorszag.hu
Italia	Electronic Health Record (Fascicolo Sanitario Elettronico)
Portugal	Digital Mobile Key
Portugal	iAP: Interoperability Platform
Romania	Integrated Informatic System to Provide Civil Documents
Switzerland	Signature validator

3.5 Cross-Border Mobility

*Cross-Border Mobility*¹³ is the fourth top-level benchmark in the eGovernment Benchmark report. This benchmark evaluates how digital services are provided to foreign citizens and businesses. One of the priorities Single Digital Market is that “individuals and businesses can seamlessly access and engage in online activities (...) irrespective of their nationality or place of residence”¹⁴ and cross-border eGovernment services are an important element in this respect.

The top-level benchmark *Cross-Border Mobility* is comprised of four indicators: *Online Availability of services*, *Usability of cross-border portals*, *Cross-border eID* and *eDocuments*¹⁵. These indicators

measure if services are available online, if they are usable and if key enablers like eID and eDocuments work for people living or coming from abroad.

Figure 3.25 shows how the EU27+ countries score on *Cross-Border Mobility* (based on biennial averages). Malta is the top performing country on this top-level benchmark with 88%, followed by Estonia (85%), Austria (81%) and Luxembourg (80%). In these countries, foreign citizens can easily use online government services. It is promising to see that a number of countries improved substantially, for instance, Luxembourg (+17 p.p.), Turkey (+14 p.p.), Cyprus (+ 14 p.p.), Austria (+13 p.p.), Italia (+12 p.p.) and Estonia (+11 p.p.).

¹³ The scores for Cross-Border Mobility are a weighted average of citizen mobility and business mobility. Citizen mobility is the cross-border evaluation of the life events Moving, Owning and driving a car, Starting a Small Claims Procedure and Studying. For business mobility the life events Regular business operations and Business Start-Up are evaluated.

¹⁴ Digital Single Market - <https://ec.europa.eu/digital-single-market/en/policies/shaping-digital-single-market>

¹⁵ The cross-border indicators are very similar to their national counterparts. Meaning: cross-border online availability assesses whether services are made available to foreigners and cross-border usability checks whether there exist support functionalities that are useful to foreigners.

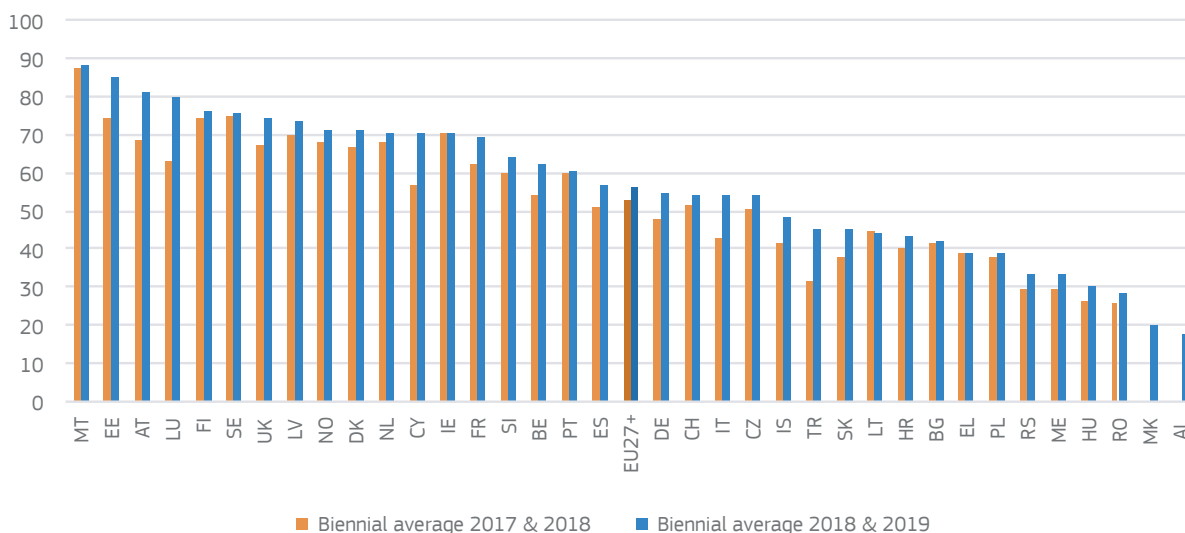


Figure 3.25 Biennial averages for the EU27+ for the top-level benchmark Cross-Border Mobility

The biennial averages for EU27+ countries for the four *Cross-Border Mobility* indicators are shown in Figure 3.26. Across all indicators, the analysis shows that the services in the business life events are more often accessible for entrepreneurs working across borders than services for citizens that want to live or study in another European country. In fact, businesses can complete 76% of the services in other European countries online. Citizens can complete only 65% of these cross-border services online. Moreover, 76% government websites for businesses have specific help, feedback and complaint procedures for foreign users in place, compared to 65% of the websites for citizens.

When we cross physical borders, we often need a passport. When we cross digital borders, we often need an eID to identify ourselves. However, only 9% of the services allows citizens from other European countries to use their own eID (compared to 36% for businesses). This means that their online passport was often not accepted when requesting public services abroad. Also, when it comes to uploading or obtaining official documents the differences between citizen and business services are substantial. While half of business services support eDocuments for cross-border users (51%), only one in four citizen services allow cross-border users to upload or obtain official documents.

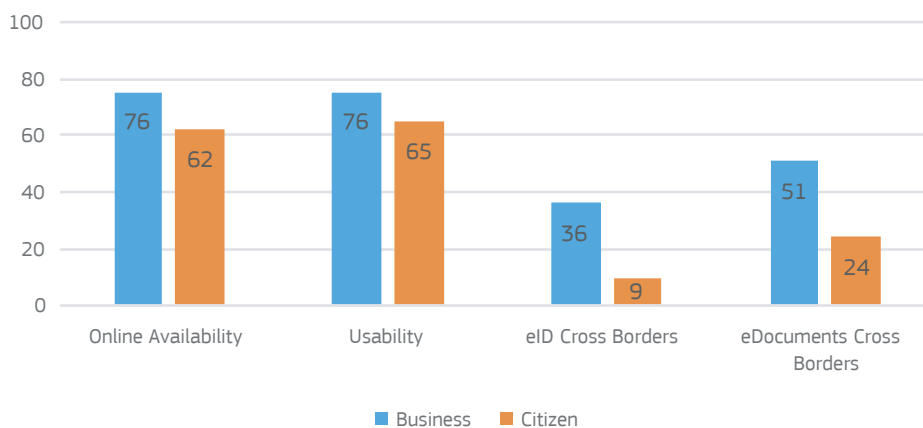


Figure 3-26 Cross-border Online Availability, Usability, eID and eDocuments (EU27+ biennial average)

An interesting comparison can be made between the cross-border service delivery and national service delivery. Can foreign users obtain the same information and services as national users, or do they face certain barriers? In Figure 3.27, we compared *Online Availability* for national and cross-border services. As expected, most countries score higher on national service delivery than cross-border service delivery. The average of the EU27+ for national *Online Availability* is 87% and for cross-border *Online Availability* 69%. These differences are particularly visible in Turkey (91% for national and 46% for cross-border), Greece (84% versus 42%) and Albania (64% versus 23%). In general, countries that perform better on national service delivery also stand out from a cross-border perspective. Notable countries that score well on both the cross-border and the national evaluation are Malta (100% and 95%), Sweden (92% and 95%), Estonia (98% and 94%), Ireland (88% and 93%), Luxembourg (90% and 91%), Austria (97% and 91%) and the United Kingdom (93% and 91%). Interestingly, Sweden, Ireland, Luxembourg, and Cyprus are evaluated better on cross-border service delivery (between 1% and 5% higher) than national service delivery.

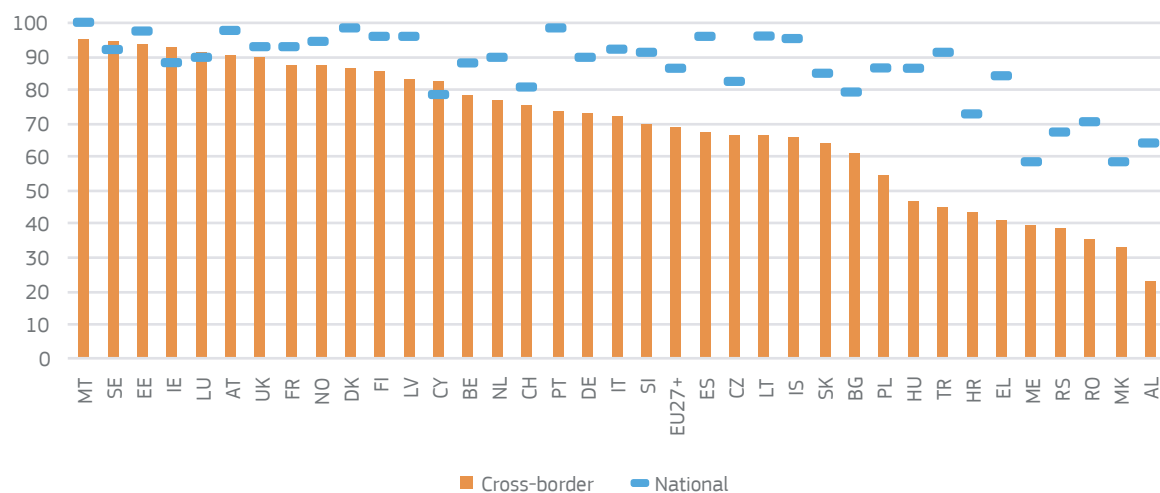


Figure 3.27 Comparing National and Cross-border Online Availability (biennial averages 2019, per country)

Best Practice

Estonia: Data exchange with neighboring countries' population registers

Top-level benchmark / Action Plan Principle

User centricity, Once only principle, Cross-border by default, Interoperability by default, Trustworthiness & Security

Life event

Moving, Family life

1. Good practice description

Population registers of Estonia, Finland, Latvia and Lithuania interchange the information of residents' registration and the data of places of residence is being updated in Estonian Population Register. There are approximately 10,000 entries that are updated in Estonian Population Register with this data exchange each year. Data of vital events, such as data of births, marriages etc. is also been exchanged between Estonia, Latvia and Lithuania. The data is being updated on a monthly basis and in some cases on a weekly basis. It is foreseen, that the data exchange of vital events between Estonia and Finland will be set up soon.

2. Benefits

- The data of places of residents and vital events are exchanged between EE, FI, LV and LT population registers without the need to make registration in two states.
- Data is exchanged on the once only principle.
- The overall administrative burden has been decreased.
- The quality and timeliness of population registers has been improved.

3. Key success factors

- Agreements between the states on harmonisation of the population variables.
- Agreements between the states on the data exchange procedure.
- Recognition of common good on the data exchange between the states.

4. More information

More information can be found at: <https://www.rahvastikuregister.ee/residence/registration>

Other noteworthy good practices related to *Cross-Border Mobility*:

Finland	Cross-Border ePrescriptions
Finland	Chatbot service for foreign entrepreneurs in Finland
Portugal	ePortugal Portugal
Romania	System of Technological Interoperability

3.6 Digital Economy and Society Index (DESI)

The services under review in the eGovernment Benchmark have an impact on the daily lives of citizens and businesses, and the way in which they interact with their respective governments. Because of this, the insights and results from the eGovernment Benchmark feed into the European Commission's Digital Economy and Society Index (DESI). The DESI tracks the progress the European countries make with their digital transformation and comprises of 44 indicators across five important dimensions for digital transformation: *Connectivity*, Human Capital, Use of Internet, Integration of digital technology and digital public services¹⁶. The data collected for the eGovernment Benchmarks addresses the fifth dimension. The following DESI indicators use data from the eGovernment Benchmark.

- **Pre-filled forms:** the pre-filled forms indicator used the biennial average from the *Authentic Sources* indicator mentioned in the key-enablers sections. The indicator measures to what extent eForms are already pre-filled by the government.

- **Online service completion:** this indicator measures to what extent services can be completed online entirely. This indicator is based on the biennial average of the *Online Availability* indicator of the eGovernment Benchmark.
- **Digital public services for businesses:** this indicator measures whether governments provide services digitally for businesses and relates to the Digital Single Market. It is calculated as the average of the national and cross-border *Online Availability* for basic services of the *Regular Business Operations* life event and the *Business Start-Up* life event.

Figure 3.28 shows the results on the Online Service Completion indicator. The average score for the EU27+ is 89.5%, with Malta as a leader with 100%, followed by Denmark and Portugal with 98.6%, and Estonia with 97.9%. This means that all or nearly all of the digital service processes can be completed online in these countries, allowing users to fulfil the majority of their government requests digitally and positioning eGovernment administrations as future-facing organisations.

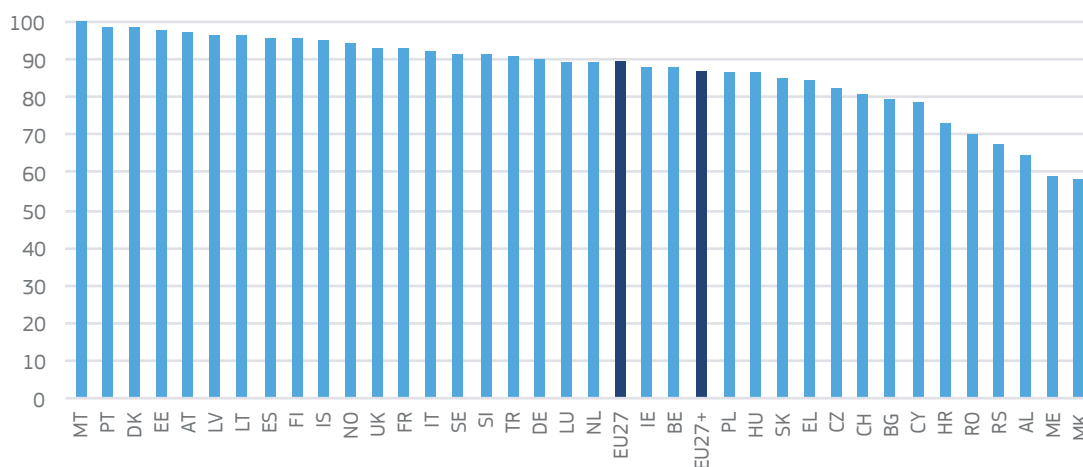


Figure 3.28 Online service completion (biennial average 2019)

¹⁶ Digital Economy and Society Index - <https://digital-agenda-data.eu/datasets/desi/indicators>

In Figure 3.29 displays the scores for the *Digital Public Services for Businesses* indicator, combining the eGovernment Benchmark results of *Online Availability* for basic services, both nationally and across borders. The EU27+ average stands at 87.3%, and the highest performing countries in this area are Denmark and Estonia with 100%, closely followed by Ireland and Luxembourg with

99%. Interestingly, these countries scored higher in this area than they did for the Online Service Completion indicator, especially Ireland and Luxembourg, and shows that services for starting a business and handling or declaring corporate taxes and VAT are particularly advanced in these countries.

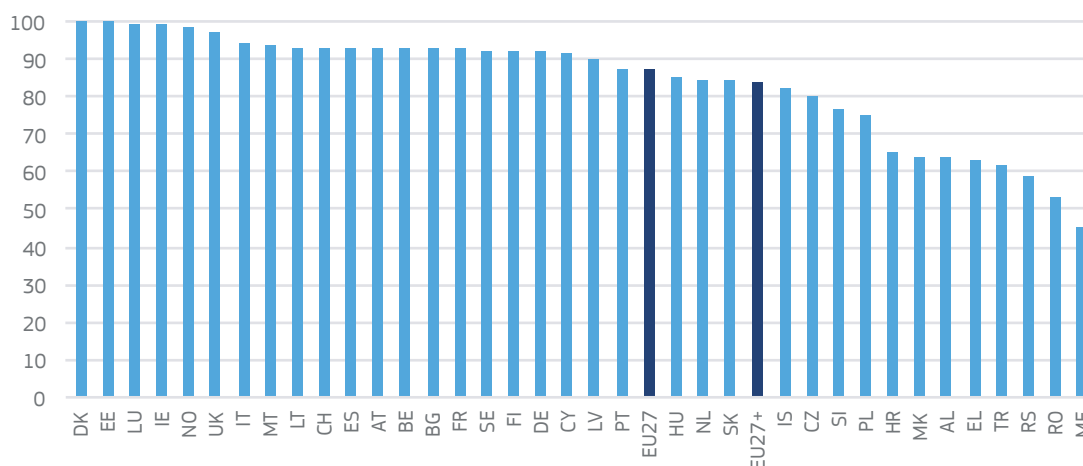


Figure 3.29 Digital public services for businesses (biennial average 2019)

Lastly, Figure 3.30 shows the results for the Pre-filled Forms indicator, with an EU27+ average of 56.9%. Malta is quite significantly in the lead with 100%, followed by Estonia with 89.6% and Lithuania with 88.3%. In these countries, all (or nearly all) online forms that require personal information are pre-filled with the user's personal data. From a user perspective this is really helpful, as it reduces the chances of errors and improves the process of completing online forms.

In this area there are quite substantial differences between countries, which correlate with the levels of eID implementation. Countries with lower levels of eID implementation may not be prepared to re-use personal data based on a login. Top-performing countries are able to pre-populate personal information in a form based on the user's eID. This is because eIDs contain a more sophisticated and comprehensive data set than standard user profiles and can more effectively pull data from base registries.

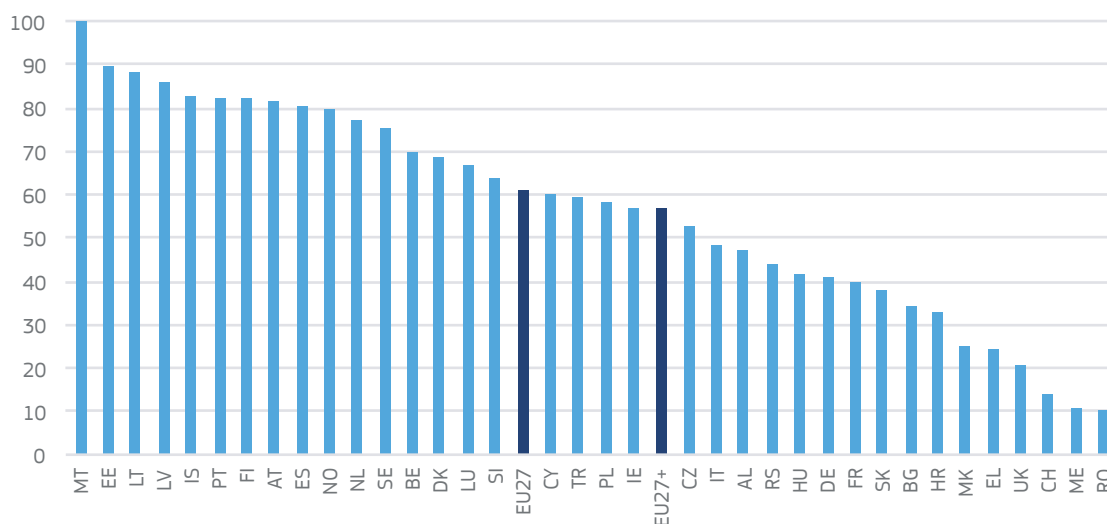


Figure 3.30 Pre-filled forms (biennial average 2019)

3.7 Conclusions on the top-level benchmarks

This chapter provided insight into the four top-level benchmarks of the eGovernment Benchmark. The data indicates across the board progress in providing government services, with 78% of the services fully online and bearing in mind *User Centricity*. That said, there is room for improving the adoption of *Key Enablers*, in particular *eIDs* and *Authentic Sources* (indicators both at 57%). Moreover, making it possible for citizens to obtain services across European borders is key for reaping the benefits for the European Single Market. *Cross-Border Mobility* (56%) is the

least performing aspect of eGovernment. New opportunities, such as increasing the compatibility with mobile devices are being seized by many public administrations (from 62% to 76% in two years). Nevertheless, governments must better inform citizens on the use of their personal data as part of *Transparency*. The next chapters provide more details on the eGovernment state-of-play within four specific life events: *Regular Business Operations*, *Owning and Driving a Car*, *Moving* and *Starting a Small Claims Procedure*. These deep dives help to understand the performance of digital governments from a more specific public sector point of view.

Part two:
**Deep dive into the
life events**

4 Regular Business Operations

4 Regular Business Operations

4.1 Introduction to life event

Businesses in general and SMEs (Small and Medium-sized Enterprises) in particular are the backbone of the European economies. Entrepreneurs can be seen as one of the driving forces behind the increase of economic value and the job growth in European societies. Lowering the administrative burden on businesses frees room to focus on their core business activities and thus create more value. Here lies an important role for eGovernment. With the implementation of digital technologies, services can be delivered more efficiently and information can be collected, stored and used easily.

Since businesses are a fundamental part to European economies, each year's data collection of the eGovernment Benchmark has a business life event, specifically focused to the needs of entrepreneurs. For the even years (data collections of 2012, 2014, 2016 and 2018), this is the *Business Start-Up* life event, which assesses the level of service delivery when starting up a small business. The business events for the odd years of data collection (2013, 2015, 2017 and 2019) is *Regular Business Operations*, which will be further discussed in this chapter.

For each life event, a persona has been developed, to guide the mystery shoppers' assessment and to help the reader understand the contents of the life event. A more elaborate version of the persona can be found in the method paper.

Persona - Regular Business Operations

Carl is an entrepreneur who recently started his own restaurant. Now that Carl's restaurant is established, well-developed eGovernment services would enable him to go online to declare corporate tax and submit financial reports, provide information on compliance and regulations and help him report employees who fall sick so that he can receive compensation. He would also be provided with online advice on basic administration and on how to expand his business.

4.2 User centricity

The *User Centricity* benchmark focusses on the *Online Availability*, *Mobile Friendliness* and *Usability* of the services. User Centricity in service delivery enables citizens and businesses to get an optimal experience when dealing with public administrations. This section describes in detail the results for *Online Availability* and for *Mobile Friendliness* for the *Regular Business Operations* life event¹⁷.

4.2.1 Online availability

Figure 4.1 shows that *Regular Business Operations* is a life event where countries score relatively well on average. Indeed, almost nine out of ten (89%) services in this life event are available online and another 2% of the services are delivered automatically. Furthermore, less than 2% of the services are entirely offline. For the remaining 7% of the services, only information is online available. In 5% of the services, this information is provided via a portal and in another 2% this information is provided via any other website.

Breaking these scores further down to services, we find that five services are offered online in almost all cases (>95%). These services are declaring *Corporate tax*, *Standard procedure for VAT declaration*, *Social contributions*, *Submitting financial reports with business registration offices* and *Requesting a refund of VAT*. However, European countries can still improve their services for businesses with employees on sick leave. In fact, 79% of the *Report illness of employee with authorised administration services* and 67% of *Request compensation for sick employees services* are online. Moreover, two thirds of the *Possibility to appeal against a VAT refund decision services* can be completed online (66%). However, service information is almost always available through a portal, indicating that countries are aware of the need to appeal, but do not yet facilitate this interaction online.

¹⁷ In the life event sections, the main priority of this report lies with service delivery. Therefore, these sections will predominantly discuss the indicators related to service URLs and to a lesser extent to the domain and portal websites. Indicators based on portal and domain websites, such as Usability and Transparency of Personal Data are predominantly discussed in Chapter 3.

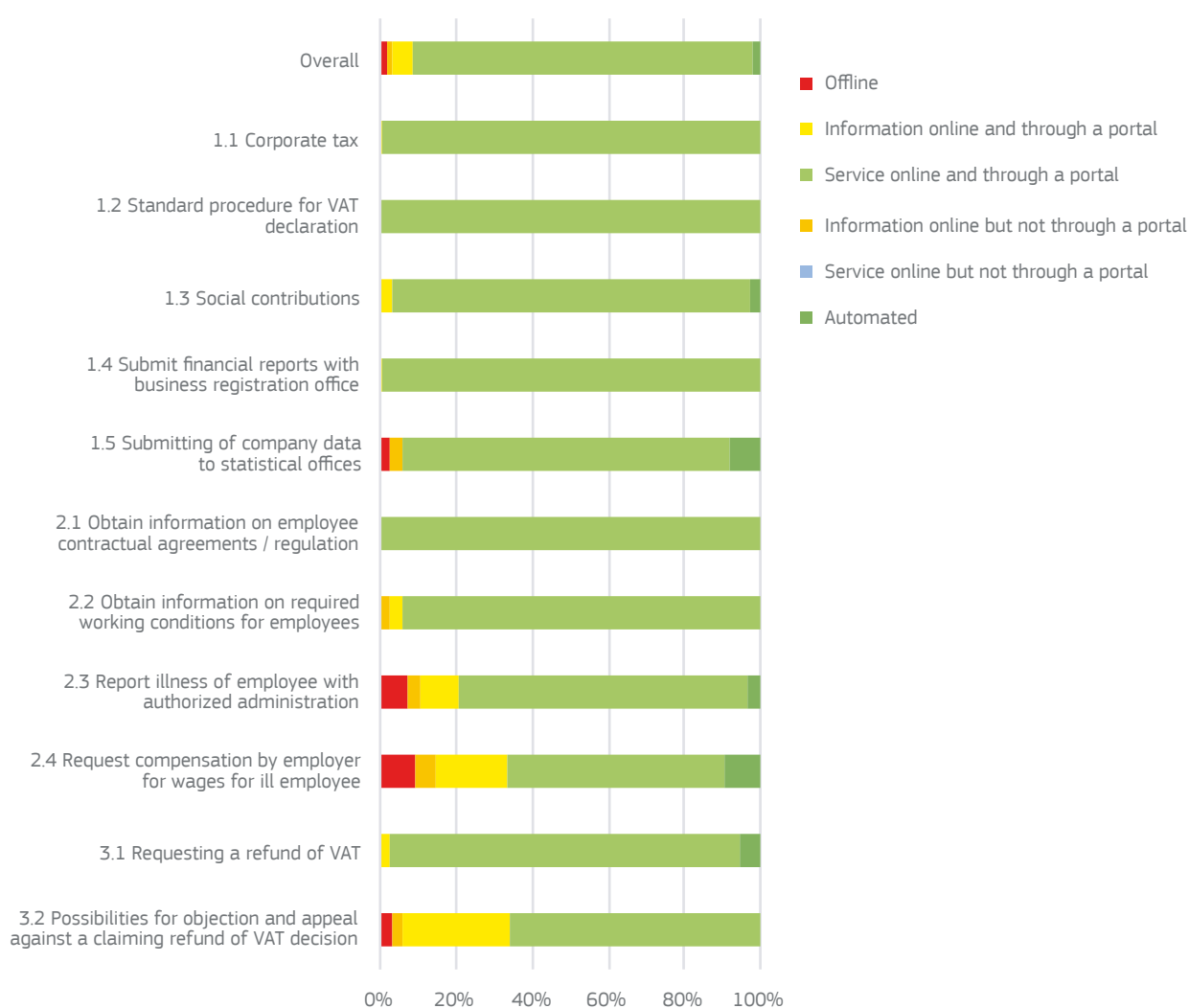


Figure 4.1 Availability of services in the life event Regular Business Operations

4.2.2 Mobile Friendliness

User Centricity does not only require services to be available online, but also requires a certain ease of use. Available services without a user-friendly interface are not as functional as those that allow for both desktop and mobile devices. In a time where smartphones play a substantial role in most Europeans' lives, eGovernment also has a mobile component.

In Figure 4.2 the results for the *Mobile Friendliness* evaluation of the EU27+ countries are presented. The services in the *Regular Business Operations* life event all score above 80% on *Mobile*

Friendliness, meaning that over four out of each five websites are mobile friendly and that the data shows that most countries already support mobile use of their websites for business related services. A notable positive outlier is the *Standard procedure for VAT declaration*, which scores 92%, showing entrepreneurs can easily complete their VAT declaration online. A remarkable outlier on the other side of the spectrum is the service *Obtain information on contractual agreements*, which still scores quite well at 81%. Nevertheless, since this service is just about obtaining information, readability on mobile devices would be a valuable improvement to employers and employees alike.

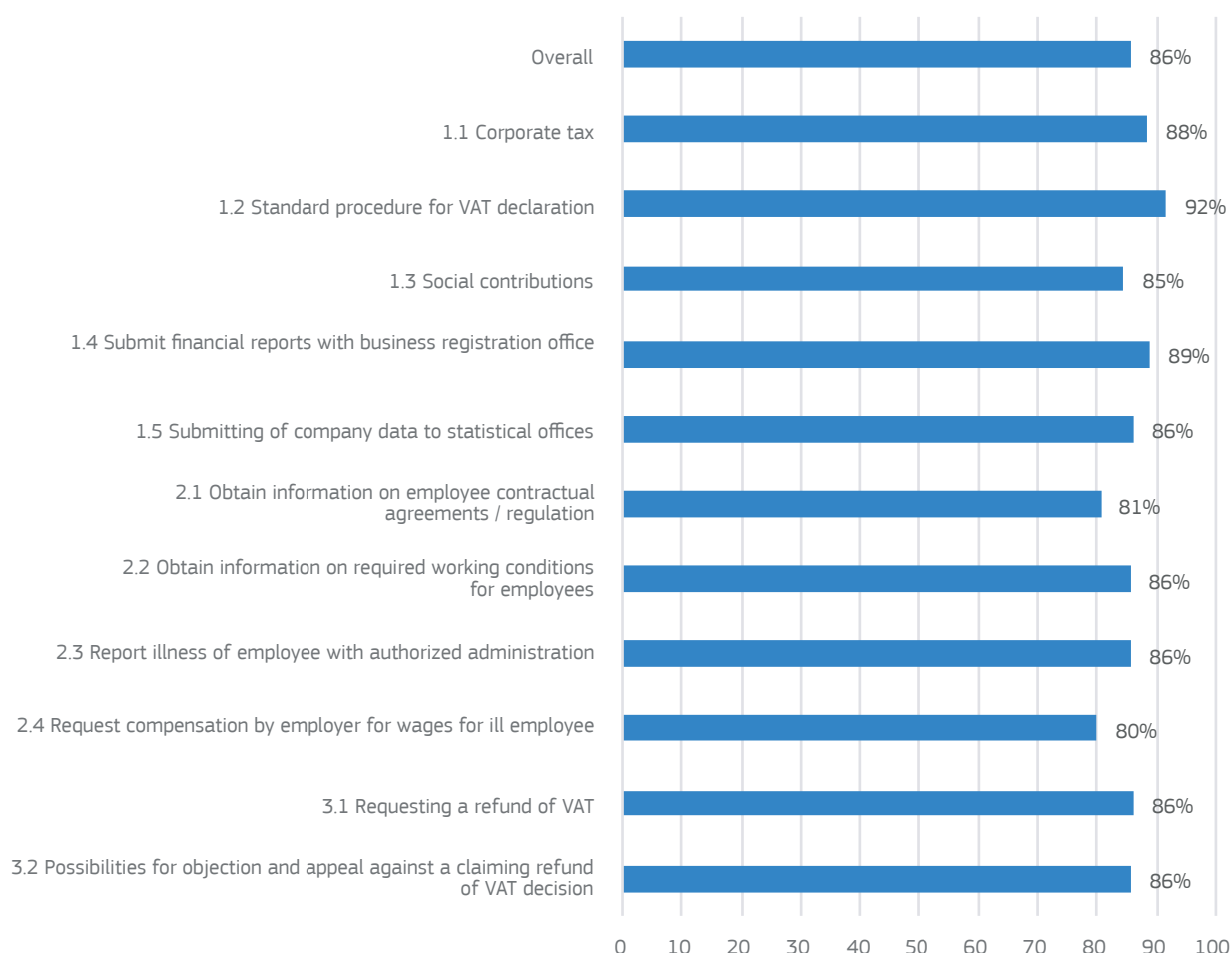


Figure 4.2 Average Mobile Friendliness score per service in the life event Regular Business Operations

4.3 Transparency

Transparency comprises the indicators *Transparency of Service Delivery*, *Transparency of Public Organisations* and *Transparency of Personal Data*. With respect to the life event analysis, *Transparency of Service Delivery* is an important indicator measuring whether public services provide clear, openly communicated information about how the service is delivered. *Transparency of Public Organisations* and *Transparency of Personal Data* are not assessed in this deep dive into the life event, as these refer to the policies and websites not directly related to or embedded in the service delivery.

The EU27+ averages for the *Transparency of*

Service Delivery sub-indicator services¹⁸ for the *Regular Business Operations* life event are presented in Figure 4.3. On average, this life event scores 70%, which is similar to the life events *Moving* (69%) which we will touch upon in chapter 6 and substantially higher than life event *Owning and Driving a Car* (49%), which will be discussed in chapter 5, and the life event *Starting a Small Claims Procedure* (42%), discussed in chapter 7.

The service obtaining the highest score in this life event is the service *Standard procedure for VAT declaration* at 83%, closely followed by *Corporate tax* at 82%. The service with the lowest

¹⁸ Transparency of Service Delivery is only evaluated on basic services. Basic services are services where a certain action (such as apply or obtain) are required. The other services are extended services, which revolve about information provision.

score is *Request compensation by employer for wages for ill employee* at 48%, which therefore deserves attention from countries. Similarly, another service that requires improvement is

the possibility to appeal against VAT decisions (53%), reflecting the low level of online appeal options we observe across all life events.

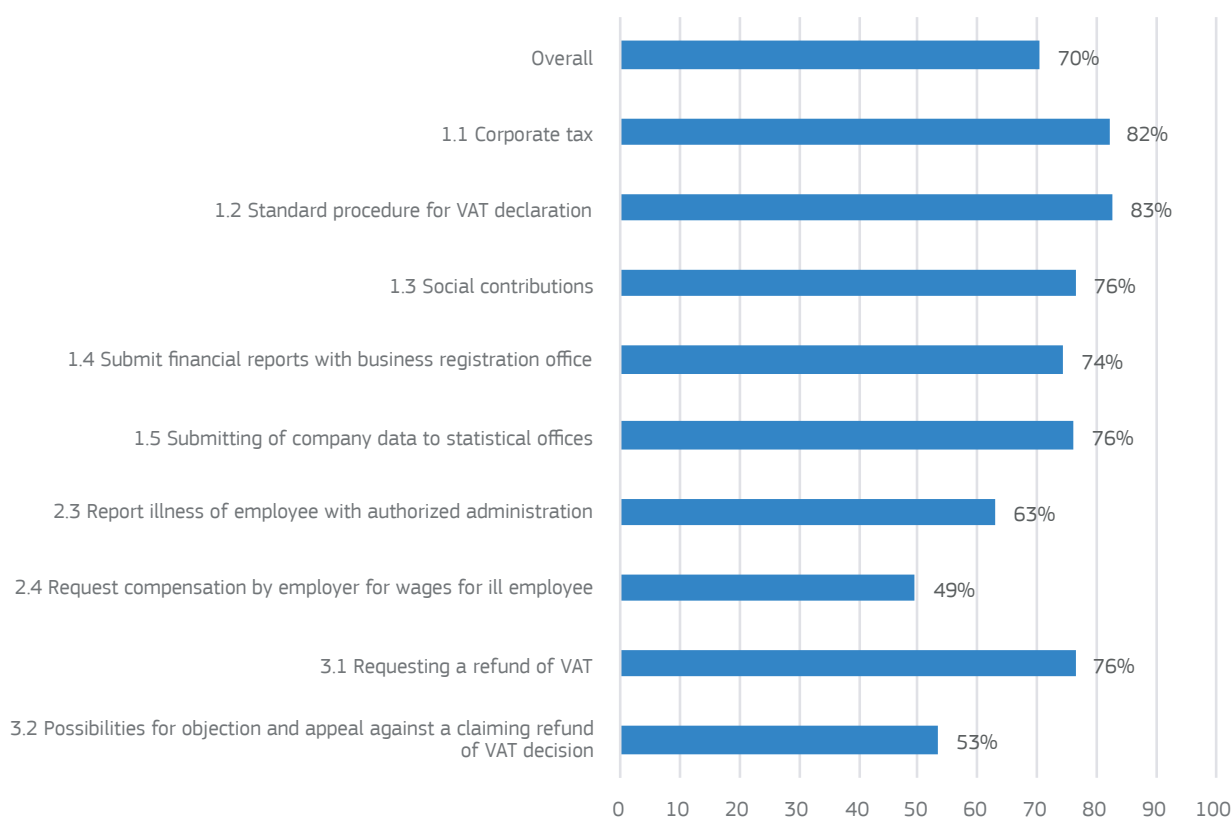


Figure 4.3 Average score for Transparency of Service Delivery in the life event Regular Business Operations

4.4 Key Enablers

The *Key Enablers* benchmark comprises four sub-indicators: *eID*, *eDocuments*, *Authentic Sources* and *Digital Post*. A national *eID* provides users with the possibility of secure authentication online, *eDocuments* help users send and receive verified files with the government, *Authentic Sources* measures whether users only have to enter their data once, and lastly, *Digital Post* evaluates whether it is possible to communicate with the responsible authorities solely through digital channels. The first three sub-indicators are evaluated on all basic (transactional) services in the dataset and *Digital Post* is evaluated on all portals. In this section the three sub-indicators assessed on the basic services will be explored.

Figure 4.4 shows that online authentication with a national *eID* is possible for seven out of ten services (70%) in this life event. For 15% of the services it is possible to authenticate online, but not with a national *eID*. In those instances, authentication is often done via simple email verification. For the remaining 15% of the services online authentication is not yet possible.

When diving deeper into the services comprising the life event, distinctions between the services become visible. The differences between the services largely echo the differences described for the other indicators. For instance, *Standard procedure for VAT declaration*, *Corporate tax* and *Social contributions* are the services obtaining the highest scores for *eID*. For these three services,

the authentication with eID is possible for over three out of each four cases. For entrepreneurs this is indeed a positive score. While doing taxes, often private economic data needs to be shared with the government and hence secure authentication increases trust between businesses and government. On the other side of

the spectrum are the services where the uptake of eID lags behind. For two services the applicability of eID is still below 60%: users encounter a lack of opportunity for safe online authentication when they want to *Request compensation for the wages of their ill employees* (58%) and when they want to *Appeal against a VAT decision* (50%).

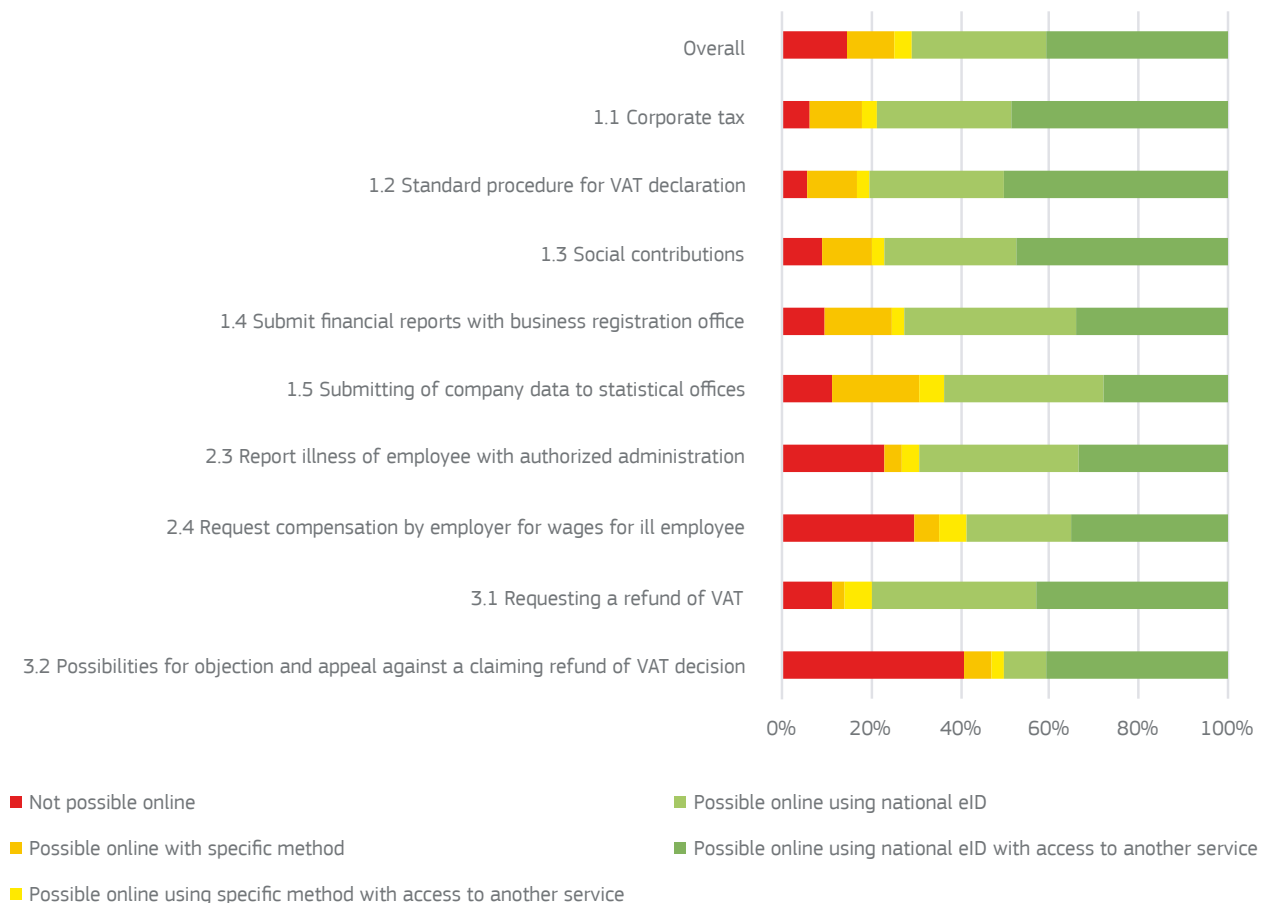


Figure 4.4 Availability of different degrees of online authentication and eID in the Regular Business Operations life event

Figure 4.5 depicts the results for the *eDocuments* and the *Authentic Sources* evaluation for the *Regular Business Operations* life event. *eDocuments* obtains an overall score of 85% over all services. Positive outliers are the 'submitting' services *Submit financial reports with business registration office* (100%) and *Submitting of company data to statistical offices* (96%). This result shows that European governments enable

entrepreneurs to easily hand in their data and other official documents. Less well developed in the uptake of *eDocuments* is the service *Request compensation for wages of ill employee*, where in only 60% of the cases *eDocuments* are supported. When one of their employees falls ill, businesses could be better supported in applying for benefits. This would likely support the employer as well as the employee.



Figure 4.5: Availability of eDocuments and Authentic Sources per service in the life event Regular Business Operations

Authentic Sources assesses whether personal information, if required, is already pre-filled for the user. On average, information is pre-filled in seven out of ten services in the *Regular Business Operations* life event, which makes it the highest scoring life event in this aspect of the 2019 data collection.

With *Authentic Sources* we see a similar picture as in the other sub-indicators (*eDocuments* excluded). The services *Standard procedure for VAT declaration* (81%), *Corporate tax* (78%), and *Submitting of company data to statistical office* (81%) all score above 75% for *Authentic Sources*, meaning that information is pre-filled in over three quarters of the cases. The service *Possibilities for appeal against a VAT decision* is, by a distance, the service with the lowest score at 37%, which indicates that the process is often time-consuming.

Figure 4.6 shows that *Online Availability* of services is on average further developed than *Key Enablers*.

For the EU27+ the average for *Online Availability* is 96%, and for *Key Enablers* 75%, revealing a difference of a high 21 p.p. Although the EU27+ scores higher on *Online Availability* on average, some countries score equally well for *Key Enablers* and *Online Availability*. There are five countries that obtain the perfect score on both measures: Latvia, Malta, Austria, Portugal and Denmark all score 100% on both *Online Availability* and *Key Enablers*. A notable difference between the two measures is the number of countries that do not score well. For example, none of the countries scores below 75% for *Online Availability* for *Regular Business Operations*, whereas 15 countries score below 75% for *Key Enablers*. This suggests that countries are making a concerted effort to provide services online, but are not yet focusing enough on integrating *Key Enablers* for trustworthy and secure service delivery. Service delivery could be further improved and made more secure if *Key Enablers* were integrated more frequently and decisively.

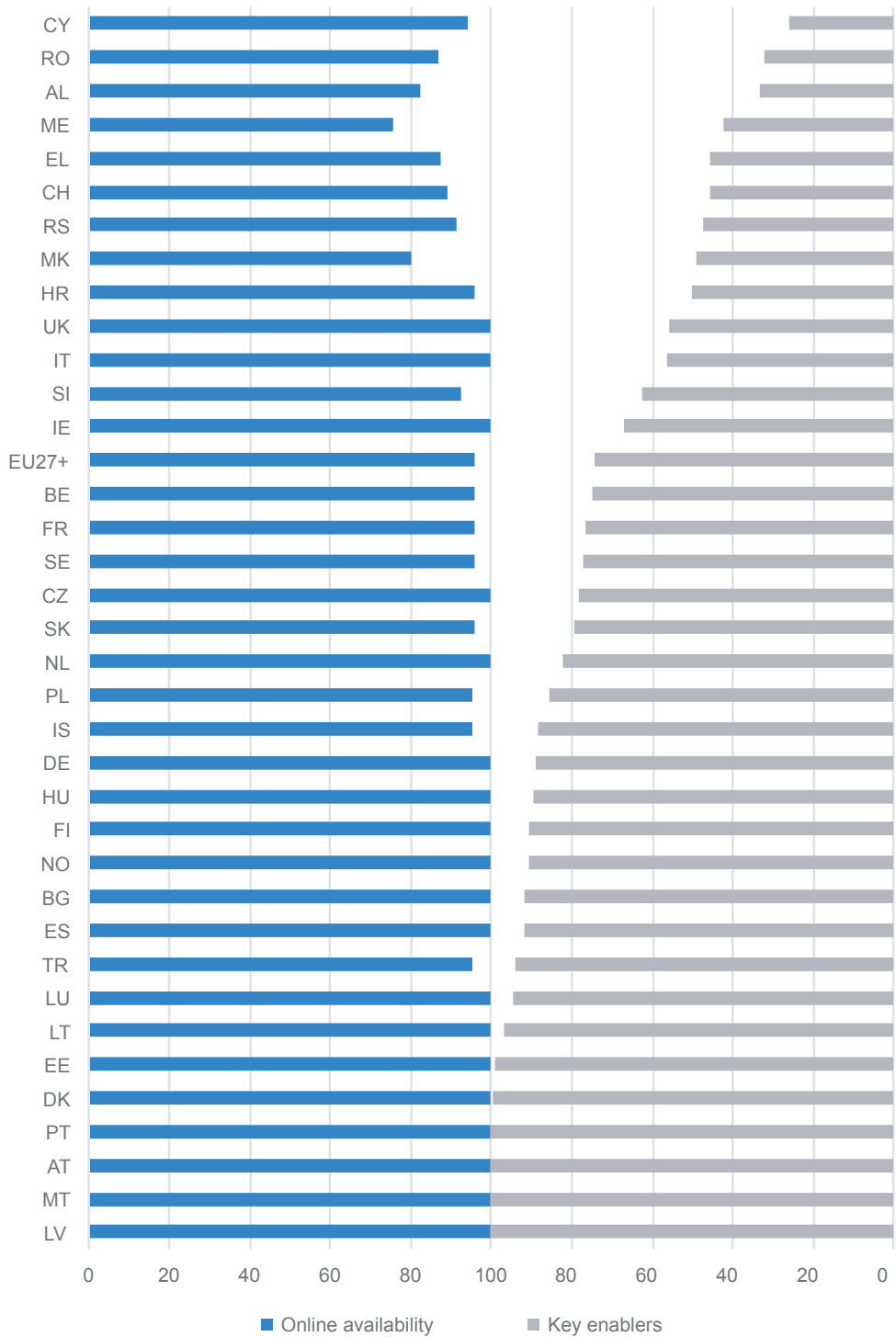


Figure 4.6 Correlation of Online Availability and Key Enablers for EU27+ in the life event Regular Business Operations

4.5 Cross-Border Mobility

Cross-Border Mobility evaluates how easy it is for foreign users to access and use online services provided by public authorities. It is comprised of four indicators: *Online Availability* of cross-border services, *Usability* of cross-border portals, *Cross-border eID* and *Cross-border eDocuments*. These indicators measure if services are available online, if they are usable and if key enablers like eID and eDocuments work for people living or coming from abroad. *Cross-border Usability* is not assessed in this deep dive into the life event, as this indicator refers to the policies and websites not directly related to or embedded in the service delivery.

In an increasingly connected and international world, eGovernment services are not just delivered to national entrepreneurs, but also to non-nationals. In line with a European Single Market¹⁹, it should be just as easy to live and work across borders as it is in your own country. Especially for business services, smooth eGovernment holds great value for the European economy. In this chapter, we will discuss the *Cross-border Online Availability*, which is evaluated on a limited number of services²⁰.

Figure 4.7 shows that over half (56%) of the services are online available for cross-border users, of which 2 percentage point (p.p.) are automated. For 27% of the services only information is available online. For only 17% of services not even information is online for foreigners. As such, *Regular Business Operations* is the best performing life event in the 2019 data collection for this indicator.

The most advanced service, *Requesting a refund of VAT*, is online or automated in 61% of the cases. The service *Obtain information on employee contractual agreements* performs similarly: two out of three of these services are either online or automated. Yet, in 22% of the cases, neither the service nor any information about the service is available to foreigners. This may hamper entrepreneurs in hiring employees in other countries and to further grow their businesses. Lastly, the least advanced service in this life event from a cross border perspective is *Possibilities for objection and appeal against a VAT decision* (39%). This service was also among the least performing services for *Online Availability* from a national perspective, indicating that countries should improve this service both within national and cross-border contexts.

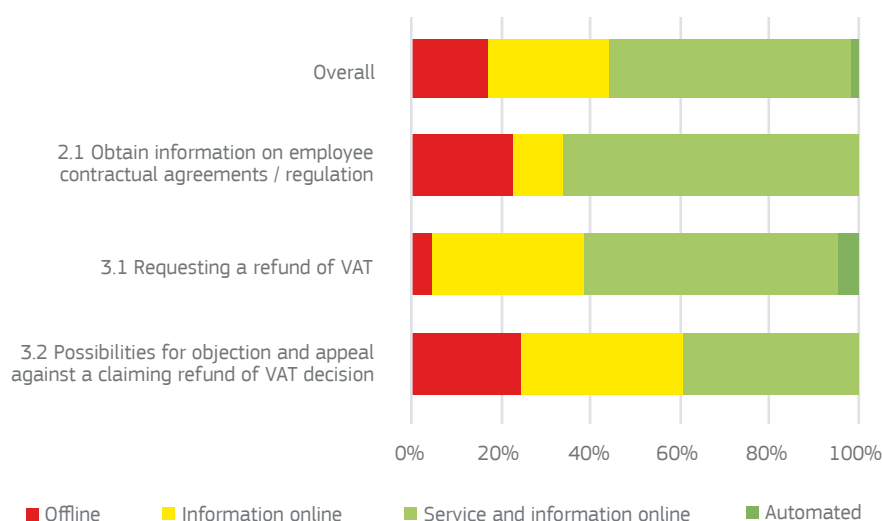


Figure 4.7 Online Availability of Cross-border services for the life event Regular Business Operations

¹⁹ https://ec.europa.eu/growth/single-market_en

²⁰ For each life event a selection of services is made to evaluate from a cross-border perspective, which are deemed the most relevant for people living or working in another country

Cross-border users are often unable to use eIDs and eDocuments outside the borders of their home countries. *Regular Business Operations* is the life event with the highest for these two indicators in the 2019 data collection. However, with scores of 27% for *Cross-border eID* and 35% for *Cross-border eDocuments*, progress in this field is still desired.

4.6 Progress across Europe

By comparing the data collections of 2017 and 2019, insights into trends within eGovernment can be obtained. Figure 4.8 shows that the average of all top-level benchmarks across all EU27+ countries for the *Regular Business Operations* life event is 77%, up from 71% two years ago. The three top performing countries for this life event are Estonia (98%), Latvia (96%) and Malta (93%). The largest increases can be found in Luxembourg (+30 p.p.), Belgium (16 p.p.) and Hungary (+15 p.p.).

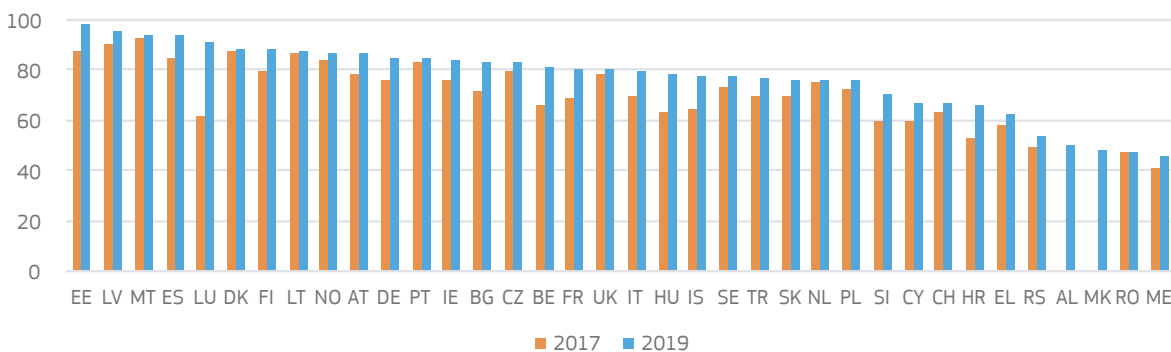


Figure 4.8 Country ranking for the average of all top-level benchmarks for the Regular Business Operations life event in 2019 and 2017²¹

Figure 4.9 shows that all top-level benchmarks for this life event increased in the past two years, albeit some faster than others. *Cross-Border Mobility* and *Key Enablers* increased most with 8 p.p. each (*Cross-Border Mobility* from 56% to 64%

and *Key Enablers* from 67% to 75%), followed by *Transparency*, which increased from 69% to 74%. *User Centricity* increased only 2 p.p., but since it already scored 93% two years ago, an increase to 95% still indicates a solid positive trend.

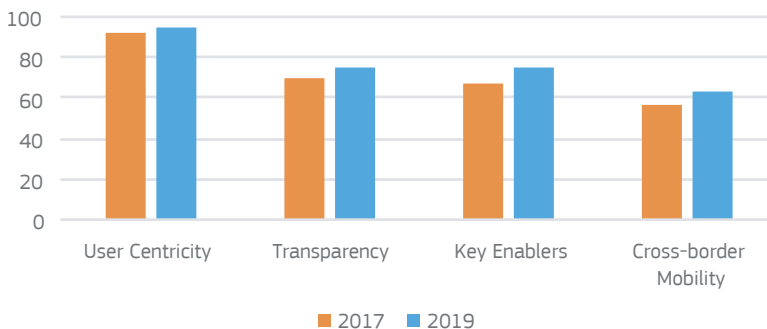


Figure 4.9 EU27+ averages of the top-level benchmarks of Regular Business Operations

It is noteworthy that all countries improved their digital service delivery for business owners in the past two years. Across all indicators, interaction

with the government has become easier, more transparent, safer, within European countries as well as for entrepreneurs operating outside of the

²¹ Note that Albania and North Macedonia were not a part of the previous data collection.

borders of their home countries. This indicates that across Europe the economic benefits of facilitating businesses are recognized and acted upon.

Good practice

Czech Republic: Digitalization of employees' sickness reporting

Top-level benchmark / Action Plan Principle

User centricity, Cross-Border Mobility

Life event

Regular business operations, Family life

1. Good practice description

The [eSick leave solution](#) is a mandatory digital service that interconnects employers, health care providers and Czech Social Security Administration. Employers now access information related to employees' sickness reporting directly from the [electronic portal of the Czech Social Security Administration](#). Employees receive their sickness benefit automatically; they only have to inform their office on a sick day by phone or email.

General practitioners access the eSick application either from own specialized software or from the ePortal of the Czech Social Security Administration. Depending on their preference, they can use different eID means when issuing eSick note: this can be either a certificate they are already using for ePrescription, data mailbox, or any other eID mean accepted by the [National Identity Authority](#). Employers receive notifications on issued sickness notes for employees into their data mailbox or by an email. Detailed guidelines on how to use eSick-leave application are provided, complementing a very detailed and comprehensive communication campaign that was a very important part of implementation process and contributed to the seamless use of the service.

2. Benefits

- To this day, 22,000 health service providers, 280,000 employers and 4,500,000 insured individuals use the eSick service.
- Health professionals can issue eSick notes first, and then see their patient in-person later. This helps them to better use their time.
- Amid COVID-19 pandemic, the eSick note is used for people under quarantine as well. This way, authorized institutions have a real-time overview about these persons as well, not only about those infected by a new coronavirus.
- In the context of a pandemic situation, the data generated through the solution help decision-makers to plan adequate measures.

3. Key success factors

- Stakeholders feedback at each stage of service development;
- Existing digital infrastructure shared and reused;
- Educational and promotional activities targeted at each user group (employers, employees, software developers);
- Technical support effectively organized.

4. More information

More information can be found at: <https://www.cssz.cz/web/en/e-sick-leave-eneschopenka-Step-by-step> user guide for employers: <https://www.cssz.cz/web/eneschopenka/aplikace>

Other noteworthy good practices related to the life event Regular Business Operations

Croatia	Shared service center
Iceland	The Digital Company Register by Iceland Revenue and Customs
Republic of North Macedonia	e-Personal Tax
Republic of North Macedonia	My VAT-declaration
Slovenia	Electronic Sick Leave (eBOL)
Slovakia	Stop bureaucracy / Public administration level
Turkey	Single Window System

5 Owning and Driving a Car

5 Owning and Driving a Car

5.1 Introduction to life event

The services in the life event *Owning and Driving a Car* are under evaluation in the data collection of the eGovernment Benchmark report since 2013 and were subsequently re-evaluated every two years (2015, 2017 and 2019). According to Eurostat, there is more than one car for every two Europeans²², indicating that using a car is still an important part of the daily life of most Europeans. Moreover, in the transition to a more sustainable way of living, more and more Europeans are using electric cars for their daily commutes.

Persona - Owning and Driving a Car

Steven has just passed his driving exam and wants to buy a first car. How easy is that online? Does he find all the information he needs on tax, insurance and registration obligations online? If he decides to buy second hand, can he check the car register to ensure his new vehicle is everything it seems? Once bought, he registers himself as the new owner, and when he incurs a speeding fine two weeks later, he goes back online to settle it. We assess how easy/viable all of this is to do online.

5.2 User centricity

The *User Centricity* benchmark focusses on the *Online Availability*, *Mobile Friendliness* and *Usability* of the services. User Centricity in service delivery enables citizens and businesses to get an optimal experience when dealing with public administrations. This section describes in detail the results for *Online Availability* and for *Mobile Friendliness* for the *Owning and Driving a Car* life event²³.

5.2.1 Online availability

The data in Figure 5.1 shows that more than seven out of ten services in this life event are online and available through a portal (72%). Additionally, 3% of the services are provided online, but not through a portal and another 5% of the services are automated, bringing the percentages of services that are either online or automated to 80%. In just 2% of the cases the service itself nor any information about the service is available online.

²² https://ec.europa.eu/eurostat/statistics-explained/index.php/Passenger_cars_in_the_EU#Overview

²³ In the life event sections, the main priority of this report lies with service delivery. Therefore, these sections will predominantly discuss the indicators related to service URLs and to a lesser extent to the domain and portal websites. Indicators based on

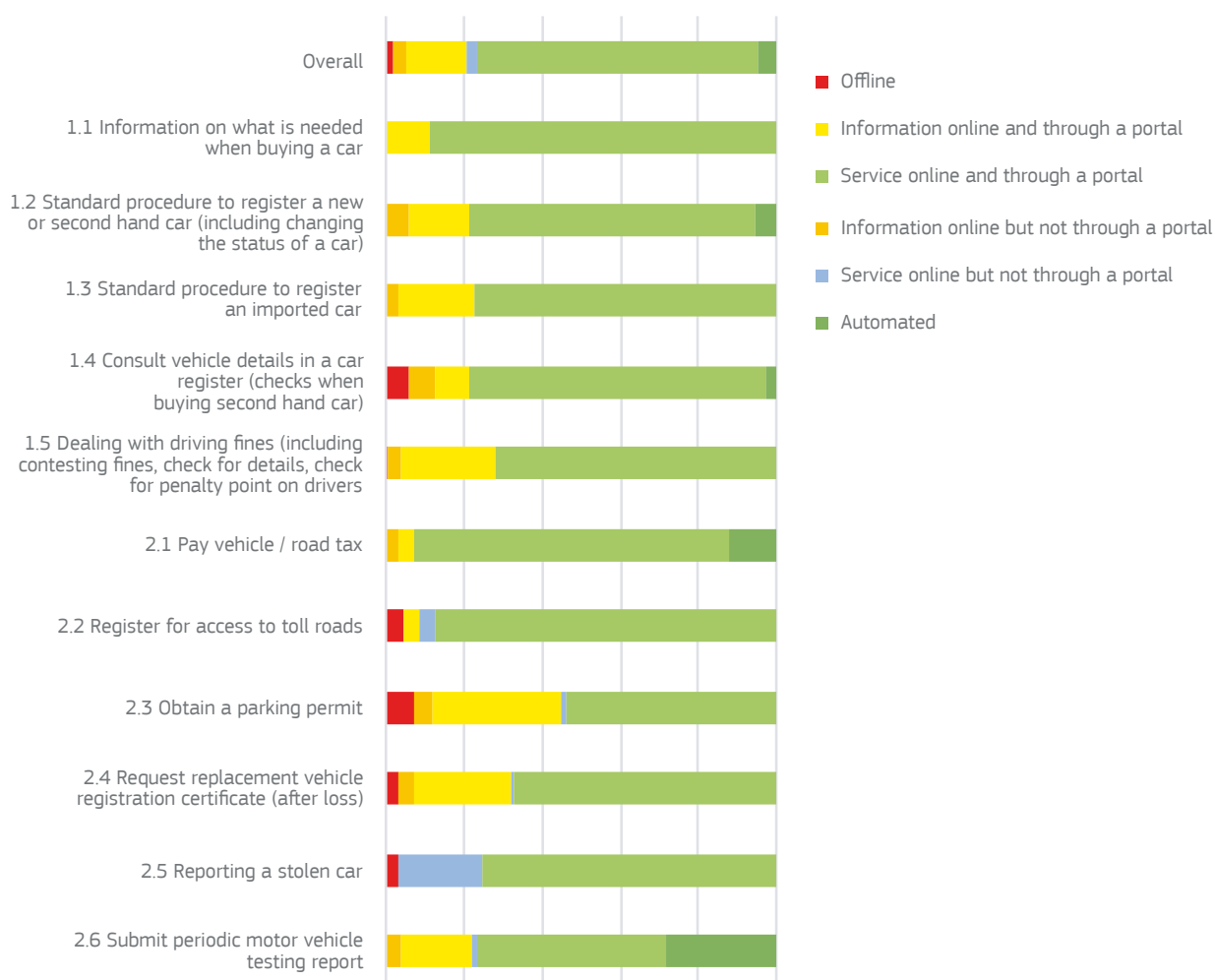


Figure 5.1 Availability of services in the life event *Owning and Driving a Car*

Between the services in the life events, large differences can be observed. The two services with the highest scores are *Pay vehicle/road tax* and *Obtaining information on what is needed when buying a car*. The first is online or automated in 93% of the cases and the other in 89% of the cases. Apparently, it is easy to pay your road tax online, which supports European car-owners in doing this yearly exercise. Another notable score is *Reporting a stolen car*. This service is online but not through a portal in 25% of the cases, whereas for all other services in this life event this number does not surpass 5%. This service is often delivered by the police and cannot be found through a portal websites

covering multiple government services. Only half of the *Obtain a parking permit* (55%) is available online. This service is often provided by local service providers, which is in line with the broader trend that the *Online Availability* of services with local authorities is on average lower than with national authorities.

5.2.2 Mobile friendliness

In Figure 5.2 the results for *Mobile Friendliness* for the life event *Owning and Driving a Car* are presented. Overall, almost nine out of each ten websites in this life event are mobile friendly (88%), up from seven out of ten in the data collection of 2017.

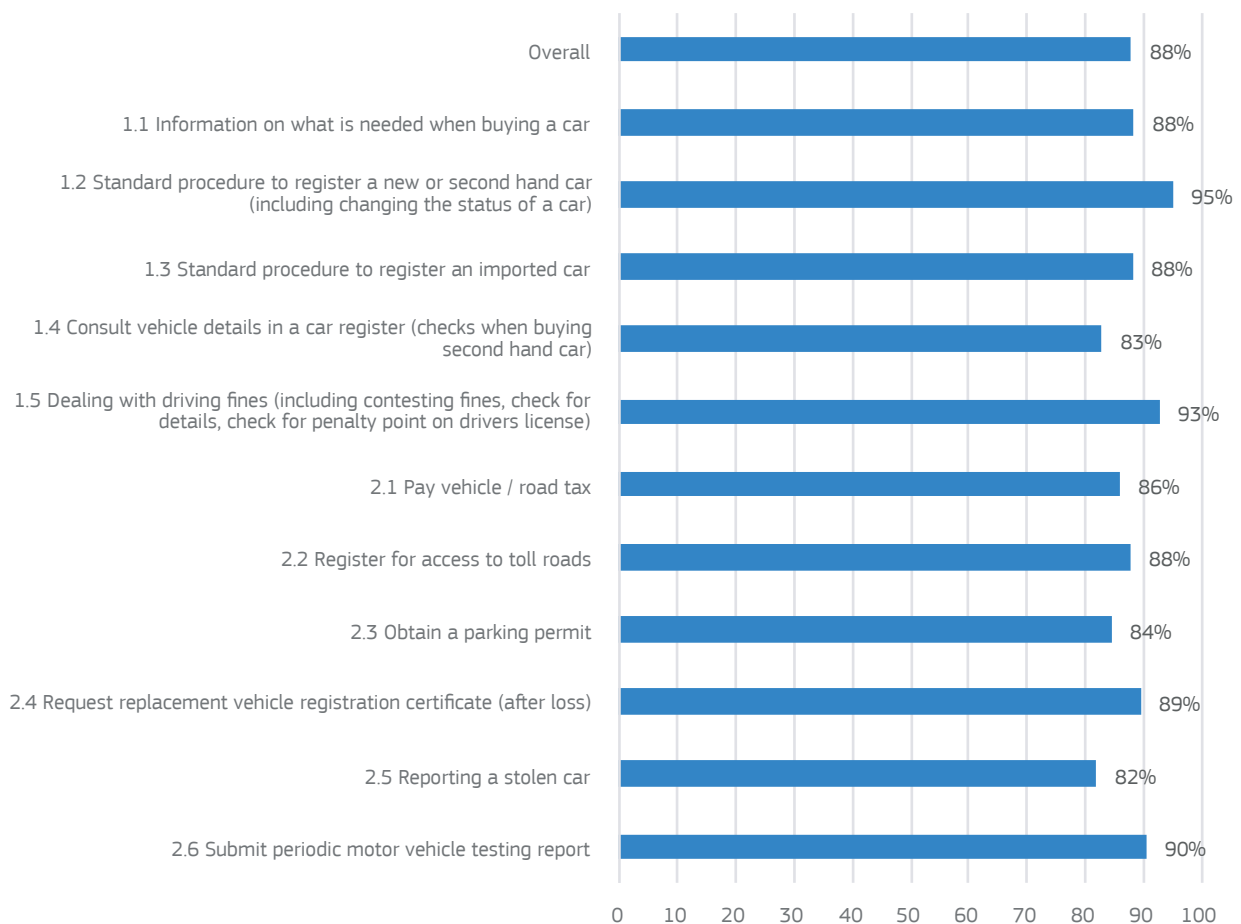


Figure 5.2 Average Mobile Friendliness score per service in the life event Owning and Driving a Car

The two services with the lowest scores are *Reporting a stolen car* (82%) and *Consult vehicle details in a car register* (83%). Both services are still mobile friendly in more than four out of five countries. For consulting vehicle details in a car register, mobile friendly websites could be a valuable improvement, given that the nature of the service is often a quick search for some details of the car. That the service *Reporting a stolen car* scores relatively low indicates that police websites are not always on par with the websites of other government authorities. Two outliers on the positive side of the spectrum are *Standard procedure to register a new or second-hand car* (95%) and *Dealing with driving fines* (93%). These services are accessible on mobile phones in nearly all European countries.

5.3 Transparency

Transparency comprises the indicators *Transparency of Service Delivery*, *Transparency of Public Organisations* and *Transparency of Personal Data*. With respect to the life event analysis, *Transparency of Service Delivery* is an important indicator measuring whether public services provide clear, openly communicated information about how the service is delivered. *Transparency of Public Organisations* and *Transparency of Personal Data* are not assessed in this deep dive into the life event, as these refer to the policies and websites not directly related to or embedded in the service delivery.

The results for the sub-indicator *Transparency of Service Delivery* for the life event *Owning and Driving a Car* are presented in Figure 5.3. The overall score of 49% shows that the services in this life event can be improved substantially.

For reference, the life event *Moving* obtains the highest score at 74% on this indicator, whereas the *Justice* life event obtains a score of 42%, which is the lowest score.

For many services, citizens would be helped greatly if information about the service process were provided and if they were able to save their work as a draft. Across services, the scores range between 32% and 61%. The services *Submit periodic motor vehicle testing report* (60%), *Request replacement certificate* (52%) and *Pay*

vehicle/road tax (61%) all score above 50%, making these the services with the highest scores, although further improvements are certainly required, considering the overall low level of scores, when compared to other life events. The service *Obtain a parking permit* has the lowest score for *Transparency of Service Delivery*. Most often, this service is provided locally, indicating that local service delivery stays behind in comparison with their national counterparts.

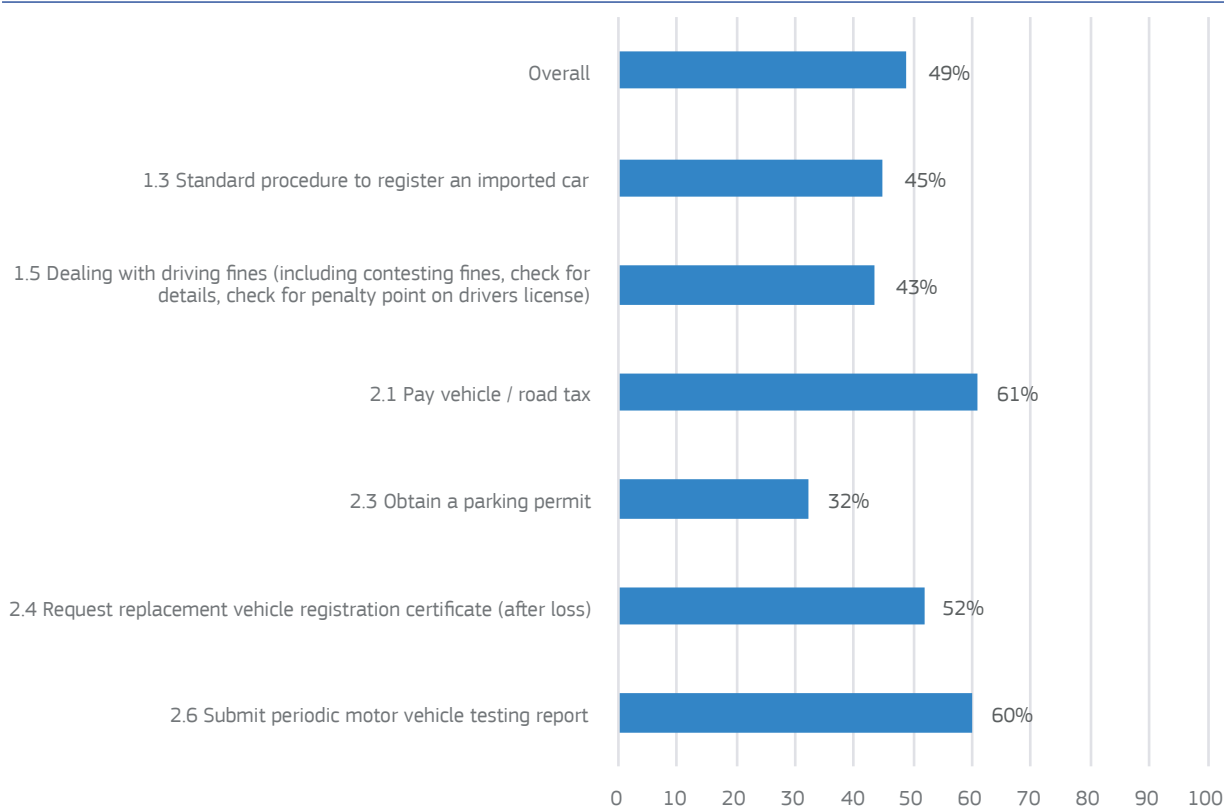


Figure 5.3 Average transparency score per service in the life event *Owning and Driving a Car*

5.4 Key enablers

The *Key Enablers* benchmark comprises four sub-indicators: *eID*, *eDocuments*, *Authentic Sources* and *Digital Post*. A national *eID* provides users with the possibility of secure authentication online, *eDocuments* help users send and receive verified files with the government, *Authentic Sources* measures whether users only have to enter their data once, and lastly, *Digital Post* evaluates whether it is possible to

communicate with the responsible authorities solely through digital channels. The first three sub-indicators are evaluated on all basic (transactional) services in the dataset and *Digital Post* is evaluated on all portals. In this section the three sub-indicators assessed on the basic services will be explored.

Figure 5.4 shows that for almost six out of ten services in this life event online authentication is possible (59%). Furthermore, in 44% of the

services it is possible to use a national eID for authentication. Across services differences can be observed. The service *Obtain a parking permit* is the service with the lowest score: 60% of these services do not allow for online identification to apply for a parking spot in front of your home. The service *Pay vehicle/road tax* is the service with the

highest score: you can use online identification in three out of each four cases (76%). Additionally, a national eID can be used in 56% of these services, which is also the highest percentage for this life event.

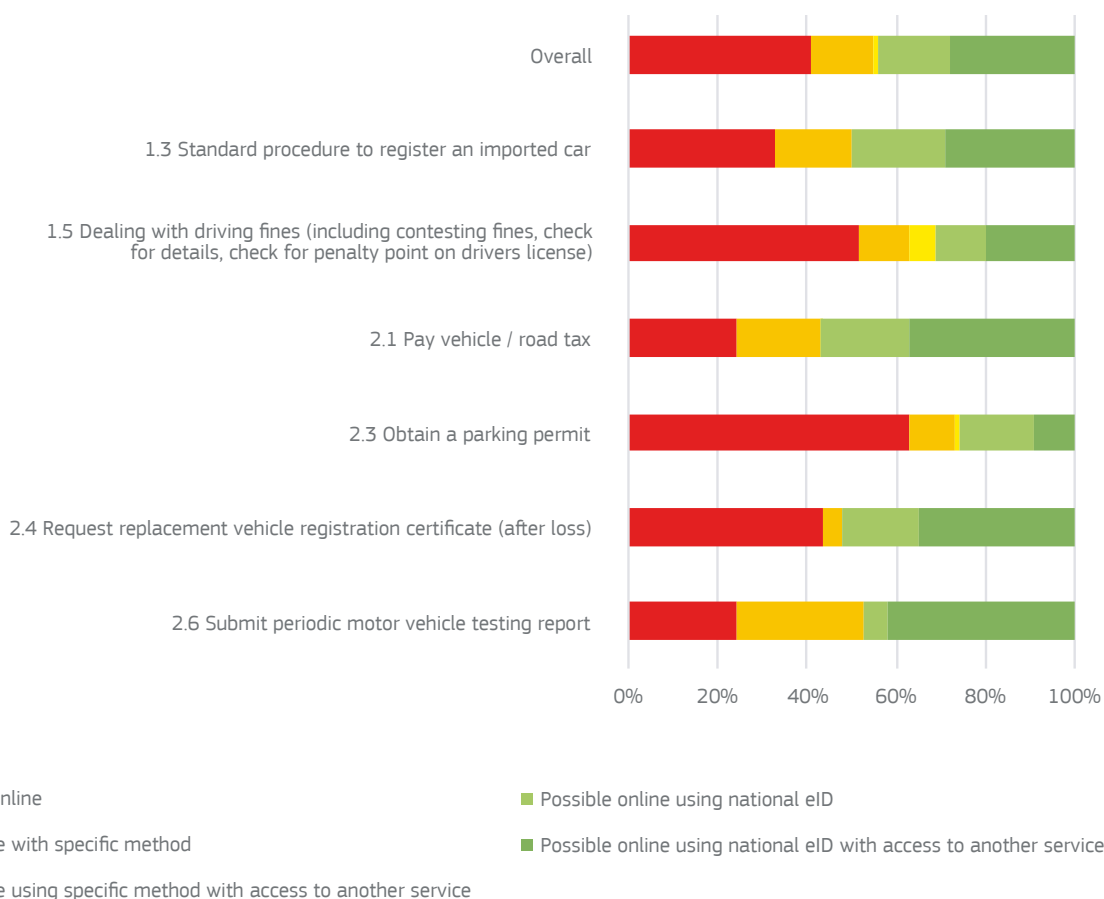


Figure 5.4 Availability of eID for the life event *Owning and Driving a Car*

In Figure 5.5 the results for *eDocuments* and *Authentic Sources* for the life event *Owning and Driving a Car* are presented. Overall *eDocuments* scores 56%, which is the lowest score of the life events in the 2019 data collection. For *Authentic Sources*, the average score for all services and countries is 70%, meaning that information is pre-filled in seven out of ten countries.

The services *Pay vehicle/road tax* is the service with the highest score for *eDocuments*, scoring 72%. This score can be largely attributed

to the fact that the service is automated in many countries. Another advanced service for *eDocuments* is *Submit periodic motor vehicle testing report*, at 67%, indicating that in two out of three of these services, citizens can hand in motor vehicle testing reports easily online.

For the *Authentic Sources*, a slightly different image emerges. *Pay vehicle road tax* is again the best performing service. In 82% of these services, information is pre-filled when paying vehicle or road taxes. Another service that performs well is

Dealing with driving fines, where information is pre-filled in eight out of ten cases. This result shows that service providers for dealing with driving fines, often Justice departments, use information that was stored in previous interactions with the user, or was obtained from other governmental bodies. One of the services where citizens often still need to fill in their personal information is

Obtain a parking permit. Personal information is pre-filled in 37% of these services in Europe. At the same time, the information necessary for obtaining a parking permit, such as the user's address, could be taken from base registries and therefore improvements for this service in the future are certainly possible.

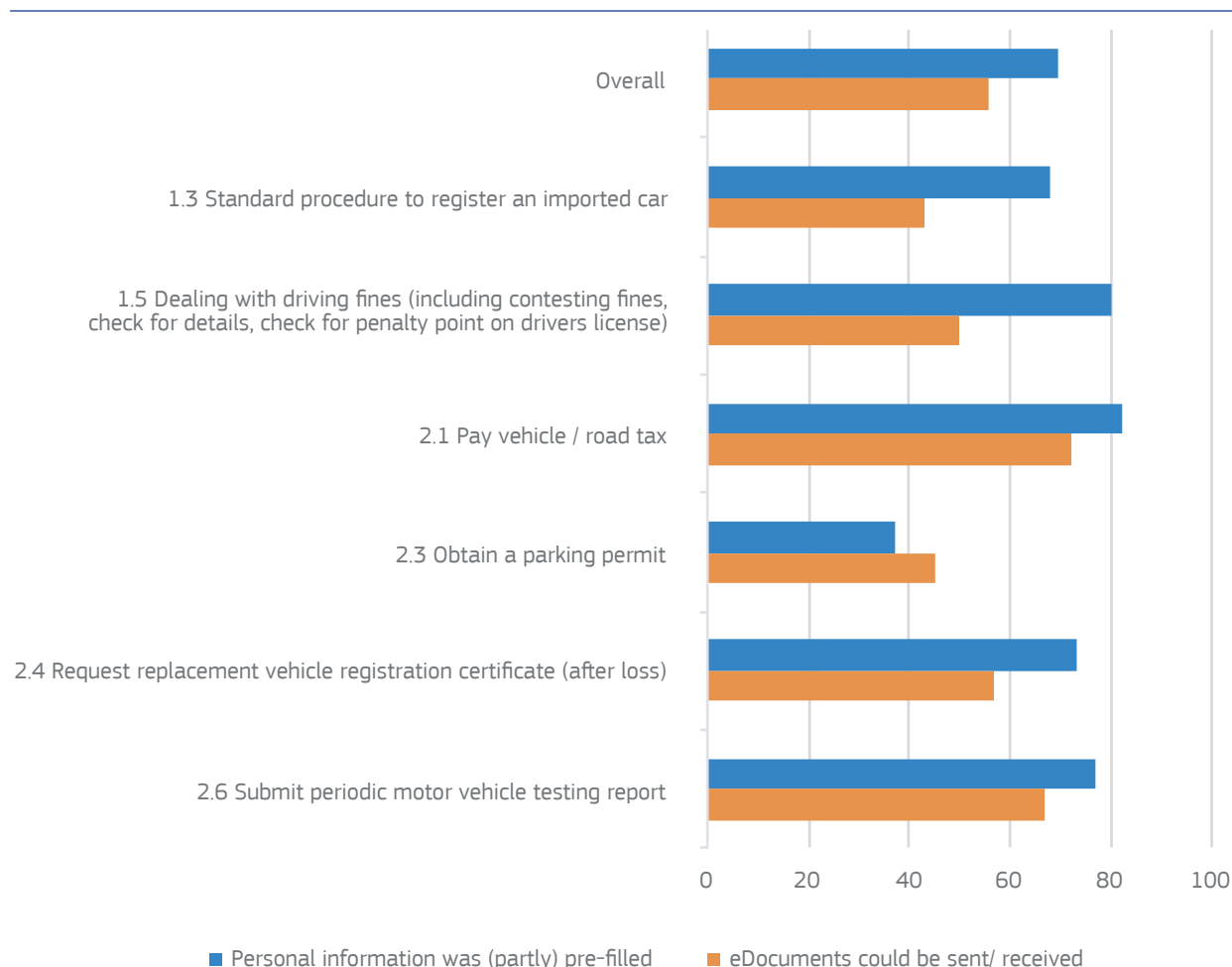


Figure 5.5 Availability of eDocuments and pre-filled information for the life event *Owning and Driving a Car*

Figure 5.6 shows that there exists a difference of 33 percentage point (p.p.) between *Online Availability* (87%) and the *Key Enablers* benchmark (54%). In line with the EU27+ averages, none of the countries have a higher score for *Key Enablers* than for *Online Availability*. Only for Malta, the two scores are equally high, both are 100%. Other top performing countries on both

indicators are Estonia (100% and 96%), Latvia (100% and 95%), Denmark (99% and 95%) and Finland (96% and 95%). For a number of other countries, the difference is very substantial; for nine countries, the difference is more than 50 p.p. For the life event *Owning and Driving a Car*, users could be facilitated better by increasing the use of *Key Enablers*.

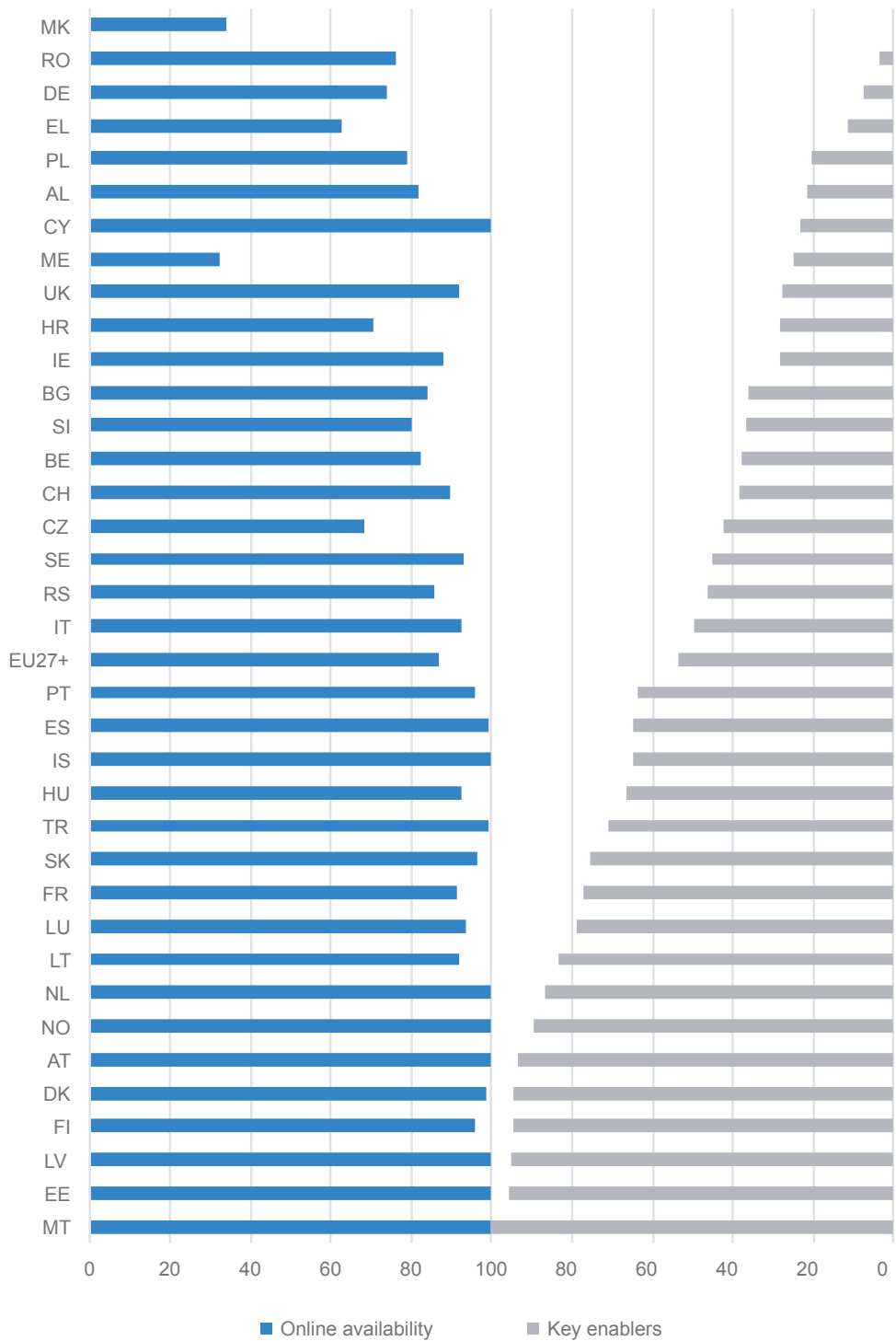


Figure 5.6 Correlation Online Availability and Key Enablers in the life event Transport by country

5.5 Cross-Border Mobility

Cross-Border Mobility evaluates how easy it is for foreign users to access and use online services provided by public authorities. It is comprised of four indicators: *Online Availability* of cross-border services, *Usability* of cross-border portals, *Cross-border eID* and *Cross-border eDocuments*. These indicators measure if services are available online, if they are usable and if key enablers like eID and eDocuments work for people living or coming from abroad. *Cross-border Usability* is not assessed in this deep dive into the life event, as this indicator refers to the policies and websites not directly related to or embedded in the service delivery.

For the life event *Owning and Driving a Car*, only one service is evaluated from a cross-border perspective, namely “Can you easily pay the driving fine you obtained during your holiday in a neighbouring country online?”. In 38% of these services neither information nor the service itself is online for non-nationals, compared to just 0.5% for nationals. In 35% of these services it is possible for non-national to pay the driving fine online, which is less than half as often as for nationals (72%). In 27% of these services, there is information about the service online, but the service itself is not digitally available.

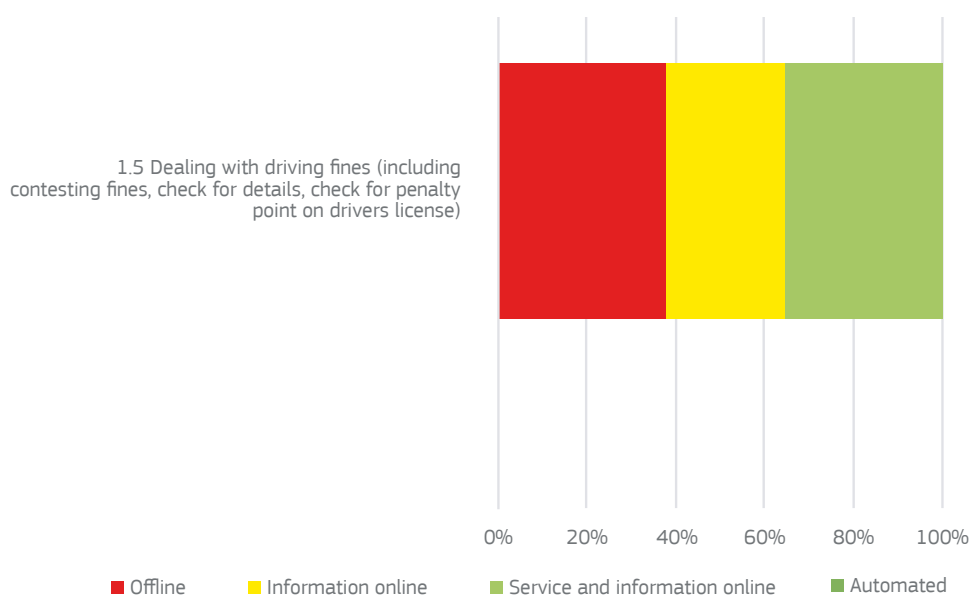


Figure 5.7 Online Availability of the service “Dealing with driving fines”

Aside from making more services available, countries can also improve their service delivery with the implementation of key enablers for cross-border users. In just 22% of the cases, foreign citizens could hand in official documents online. Cross-border online identification with an eID is even less accommodated: this indicator obtains a score of 12%.

5.6 Progress across Europe

Figure 5.8 shows the average progress of the four top-level benchmarks for the life event *Owning and Driving a Car* for all European countries. On

average, the EU27+ increased by 6 p.p., from 56% to 62%. Furthermore, all evaluated countries advanced in the last two years, with Luxembourg (22 p.p.), Slovenia (16 p.p.) and Croatia (16 p.p.) showing the highest improvement. Estonia, Austria and Malta are with respectively 96%, 93% and 93% the best performing countries for this life event. In these countries, car drivers can complete most of their car related business online.

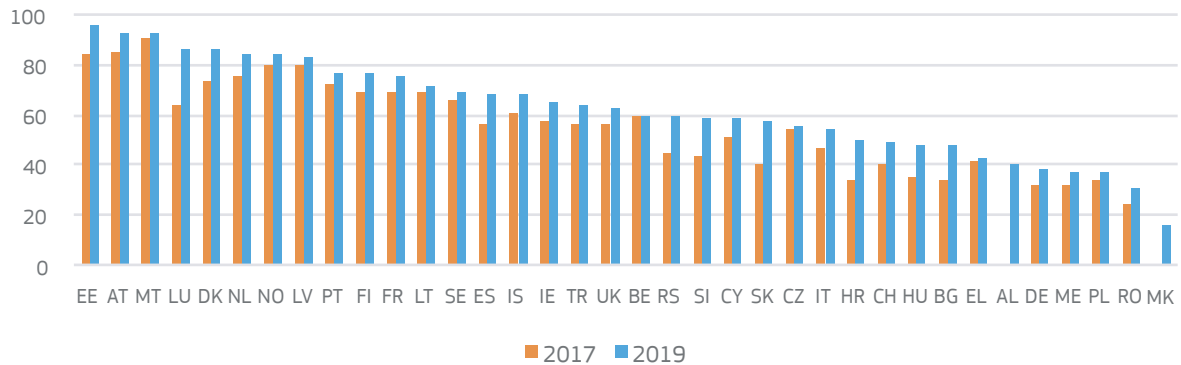


Figure 5.8 Comparison of the country averages of all top-level benchmarks for the life event Owning and Driving a Car in 2017 and 2019²⁴

Figure 5.9 shows that *User Centricity* is the top-level benchmark with the highest score (88%), up from 83% two years earlier. *Transparency* improved by 9 p.p. from 51% to 60%, which is the largest improvement in this life event. *Key Enablers* increased by 7 p.p. from 47% to 54%.

Cross-Border Mobility obtained the lowest score in the 2017 data collection and records the slightest increase in 2019. With a score of 48% (up from 44%), there is still ample room to further develop and improve cross-border service delivery for car owners.

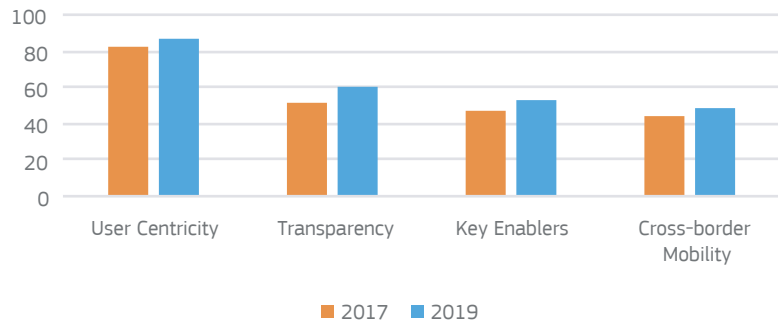


Figure 5.9 EU27 averages for top-level benchmarks for the life event Owning and Driving a Car in 2017 and 2019.

Reflecting on this life event, all indicators and all countries improved. European car owners are increasingly facilitated to fulfil most of the services, from registering second-hand cars to

paying their road tax, online. Yet, there is also still ample room for improvement. Especially when obtaining parking permits, car owners would prefer to be able to do more of their actions online.

²⁴ Note that Albania and North Macedonia were not part of the sample in the 2017 data collection

Good practice

Spain + mi DGT

Top-level benchmark / Action Plan Principle

User centricity, Digital by Default

Life event

Moving, Owning and driving a car

1. Good practice description

The General Directorate of Traffic makes a free app available to citizens to carry driving licenses and vehicle documentation in digital format on your mobile. This digital permission on mobile has the same legal validity as in physical format but only in national territory. That means, it will not be necessary to carry the driving license on paper so we can present our digital card to the Traffic agents. The digital card will be updated and synchronized with the DGT's server. To facilitate consultation and verification, it will include a QR code.

miDGT centralises all your information and manages the DGT on your phone as it also incorporates notifications as well as advice on road safety campaigns. In the future, it will allow access to a whole series of procedures that can now be managed on the Traffic website, such as paying fees/fines, renewing your card, registering and transferring vehicles, requesting prior appointments at the Traffic offices, checking our balance of points, etc.

2. Benefits

- Improve interaction with citizens. During the first four days of operation, 170,000 people have accessed their digital driving license and their vehicle data.
- It is a personalized service. 50,000 people have updated their contact information to receive alerts from the DGT.
- Allows mobility of citizens.
- It could be a first step to create a verifiable credential and building a cross-border service on the European EBSI network.

3. Key success factors

- Although there are other countries that allow the vehicle permit and documentation to be carried digitally, miDGT is the first app in Europe that incorporates other electronic services, such as receiving alerts of interest and relevant news on traffic and road safety.
- It promotes driving safety since the citizen knows their infractions in real time.
- The traffic agents have access to updated data.

4. More information

More information can be found at:

- <https://youtu.be/1msrT2u23jo>
- <https://sede.dgt.gob.es/es/appmidgt/>
- http://www.dgt.es/es/prensa/notas-de-prensa/2020/Ya_se_puede_llevar_el_permiso_de_conducir_en_el_movil.shtml

Other notable good practices related to the life event Owning and Driving a Car

Hungary	e-Municipality Portal
Malta	Digital only services

6 Moving

6 Moving

6.1 Introduction to life event

The life event *Moving* evaluates the level of online service provision for European citizens when moving houses. A 2015 survey showed that the average European has moved four times in his life so far, a figure that climbs to over five, when only people from 50 years and older are considered. This life event assesses a number of services related to moving houses, from a national and cross-border perspective.

Persona - Moving

When deciding to buy a new home, we assess what online information is available for Joyce on local schools and amenities in the area she's interested in. Once moved, she registers her new address in the municipality register and all relevant authorities are notified. She also needs to notify the postal office and her utilities provider and apply for any necessary permits.

6.2 User centricity

The *User Centricity* benchmark focusses on the *Online Availability*, *Mobile Friendliness* and *Usability* of the services. User Centricity in service delivery enables citizens and businesses to get an optimal experience when dealing with public administrations. This section describes in detail the results for *Online Availability* and for *Mobile Friendliness* for the *Moving* life event²⁵.

6.2.1 Online availability

Figure 6.1 shows that most services (85%) for the life event *Moving* are offered online: 2% of the services are online but not through a portal; 55% of the services are online through a portal and 28% of the services are automated. Especially the number of automated services in the *Moving* life event is high in comparison to other life events, which will be touched upon later. For 4% of the services neither the service itself nor information on the service is online, whereas in 11% of the services, the service itself is not online, but it is possible to find information on how to obtain the service offline.

Zooming in on individual services, differences within the life event become visible. In over nine out of each ten cases you can find *Information on local facilities* online (93%). However, registering in the new municipality (74%) is not yet possible everywhere. The services *Notify additional organisations about new address* (66%) and *Sign out at old municipality* (81%) are mostly automated, showing that government increasingly uses a base register where citizens only have to register their address once, when moving to the new municipality. The two services with lower scores are *Obtain permits for moving* and *Notification to post and utilities*. It should be noted, however, that the service *Obtain permits for moving* (requesting permission to temporarily close a road) is applicable in only 33% of the countries, which might affect the robustness of the evaluation.

²⁵ In the life event sections, the main priority of this report lies with service delivery. Therefore, these sections will predominantly discuss the indicators related to service URLs and to a lesser extent to the domain and portal websites. Indicators based on portal and domain websites, such as *Usability* and *Transparency of Personal Data* are predominantly discussed in Chapter 3.

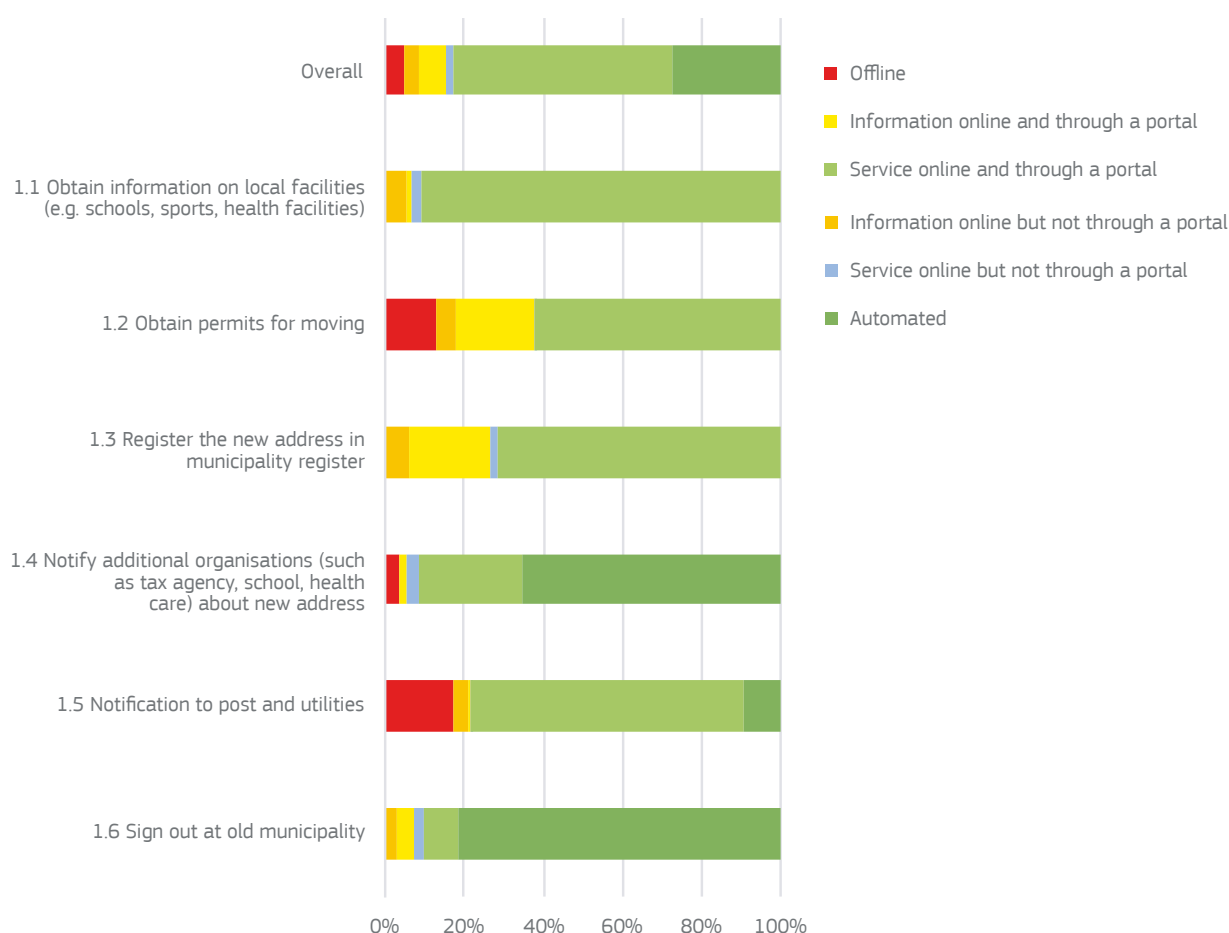


Figure 6.1 Availability of services in the life event Moving

6.2.2 Mobile friendliness

Figure 6.2 shows that, 87% of the website in this life event have a mobile friendly interface. Distinguishing between the individual services creates a more detailed picture. The service *Sign out at old municipality* (99%) is the highest scoring service on this indicator, with the remark that all automated services are considered mobile friendly. The service *Notification to post*

and utilities is obtains the second-highest score at 96%, which is remarkable since this service is often provided by private service providers. At the bottom of the scale are the services *Obtain information on local facilities*, *Obtain permits for moving* (78%) and *Register the new address in the municipality register* (80%), which are also the services that are often delivered by local authorities.

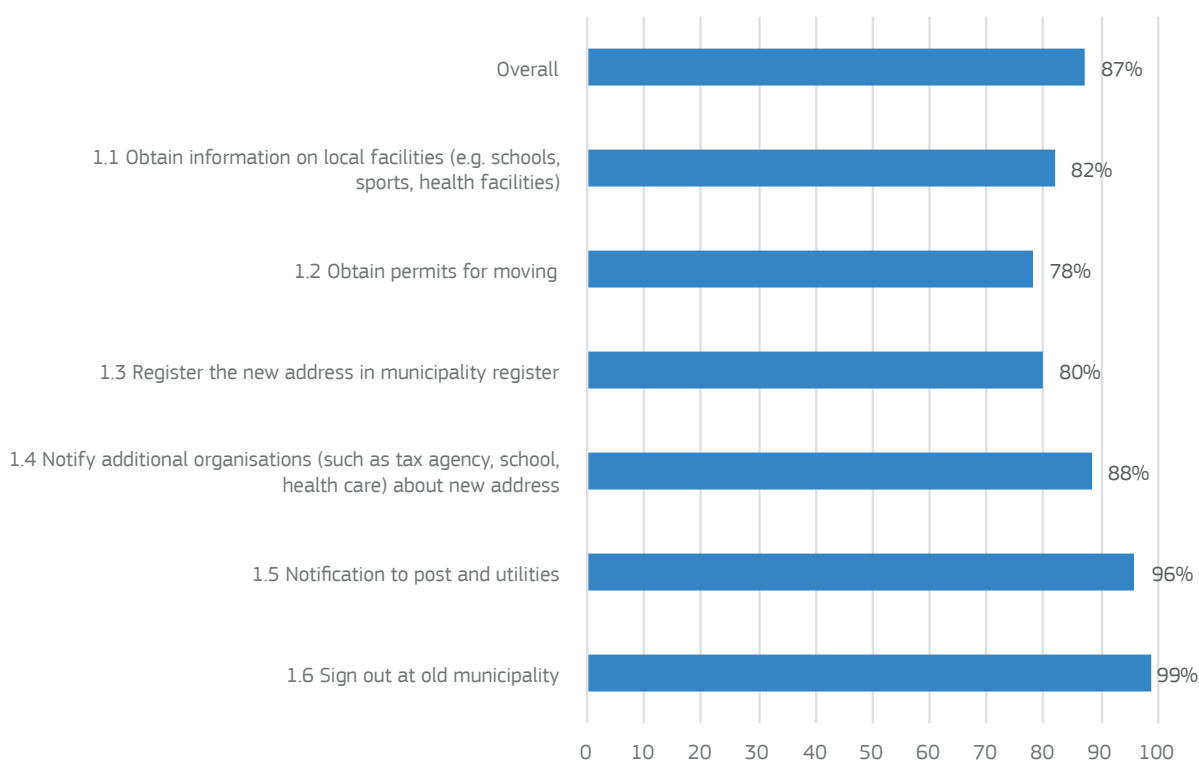


Figure 6.2 Average Mobile Friendliness score per service in the life event Moving

6.3 Transparency

Transparency comprises the indicators *Transparency of Service Delivery*, *Transparency of Public Organisations* and *Transparency of Personal Data*. With respect to the life event analysis, *Transparency of Service Delivery* is an important indicator measuring whether public services provide clear, openly communicated information about how the service is delivered. *Transparency of Public Organisations* and *Transparency of Personal Data* are not assessed in this deep dive into the life event, as these refer to the policies and websites not directly related to or embedded in the service delivery.

Figure 6.3 shows that the average score for the *Moving* life event on *Transparency of Service Delivery* is 69%. The service *Sign out at old municipality* (90%) is once more the service with the highest score largely because this service is often automated. The process for obtaining a permit to temporarily close the road while moving is often unclear, as shown by the score of 50% for that service. Also notable is the score of 55% to register your new address with a municipality when moving. In almost all countries this service is a necessity when moving and therefore citizens would be helped greatly with process trackers and the possibility to save their work as a draft.

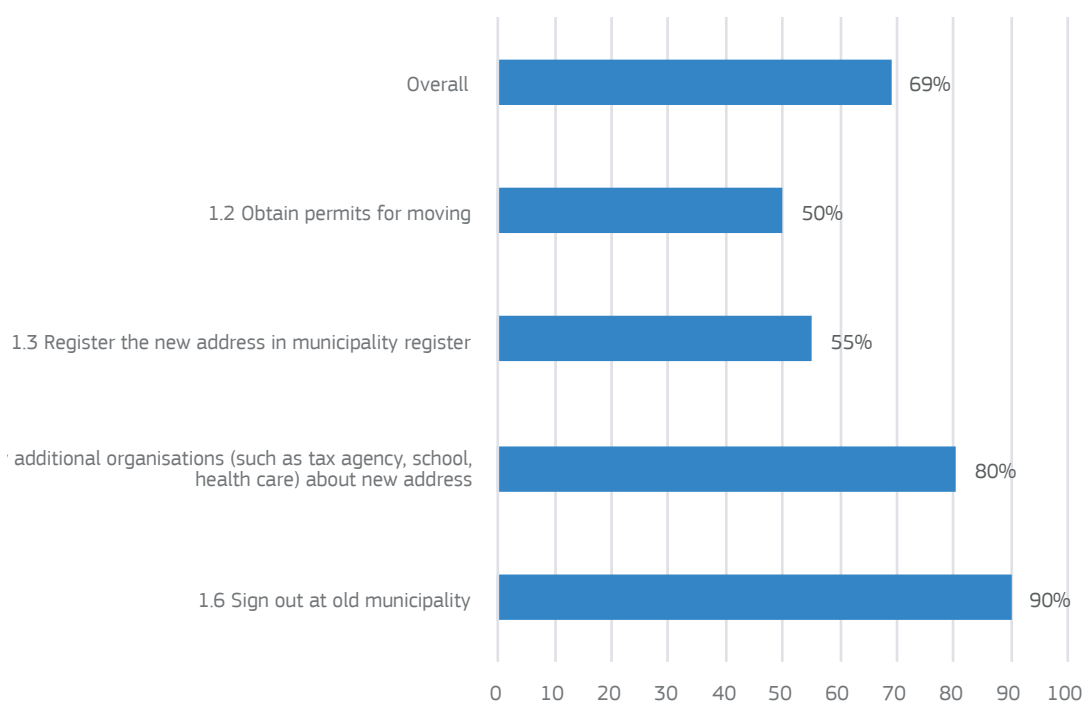


Figure 6.3 Average transparency score per service in the life event Moving

6.4 Key enablers

The *Key Enablers* benchmark comprises four sub-indicators: *eID*, *eDocuments*, *Authentic Sources* and *Digital Post*. A national *eID* provides users with the possibility of secure authentication online, *eDocuments* help users send and receive verified files with the government, *Authentic Sources* measures whether users only have to enter their data once, and lastly, *Digital Post* evaluates whether it is possible to communicate with the responsible authorities solely through digital channels. The first three sub-indicators are evaluated on all basic (transactional) services in the dataset and *Digital Post* is evaluated on all portals. In this section the three sub-indicators assessed on the basic services will be explored.

Figure 6.4 shows that it is possible to authenticate online in almost seven out of ten services (68%)²⁶, and in two thirds of cases (66%) this can be done with a national eID. For individual services the services that were automated most, *Notify additional organisation about new address* and *Sign out at old municipality*, are the services with the highest scores. The two other services have substantially lower scores: to obtain permits for moving or to register your new address in the municipality register, citizens often still need to go with their passport to their local authorities. For these two services you can use your eID only in one out of four (26%) and one of each two (50%) cases respectively, showing ample room for improvement.

²⁶ Automated services obtain a perfect score on the eID indicator

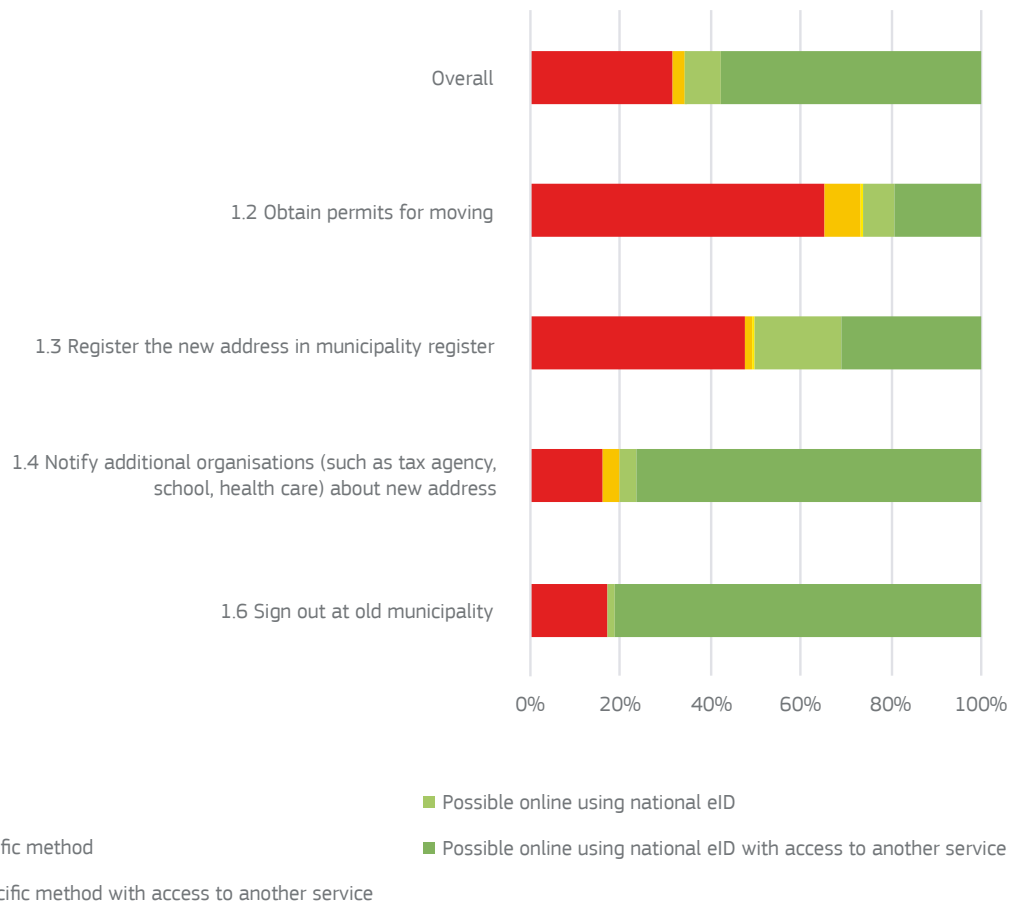


Figure 6.4 Availability of different levels of online authentication for the life event Moving

In Figure 6.5 the results for *eDocuments* and *Authentic Sources* for the life event *Moving* are presented. *eDocuments* obtains an average score of 79%, whereas the average score for *Authentic*

Sources is 65%. Again, service 1.4 and service 1.6 are the services with the highest scores, mostly because these services are automated in many countries.



Figure 6.5 Possibility to submit and receive eDocuments and prefilling of eForms for the life event Moving

As presented in Figure 6.6, the average score for EU27+ countries on *Online Availability* is 90%, compared to 69% for *Key Enablers*, a difference of 21 percentage points (p.p.). Malta, Finland, Austria, Lithuania, Denmark, Estonia and Iceland obtain a score of 100% for both *Key Enablers* and *Online Availability*, showing that these countries provide their citizens with excellent and safe services for this life event. Moreover, there are two countries where the score for *Key Enablers*

in this life event outscores the *Online Availability* score: Latvia (100% and 90%) and Hungary (92% and 67%) have already largely implemented the technological enablers and are now ready to make more services available to their citizens. For more information on Hungary's approach to the implementation of key enablers in this life event, we refer to the good practice at the end of this chapter.

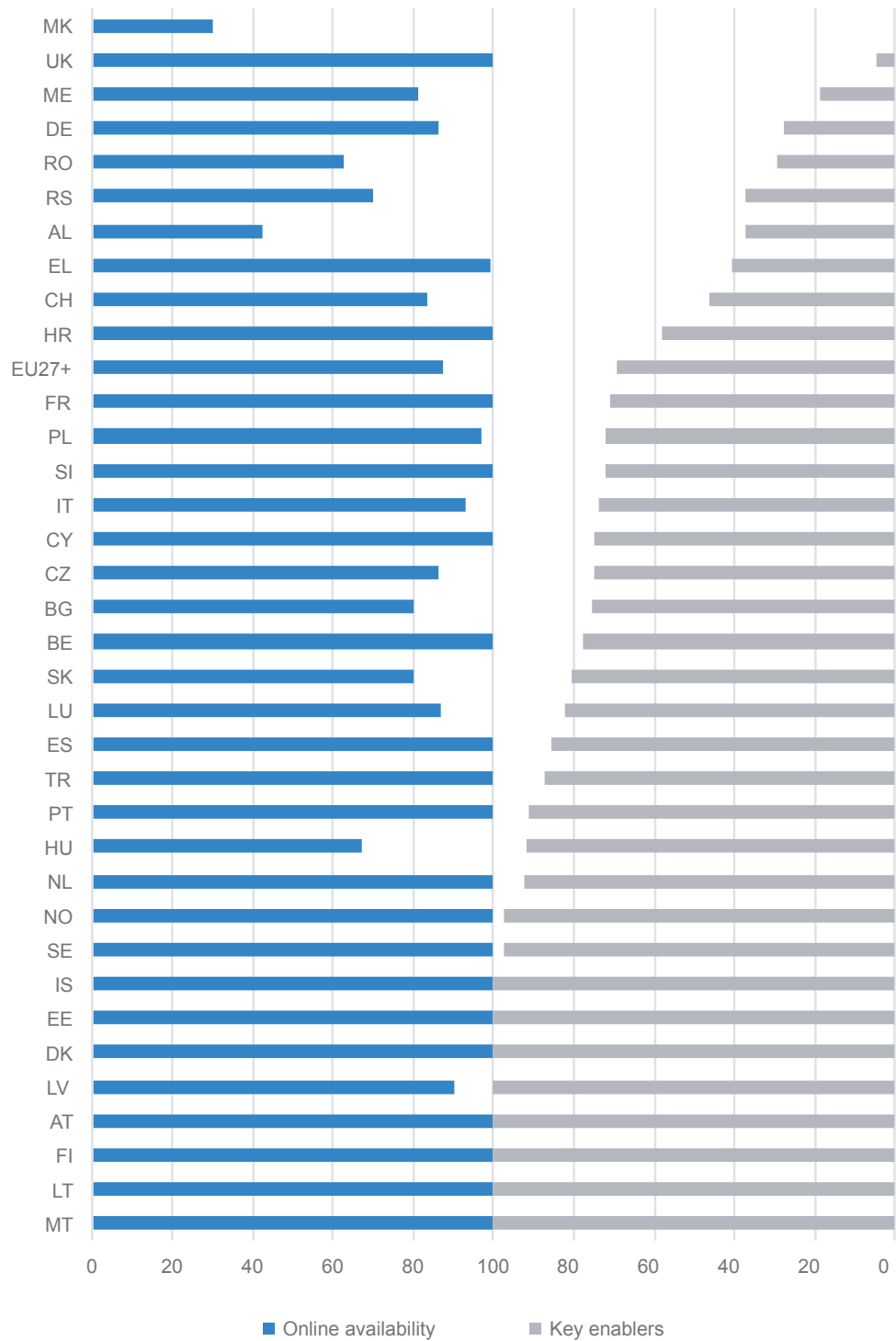


Figure 6.6 Correlation Online Availability and Key Enablers in the life event Moving²⁷

²⁷ Note that Ireland was omitted from this Figure, since Ireland did not obtain a score for the Online availability indicator for the life event Moving

6.5 Cross-Border Mobility

Cross-Border Mobility evaluates how easy it is for foreign users to access and use online services provided by public authorities. It is comprised of four indicators: *Online Availability* of cross-border services, *Usability* of cross-border portals, *Cross-border eID* and *Cross-border eDocuments*. These indicators measure if services are available online, if they are usable and if key enablers like eID and eDocuments work for people living or coming from abroad. *Cross-border Usability* is not assessed in this deep dive into the life event, as this indicator refers to the policies and websites not directly related to or embedded in the service delivery.

Overall, 53% of the cross-border services are available online, which is substantially lower than the 85% for national *Online Availability*. For one in each three services information can be found online, although the service is not online. For 14%

of the services in this life event, the service nor information about the service is online available for foreigners.

On the service level, the extended services (services aimed at information provision, in this case services 1.1 and 2.1) often obtain the highest scores. The services *Obtain information on rights and obligations when moving abroad* and *Issue a registration certificate* are specifically aimed at foreigners who want to live abroad. This report finds that information on how to obtain the actual service is almost always online (94% and 93% respectively), however, the actual online delivery of the service still falls behind (63% and 46%). Moving to a new place in a new country could be made simpler for European citizens, by enabling them to complete the majority of the tasks online.

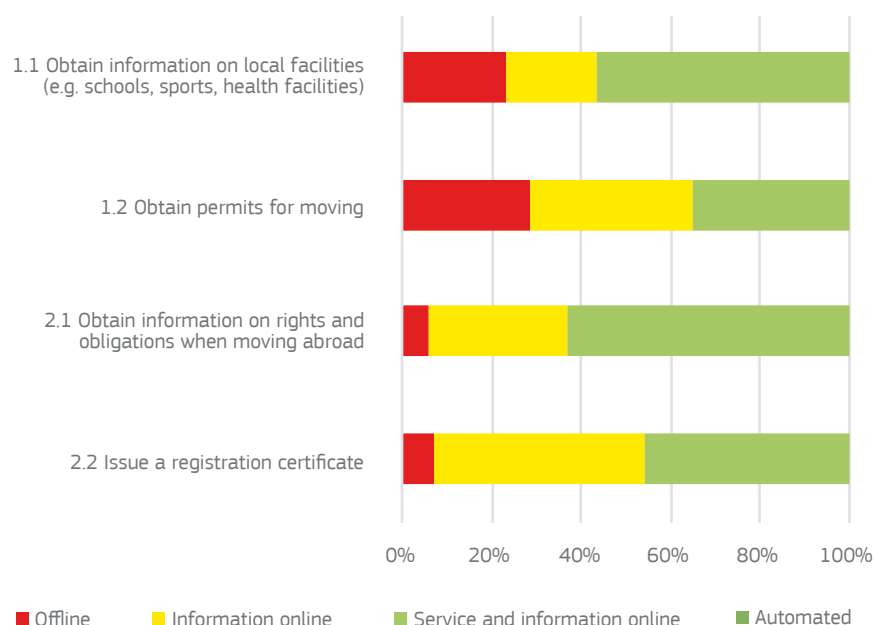


Figure 6.7 Cross-border Online Availability for the life event Moving

Although over 50% of the services are online available for cross-border users, the way in which the services are delivered can still be improved substantially. The life event *Moving* has the lowest score on *Cross-border eID* (4%) and *Cross-border eDocuments* (15%). By increasing the uptake of these key enablers, cross-border users can also

reap the benefits of safe and secure eGovernment when moving houses.

6.6 Progress across Europe

Between 2017 and 2019 the EU27+ average for all top-level benchmarks in this life event

increased by 4 p.p. from 67% to 71%, which is the smallest increase for the four life events under evaluation in the 2019 data collection. The biggest improvements since 2017 can be found

in Turkey (+17 p.p.), Switzerland (+17 p.p.) and Slovenia (+16 p.p.), while Malta (96%), Finland (95%), Iceland and Austria (both 92%) are the best performing countries in this life event.

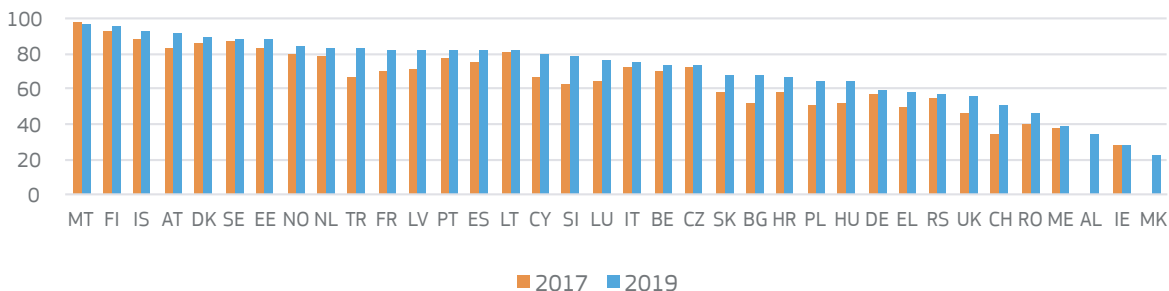


Figure 6.8 Country ranking of the 2019 and 2017 averages of top level benchmarks in the life event Moving

As illustrated in Figure 6.9 , *User Centricity* is the best performing indicator, scoring 89%, up from 87% in the 2017 data collection. *Transparency* is the indicator that improved the most, by 6 p.p. from 65% to 71%. The increase in *Key Enablers* is

relatively limited, from 66% to 69%, a result of the slower uptake of key enablers by local authorities compared to their national counterparts. Lastly, *Cross-Border Mobility* increased from 49% in 2017 to 54% in 2019 remaining at a low level.

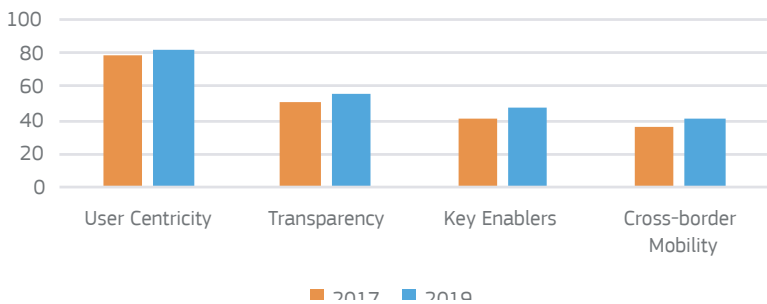


Figure 6.9 EU27+ averages of the top-level benchmarks from 2019 and 2017 for the life event Moving

To summarise this life event, this report finds that services that citizens need when they change houses are often available online. Most basic steps when moving houses can be conducted online and the services keep improving over time. Looking at

the cross-border aspect of these services there is still more to be desired. If non-nationals want to move houses, they often need to make a physical visit to the municipality office and are in too many cases unable to find relevant information.

Good practice

Hungary: e-Municipality Portal

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Key enablers

Life event

Business Start-Up, Regular business operations, Owning and driving a car, Family life

1. Good practice description

The e-Municipality Portal (E-önkormányzat Portál) provides a single point of contact to all e-government services provided by the local governments connected to the Municipality ASP service (more than 99% of the 3200 Hungarian local governments). The Municipality ASP provides online form templates for publication by the municipalities themselves, and the Portal itself provides access to these services. The Portal's services make use of the centrally provided building blocks, like e-identification, e-authentication, e-delivery, pre-filling of personal data (once-only), follow-up of cases, etc. As a latest development e-payment has been also introduced in March 2020, so clients can already pay their dues online for all municipalities related to their activities. The Portal's design is aligned to the renewed national point of single contact portal, Magyarország.hu, and SSO between them provides a seamless user experience.

2. Benefits

- In 2019, when the service became available for almost all Hungarian municipalities, more than 250.000 cases have been initiated via the portal, which is constantly growing: in the first three months of 2020 the number of cases initiated exceeded 115.000, which is an 84 percent increase compared to last year's figures.
- The maintenance costs of the central solution are lower than previous solutions, based on silos. (The whole Municipality ASP service saves around ~12 million euros yearly on 2018 prices compared to their previous administrative software solutions – however, the exact savings generated by the e-Municipality Portal cannot be measured separately, since the majority of local governments has not provided any e-government services previously.

3. Key success factors

- All municipality e-government services are available on a single platform which makes easier to access local digital public services for the users regardless of their location.
- User friendly one-stop portal, pre-filled intelligent online forms that can also be saved as draft to continue later, and e-payment is also provided where necessary.
- Integrates the whole range of Hungarian building blocks, and provides the necessary data connections with the most important base registries, and besides the client-side services, integrated back-office support is provided by the Municipality ASP system, therefore, the duration of administrative procedures has become shorter than before.

4. More information

More information can be found at: <https://e-onkormanyzat.gov.hu/>

Other good practices related to the life event Moving

Austria	Oesterreich.gv.at and App "Digital Office"
Estonia	Data exchange with neighbouring countries' population registers
France	Opening the "Requests for Land values" (DVF) Database
Romania	Ro-Net
Switzerland	eMoving
Turkey	Electricity / Natural Gas / Mobile Line Subscription

7 Starting a Small Claims Procedure

7 Starting a Small Claims Procedure

7.1 Introduction to life event

The *Starting a Small Claims Procedure* life event (short: *Justice* life event) evaluates to what extent Europeans can start a small claims procedure online. The European Small Claims²⁸ procedure is designed to simplify and speed up cross-border claims of up to €5000 and is therefore applicable in all EU member states. All non-EU member states have similar procedures, which makes the life event suitable for comparison. Furthermore, the ability to start procedures across borders (or as a foreigner living in another country) enables European citizens to fully participate in foreign judicial systems.

Persona – Starting a small claims procedure

In this scenario, a professional painter ruins George's apartment floor and he decides to file a claim against the tradesman. Can George go online to find out about his rights as a claimant and where to file and how to start proceedings? If a judge rules against him, can George easily appeal online and receive compensation?

7.2 User centricity

The *User Centricity* benchmark focusses on the *Online Availability*, *Mobile Friendliness* and *Usability* of the services. User Centricity in service delivery enables

citizens and businesses to get an optimal experience when dealing with public administrations. This section describes in detail the results for *Online Availability* and for *Mobile Friendliness* for the *Justice* life event²⁹.

7.2.1 Online availability

Figure 7.1 shows that services related to *Starting a Small Claims Procedure* are online for three quarters of services and that almost all available services are offered through a portal. Less than one percent of the services in this life event are automated. For 3% of the services neither the service nor any information about the service is available online. For all other services (22%) the actual service is not online, but information on how to obtain the service is digitally available.

Shifting the perspective to individual services, this report finds that the extended (informational) services obtain higher scores than basic (transactional) services. The services *Obtain information about how to start a small claims procedure* (84% service online), *Obtain information on legislation and rights* (86% service online) and *Obtain information on case handling* (90% service online) are the services with the highest scores. It is also possible to *Start a small claim procedure* (76%), *Submit evidence documents* (69%) and to *Retrieve judgement* (70%) online. However, only half of the *Appealing a court's decision* services are online, while in 48% of these services it is at least possible to find information online.

²⁸ https://e-justice.europa.eu/content_small_claims-42-en.do

²⁹ In the life event sections, the main priority of this report lies with service delivery. Therefore, these sections will predominantly discuss the indicators related to service URLs and to a lesser extent to the domain and portal websites. Indicators based on portal and domain websites, such as Usability and Transparency of Personal Data are predominantly discussed in Chapter 3.

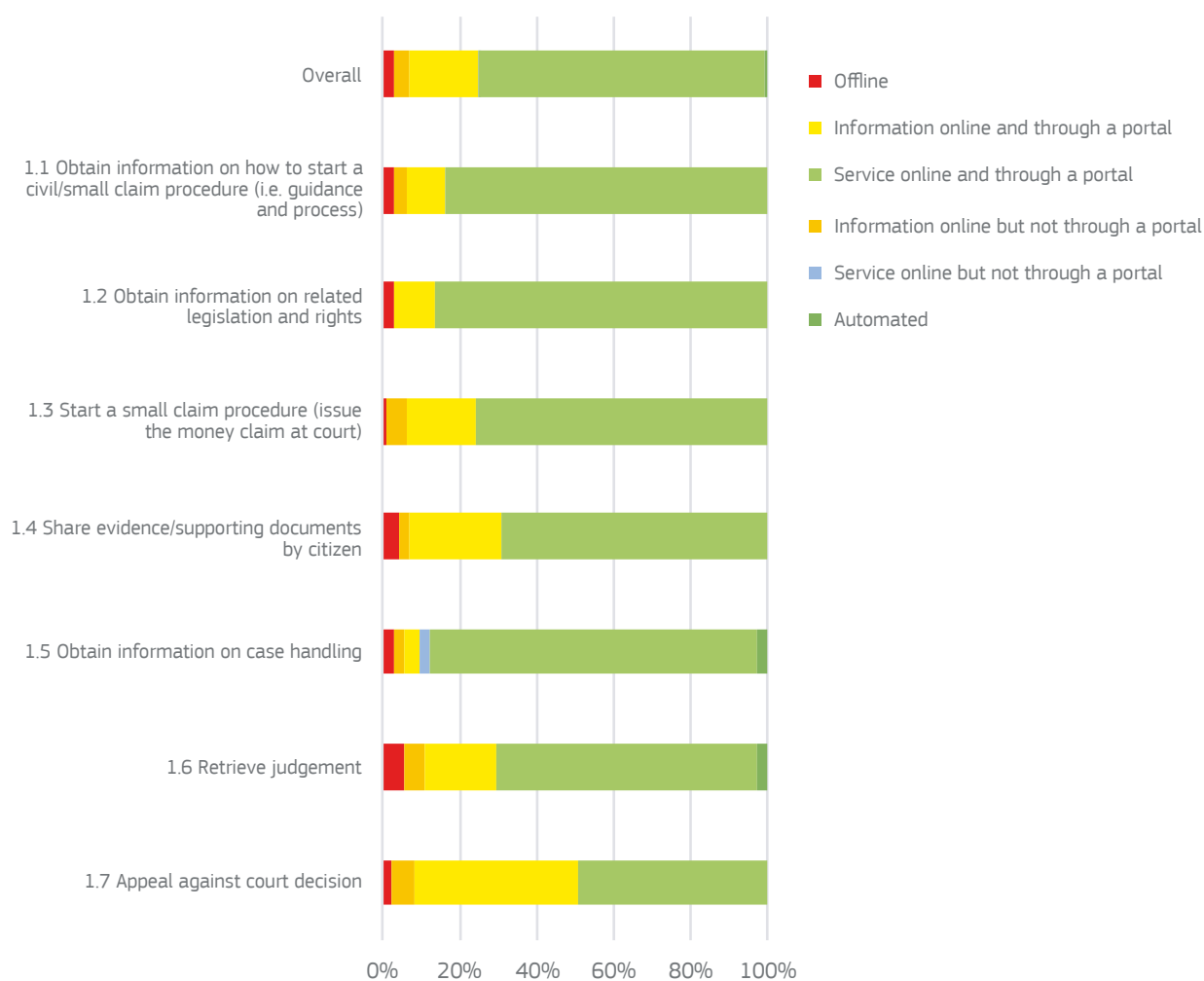


Figure 7.1 Levels of availability for the services in the Justice life event

7.2.2 Mobile friendliness

Figure 7.2 reveals that eight out of ten websites in this life event can be considered mobile friendly. Since the 2017 data collection, *Mobile Friendliness* for this life event increased by 17 p.p., from 63% to 80%. Still in the 2019 data collection, the Justice life event has the lowest score for *Mobile Friendliness*, indicating that improvement is still possible. Not all judicial websites seem to be adequately optimised for mobile users yet. Looking at the individual services, the service *Obtain information on related legislation and rights* obtained the highest score at 84%, while *Retrieve judgement* scores lowest with 74%.

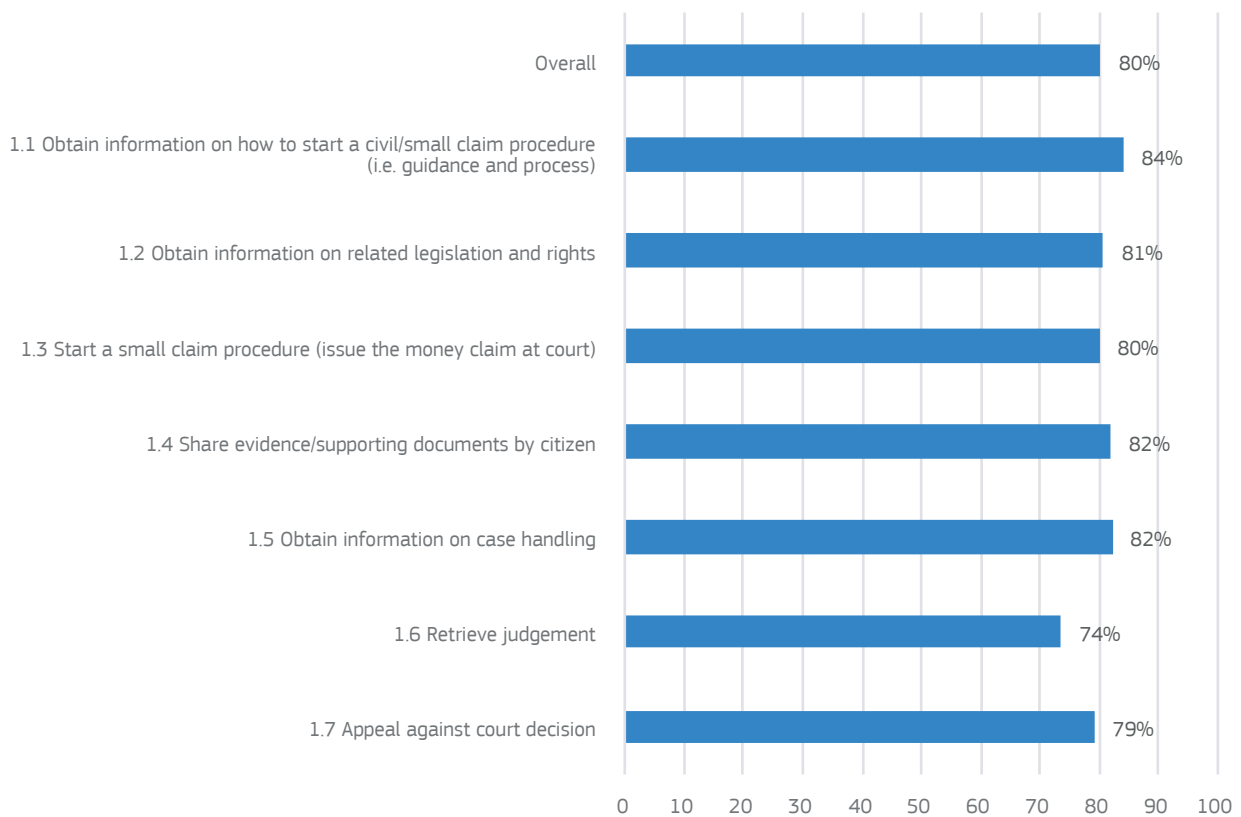


Figure 7.2 Average Mobile Friendliness score per service in the life event Justice

7.3 Transparency

Transparency comprises the indicators *Transparency of Service Delivery*, *Transparency of Public Organisations* and *Transparency of Personal Data*. With respect to the life event analysis, *Transparency of Service Delivery* is an important indicator measuring whether public services provide clear, openly communicated information about how the service is delivered. *Transparency of Public Organisations* and *Transparency of Personal Data* are not assessed in this deep dive into the life event, as these refer to the policies and websites not directly related to or embedded in the service delivery.

Figure 7.3 shows that the overall average for *Transparency of Service Delivery* in the *Justice* life event is 42%, which makes it the least transparent life event. Bearing in mind that transparency and accountability are important pillars to a functional justice system, this result is noteworthy.

Especially when users want to share evidence (39%) or when they want to appeal the court decision (35%), the process steps are unclear and users are often unable to save their work in progress. When citizens want to start a small claims procedure, the service process is relatively transparent (51%), which is a high score when compared to the other services in this life event, but a disappointingly low score when considering that the average across all life is 58%.

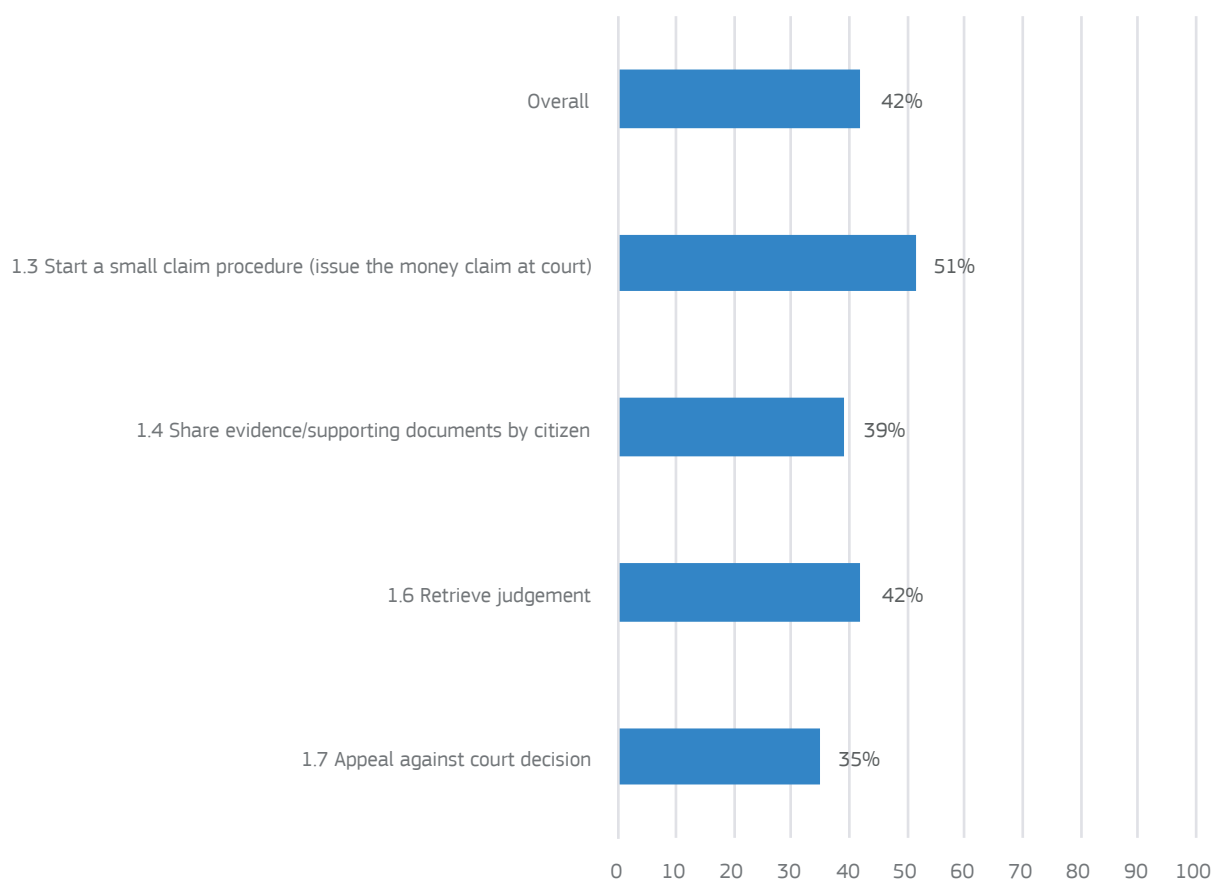


Figure 7.3 Average transparency score per service in the life event Justice

7.4 Key enablers

The *Key Enablers* benchmark comprises four sub-indicators: *eID*, *eDocuments*, *Authentic Sources* and *Digital Post*. A national *eID* provides users with the possibility of secure authentication online, *eDocuments* help users send and receive verified files with the government, *Authentic Sources* measures whether users only have to enter their data once, and lastly, *Digital Post* evaluates whether it is possible to communicate with the responsible authorities solely through digital channels. The first three sub-indicators are evaluated on all basic (transactional) services in the dataset and *Digital Post* is evaluated on all portals. In this section the three sub-indicators assessed on the basic services will be explored.

For 55% of the services under evaluation online authentication is possible. Additionally, in four out of ten cases the online authentication can be done with a national *eID*. The uptake of *eID* is largest for the service Retrieve judgement with 63%, which is indeed important since only the parties involved in the dispute should have access to the court decision. For the services *Share evidence/additional documents* and *Appeal against court decision* online authentication is not yet available in many cases (available in 50% and 58% of these services).



Figure 7.4 Availability of online authentication for the services in the Justice life event

Figure 7.5 shows how the services in the *Justice* life event scored on the *eDocuments* and the *Authentic Sources* indicator. For seven out ten services in this life event the possibility to share and receive authenticated eDocuments is available, showing that justice portals across

Europe often help citizens with handing in important documents digitally. Regarding the use of *Authentic Sources*, there is still room for improvement. The data shows that just four out of ten services in this life event make use of pre-filled information.

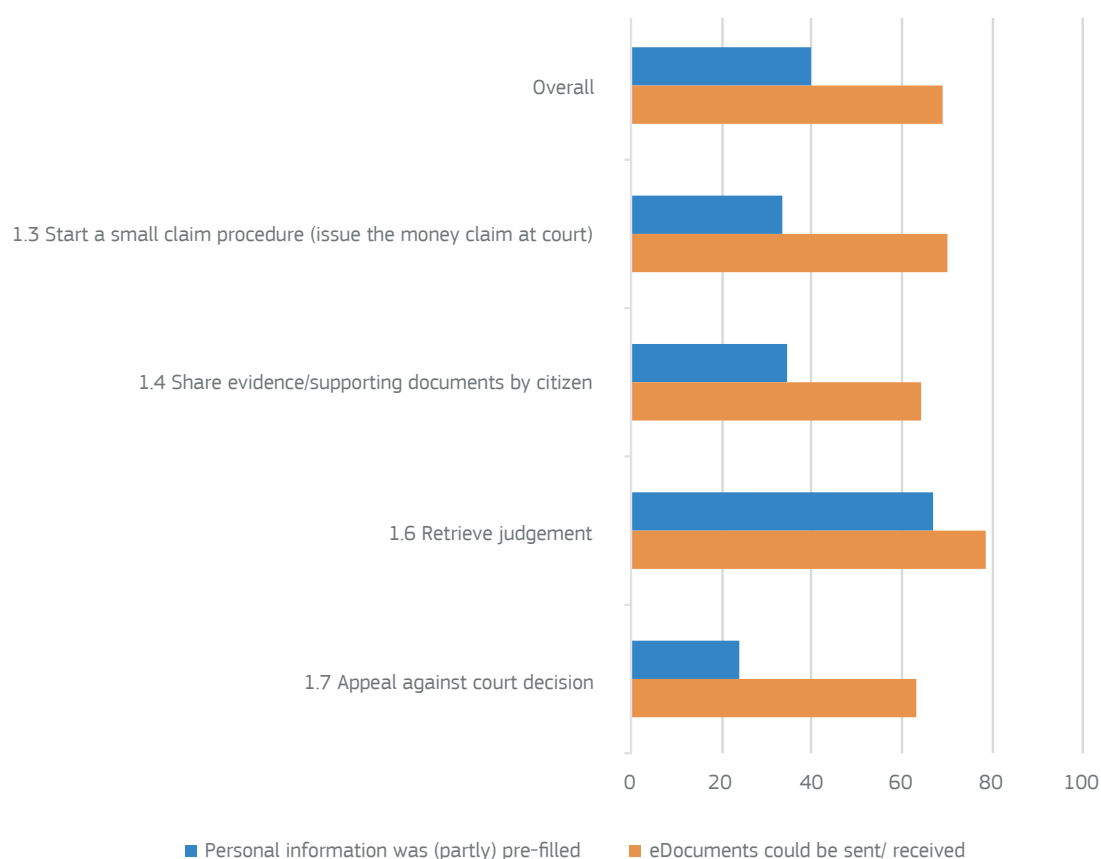


Figure 7.5 Possibility to send and receive eDocuments and the uptake of the use of Authentic Sources

In Figure 7.6, the *Online Availability* of the services is the *Justice* life event is contrasted with the scores for the *Key Enablers* indicator for all EU27+ countries. In line with the other life events, *Online Availability* is substantially more mature than *Key Enablers*, with the first scoring 83% and the second scoring 48%. With a difference of 35 p.p., the *Justice* life event has the highest difference between the *Online Availability* indicator and the *Key Enablers* benchmark. The process of the small claims procedure could be improved substantially with the implementation of technological building

blocks, such as eID, eDocuments and pre-filled data.

Malta, Latvia Lithuania, Estonia and Austria obtain the perfect score of 100% on both measures, whereas Iceland is the only country that scores higher for *Key Enablers* (92%) than for *Online Availability* (90%). In a number of other countries, the difference between the two measures is very substantial; for ten countries the difference is over 50 percentage point (p.p.).

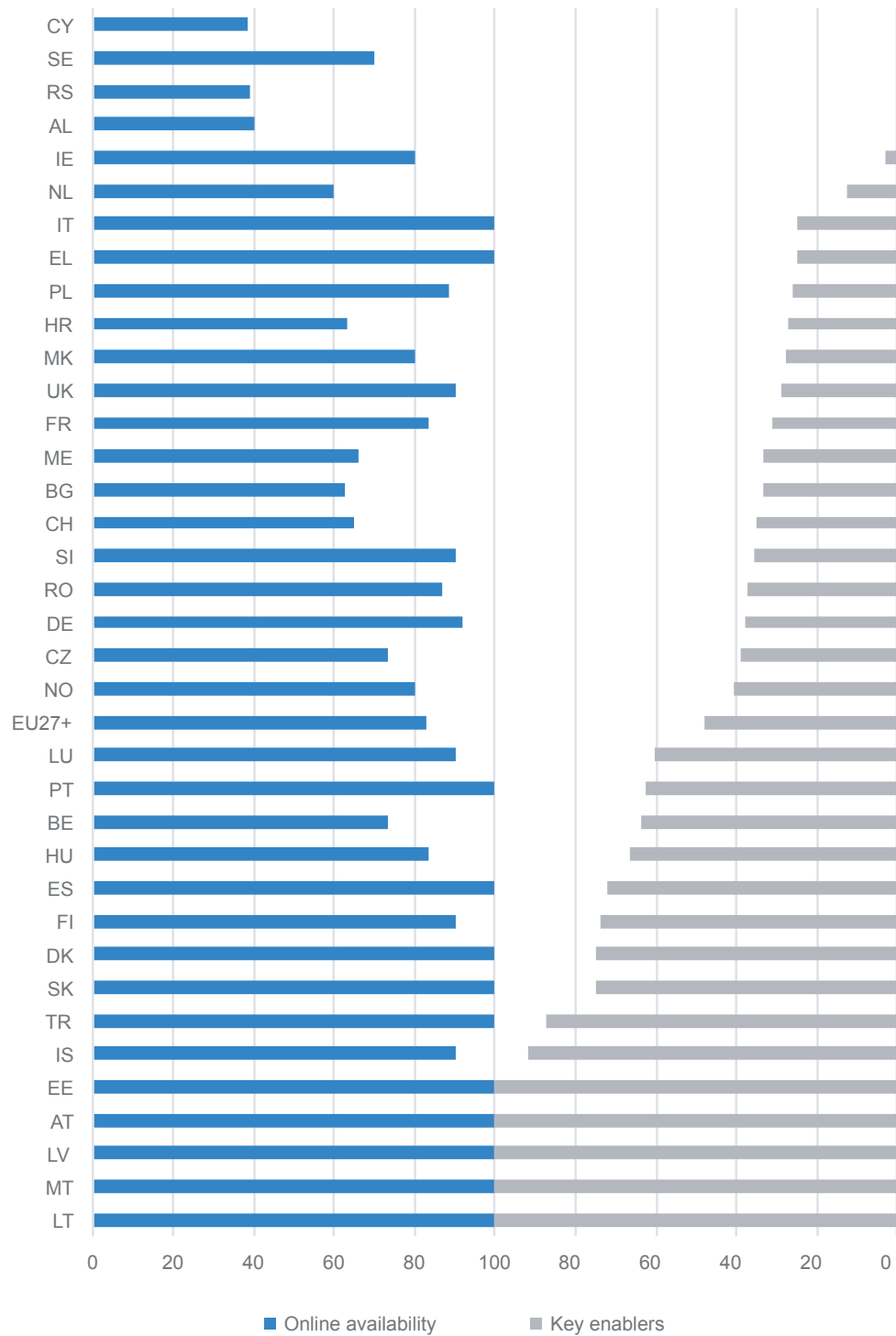


Figure 7.6 Correlation Online Availability and Key Enablers in the life event Justice by country

7.5 Cross-Border Mobility

Cross-Border Mobility evaluates how easy it is for foreign users to access and use online services provided by public authorities. It is comprised of four indicators: *Online Availability* of cross-border services, *Usability* of cross-border portals, *Cross-border eID* and *Cross-border eDocuments*. These indicators measure if services are available online, if they are usable and if key enablers like eID and eDocuments work for people living or coming from abroad. *Cross-border Usability* is not assessed in this deep dive into the life event, as this indicator refers to the policies and websites not directly related to or embedded in the service delivery.

Looking at Figure 7.7, shows that on average only one out of three services (34%) in this life event is available to cross-border users. Comparing *Justice* with the other life event in this year's data collection reveals that this is the lowest scoring life event. Looking at individual services, the informational services (1.1, 1.2 and 1.5) are the services that are most often delivered online. The service "Retrieve judgement" is entirely offline in 57% of the cases, meaning that judgement is still mostly delivered by post or in person. There is ample room for improving citizens' ability to settle cross-border disputes online.

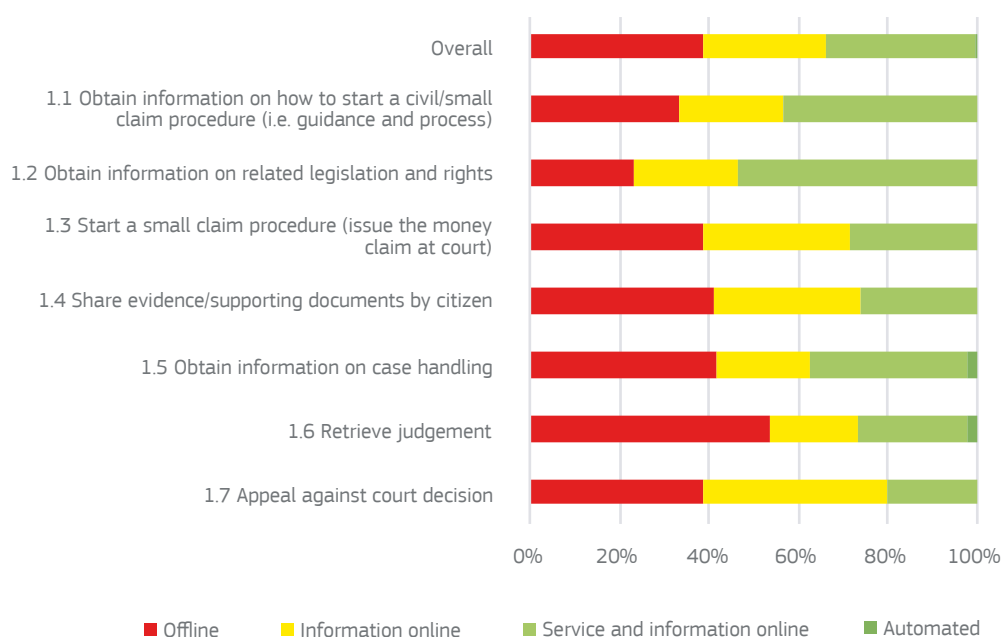


Figure 7.7 Cross-border availability for the services in the life event Justice

Looking at the implementation of cross-border key enablers, judicial services still have a world to win. *Cross-border eID* has an average score of just 7% for this life event. The implementation of *Cross-border eDocuments* is slightly more advanced, albeit with 24%, cross-border users could certainly be facilitated better.

7.6 Progress across Europe

When looking at the progress over time for this life event across Europe, it is observed that most countries have improved in the last two years.

Moreover, the average score increased by 6 p.p. from 51% to 57%. The best performing countries are Malta (96%), Latvia (91%) and Estonia (90%). The Maltese good practice at the end of the section provides context to their excellent score in this life event. The largest improvements were made by Slovenia (+25 p.p.), Luxembourg (+23 p.p.) and Slovakia (+20 p.p.) The Netherlands is the only country that shows a decrease since 2017, since digital pilot programmes in the legal domain were discontinued.

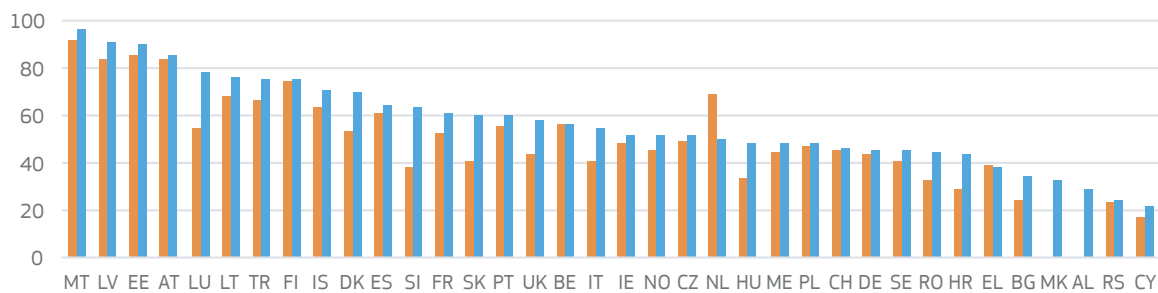


Figure 7.8 Scores of the countries on the average of the four top-level benchmarks for the life event Justice in 2019 and 2017

In Figure 7.9 the results for the four top-level benchmarks are presented. The scores are the EU27+ averages for each benchmark. All top-level benchmarks increased substantially. *User Centricity* improved with 5 p.p. from 88% to 93% and *Transparency* from 50% to 56%. The largest improvement for the top-level benchmarks is *Key*

Enablers, which increased by 8 p.p. from 40% to 48%. *Cross-Border Mobility* scored lowest in the 2017 data collection, and increased least (from 36% to 40%), indicating that member states do not prioritise the possibility for foreigners to easily start a small claims procedure online.

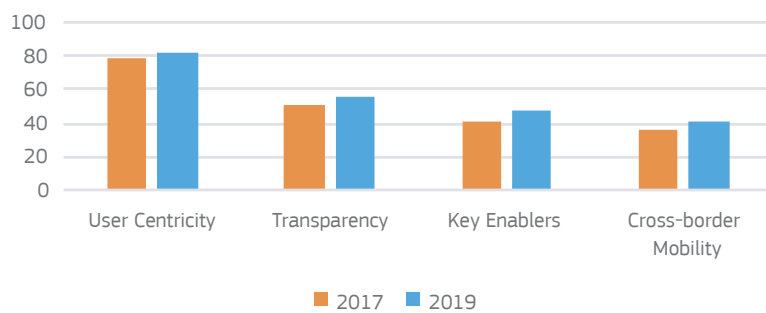


Figure 7.9 EU27+ averages of the top-level benchmarks from 2019 and 2017 for the life event Justice

Being able to rely on a fair and well-functioning justice system are key pillars for a healthy democracy. *Starting a Small Claims Procedure* enables citizens to easily obtain what is legally theirs and is therefore also an important aspect of good eGovernment. In general, an increasing

number of countries facilitate their citizens to complete most of the small claims procedure online, which is a positive trend. On the other hand, appealing decisions still requires a lot of work from citizens, both with regards to offline contact as well as filling in all sorts of (personal)

Good Practice

Malta: Process and Information Transparency

Top-level benchmark / Action Plan Principle

Openness & Transparency, Transparency, User Centricity

Life event

Small Claims Procedure

1. Good practice description

The eCourts portal is a 'mobile first' website that provides a digital view to the workings of the Judicial process to both legal professionals and citizens (as litigants).

- Legal professionals – have access to Civil Cases, Court Acts, Warrants of a civil nature such as warrant of seizure and additionally are provided with access to a log of all electronic notifications and emails sent to them by the courts systems.
- Citizens – have access to the MyActs that allows them to view all Acts filed in their name, and additionally follow the notification process thus allowing them to be informed of the progress done in the service of the documents by Court Marshalls. MyCases gives access to their civil case details and the digitized case file documents, in effect creating 'a digital case file in your pocket'.

The site allows litigants to register for Mobile Notifications. This service allows citizens to be electronically kept abreast with their civil case sittings and informed of any case deferrals. Citizens can also Pay Court Fines electronically and this provides an easy method for those citizens facing financial difficulties to pay these fines in monthly installments.

2. Benefits

- The eCourts online service facilitates and possibly expedites Courts processes as information is available digitally and therefore without the need to be physically present in the courts to gain access to it;
- Citizens have unencumbered access to their digital civil case file, therefore allowing them to have better visibility and insight to the proceedings;
- Having better visibility, citizens are now in the 'driving seat' and no longer totally dependent on their legal professionals to drive their cause forward.

3. Key success factors

- The Citizen services increase the transparency of the process and allows them to positively influence the disposition time of the case
- The Mobile Notifications will improve the attendance rates and hasten the Court proceedings
- Electronic Payment of Court Fines facilitates the staggered payment of fines and allows the citizen to view the residual dues, therefore reducing the number of fines that are converted into imprisonment

4. More information

More information can be found at: <https://ecourts.gov.mt>

Other noteworthy good practices related to the life event Justice:

Hungary	Police Online Administration Portal
Spain	Textualización de las vistas (record court hearings using AI)

2018



Business start-up*

Carl, 45 years, has made plans to start his own restaurant. How can eGovernment help him to make his start-up a success?

Carl was happy that he could register his new company online

97%

Carl could easily register his company as an employer to start hiring people as employees

99%

Carl enjoys secure online authentication with his eID when fulfilling his tax obligations.

85%

This life event covers 33 service, ranging from making a first business plan to hiring the first employers



Family life

Fiona, 34, is pregnant and she will also marry next year. Fast forward 30 years and she wants to retire. Does eGovernment support her during these important events?

Fiona is happy that she could easily obtain a new birth certificate for her little one, after the original one got lost during the hectic first months

90%

Fiona's husband, Peter, would have liked more help online, when obtaining parental authority for their kid

58%

Much later, at the end of her career, Fiona applied for her pension online, but found the process not transparent

49%

This life event consists of 11 services related to birth, marriage and retirement



Losing and finding a job

Marc, 29 years, recently lost his job. Can he obtain unemployment benefits online? Does eGovernment help him in finding a new job?

Marc is glad that he can register for unemployment benefits online

84%

Marc is happy that he can access an online job-searching database to help him get back on track

100%

Marc is glad that most of communication with the responsible authorities can be done entirely online

78%

This life event consists of 18 services related to losing and finding a job



Studying

Maria, 20 years old, wants to enroll in a Business Administration bachelor. Is she able to do this online?

Maria enjoys that she can easily register online for her new study

92%

Because of financial hardship, Maria applies for additional benefits. Most of the time this can be done online

80%

When Maria applied for a student grant, some of her information was prefilled

67%

This life event consists of 14 services related to the orientation, enrolment and support for studying

*For each life event only a selection of services is presented



Regular business operations

Margo, (51) has her own company with 4 employees. As employer she pays taxes and has a number of other obligations. Can she easily fulfill her responsibilities online?

Margo is happy that she can always fill in her VAT-declaration online

100%

When Margo wants to appeal a VAT decision, she cannot always do this online

81%

When Margo wants to set up a new office in another EU country, she finds that she can easily claim her VAT refund in other countries

88%

This life event covers 11 services related to administrative and tax, HR and VAT.



Moving

Joyce, 44, married and mother of three children has bought a new house in another municipality. How does eGovernment make her life easier?

For Joyce it was a delight that she could notify most other organisations of her address change online

95%

Joyce is happy that she could register in her new municipality online

85%

When Joyce moved to another European country she was able to make an appointment for a registration certificate online

72%

This life event covers 8 services related to moving houses



Owning and driving a car

Steven (19), recently passed his driving exam and wants to buy a car. What should he expect from eGovernment?



Steven is very happy that he can easily pay his road tax online

96%

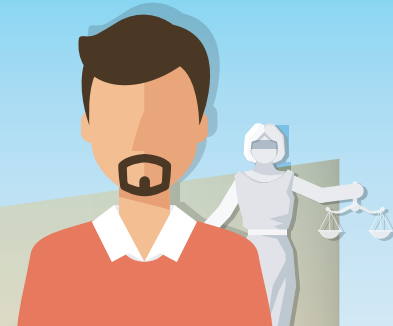
Steven noticed that obtaining a parking permit was easier in some cities than others

73%

Steven swiftly finds the procedure to register a second hand car on his mobile phone

95%

This life event covers 11 services related to owning and driving a car



Starting a small claims procedure

George (25) wants to file a claim against his painter to compensate the costs for the damage he made on George's new hardwood floor.

George is glad that he can start the small claims procedure online

86%

After the procedure, George wants to appeal the verdict, but finds that this is not always possible online

71%

George wants to find out what happened with his personal data after the case, but struggles to find this online

35%

This life event covers 7 services related to starting a small claims procedure

8 The Explorative Benchlearning perspective

8 The Explorative Benchlearning perspective

8.1 The benchlearning approach

8.1.1 Introduction to the Benchlearning perspective

The study's "benchlearning" analysis calibrates the benchmark performance of each country against various country characteristics. This means that countries operating within similar contexts, but with different levels of eGovernment performance, can learn from each other. To understand which factors and key characteristics influence eGovernment performance, two absolute indicators of eGovernment performance - *Penetration and Digitalisation* - are compared with a range of relative indicators - the users', governmental, and digital context characteristics of a country. This is what we call the "benchlearning" exercise, which allows us to match the overall performances of countries with their own structural characteristics.

The 2020 Benchlearning analysis covers the EU Member States including the UK (28 out of the 36 countries that participated in the eGovernment Benchmark), as the necessary data is available for all these countries. The analysis uses the Digital Economy and Society Index (DESI) as one of the main data sources, which is also based on the EU27+UK countries.

8.1.2 The framework of the explorative Benchlearning perspective

The Benchlearning exercise consists of two main steps. The first step analyses eGovernment performance of countries. eGovernment performance reflect citizens' use of eGovernment services and the ability of public administrations to provide efficient and effective procedures and services. It is assessed through two **absolute indicators**: *Penetration* and *Digitalisation*.

The second step assesses country factors that define the specific context of individual countries through a series of **relative indicators**.

8.2 Step 1: Measuring country performance through the absolute indicators

8.2.1 Penetration

The *Penetration* indicator captures the extent to which the online channels are used for obtaining government services. How many people use the digital services that governments provide? Although the availability of online services has increased within the EU, it is vital to know whether the use of digital government services has increased as well. It is necessary to compare the supply of online public services with their use in order to understand eGovernment performance. To this end, the *Penetration* index obtained from the Eurostat data sources relates a) the number of individuals that submitted online forms in the last twelve months to b) the total number of individuals that had to submit official forms to administrative authorities.

It is assumed that the proportion of people needing to submit forms is the same for both the set of internet users and the whole population. This assumption should offset the positive bias towards countries where a small population of internet users is combined with a high score of eGovernment users. The indicator was calculated on the basis of the DESI datasets³⁰ on eGovernment Users³¹ and Internet Users³². Figure 8.1 shows the design of the *Penetration* indicator.

Figure 8.2 shows the *Penetration* index for each country. The 28 countries (27 from EU plus the UK) score 60% on average. In other words, six out of ten individuals who needed to complete a government form did so online. There is a broad range in scores, with two countries scoring a percentage below 30% (Italy and Greece) and eight countries scoring a percentage above 70% (Finland, Denmark, Sweden, the United Kingdom, Estonia, the Netherlands, Latvia and Spain). In some countries online forms are the default, whereas in other countries this is not the case.

³⁰ Eurostat dataset accessible at <https://digital-agenda-data.eu/charts/analyse-one-indicator-and-compare-countries>

³¹ eGovernment users: Indicator: Citizens submitting filled forms to eGov services, last 12 months; Breakdown: All individuals; Unit of measure: % of users who need to submit official forms

³² Internet users: Indicator: internet used in the last 12 months; Breakdown: all individuals; Unit of measure: % of individuals

Indicator	Composed variables	Data source
Penetration	Internet use: submitting completed forms (last 12 months) Percentage of individuals who need to submit official forms to administrative authorities	European Commission's calculations based on DESI data

Figure 8.1: Penetration indicator design

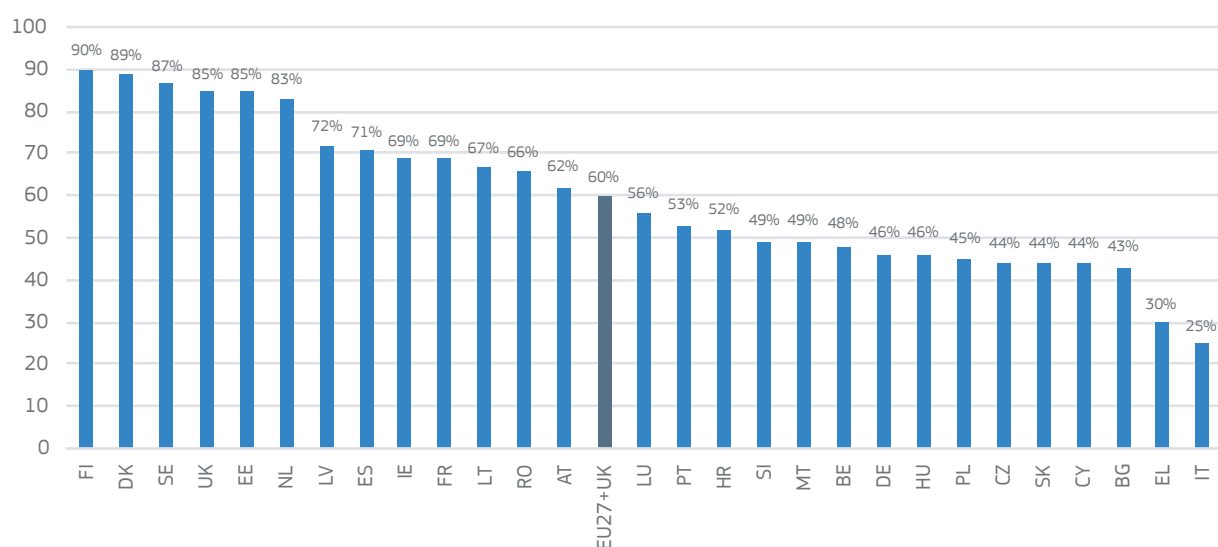


Figure 8.2 Penetration index

Broadly speaking, the *Penetration* performance can be raised by finding out why certain groups do not use online forms yet. Some people may not be aware of the digital opportunities, some people may need some guidance because of their inexperience with digital means. Based on this, a strategy could target specific types of citizens and encourage them to use online services instead of obtaining the services through traditional channels.

8.2.2 Digitisation

The Digitalisation index captures the digitalisation level of the back and front office, using the four top-level benchmarks from the Mystery Shopping method (Figure 8.3).

The eight life events that compose the Digitalisation indicator are measured in a biennial cycle (four each year). Therefore, *Digitalisation* is calculated as the biennial average of these eight life events. The biennial European average is 72%. Results for the Digitalisation indicator as observed in Figure 8.4 show less variability than the ones for the *Penetration* indicator. Except for Romania, all the other European countries scored above 50%. To improve the Digitalisation score, progress should be made in at least one of the four top-level benchmarks from the Mystery Shopping exercise (more detailed recommendations can be found in previous chapters).

Indicator	Composed variables	Data source
Digitisation	Average of: <ul style="list-style-type: none"> • User Centric Government • Transparant Government • Citizen and Business (3:1) Mobility • Key Enablers 	eGovernment Benchmark - Mystery Shopping

Figure 8.3: Digitalisation indicator design

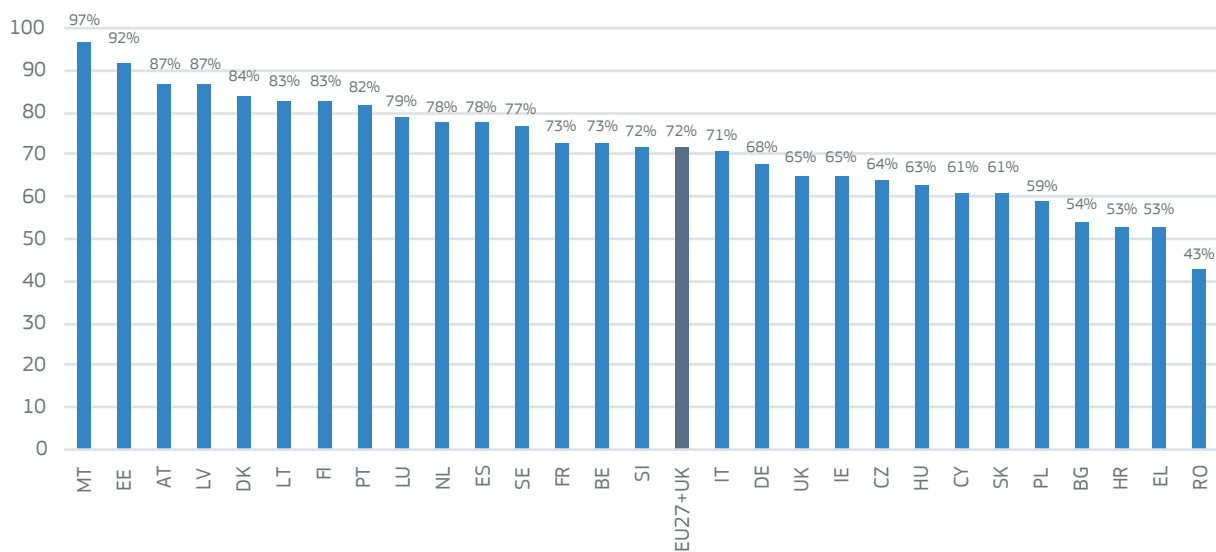


Figure 8.4: Digitalisation Index

8.2.3 Understanding performances

Combining *Penetration* and *Digitalisation* performances provides insights in a country's ability to match high levels of digital service usage with a high availability of digital services. Figure 8.5 shows four scenarios with different levels of *Penetration* and *Digitalisation*:

- **Non-consolidated eGovernment:** this scenario is described by low levels of *Digitalisation* and low levels of *Penetration*. A government in this scenario does not utilise digital tools yet and has a limited number of users of online public services. Here the benefits of digitalising service delivery are not reaped yet.
- **Unexploited eGovernment:** in this scenario low levels of *Digitalisation* are combined with

high levels of *Penetration*. A government in this scenario already has a large number of citizens and businesses using eGovernment services, which it does not yet provide with high quality digital services. Investment in efficient and effective digital services will quickly pay off, making this country a leader on digital government.

- **Expandable eGovernment:** this scenario combines high levels of *Digitalisation* and low levels of *Penetration*. A government in this scenario innovates its public services effectively. However, take-up by citizens and businesses is falling behind expectations. Strategies for expanding the number of online users would contribute to unfolding more potential benefits.

- **Fruitful eGovernment:** this scenario is characterised by high levels of both *Digitalisation* and *Penetration*. A government in this scenario achieved innovative digital services with many users. This helps to deliver public services in an efficient and effective way.

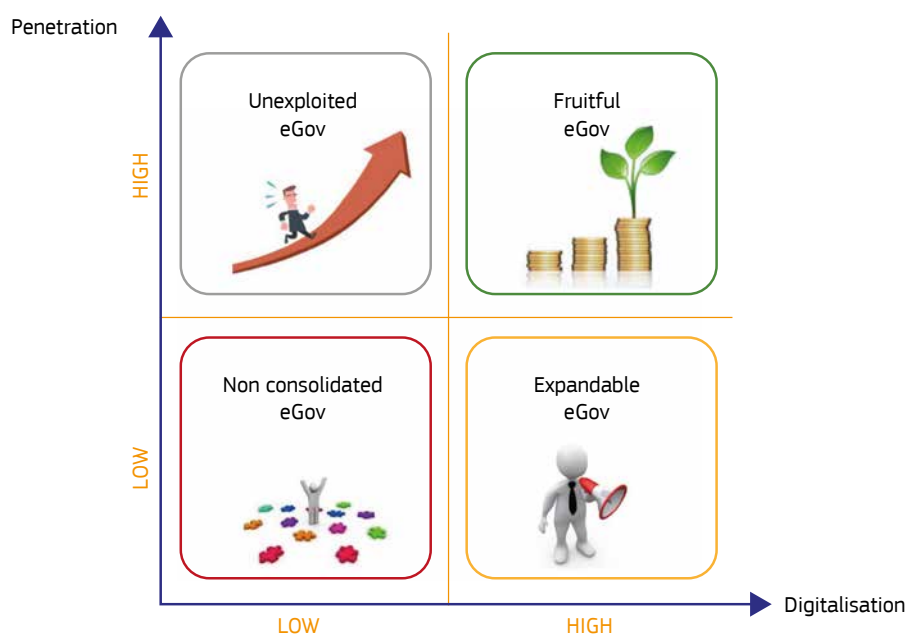


Figure 8.5: Penetration and Digitalisation scenarios

A few remarks regarding the classification of the countries according to the four scenarios:

- **Non-consolidated eGovernment:** Ten countries fall within this scenario (Bulgaria, Croatia, Cyprus, Czech Republic, Germany, Greece, Hungary, Italy, Poland, Slovakia). These countries could enhance *Penetration* and *Digitalisation* by digitalising both front and back offices of public service providers. Furthermore, citizens and businesses would need to be convinced to use eGovernment services, e.g. by designing services around their needs.
- **Unexploited eGovernment:** The countries in this scenario have a level of *Digitalisation* below the European average, but a high level of *Penetration*. Three countries fall in this category: Ireland, Romania and the United Kingdom. Business and citizens know how to use eGovernment services, but there are still opportunities to improve the quantity and quality of digital services.
- **Expandable eGovernment:** In this scenario, there is high *Digitalisation* but low *Penetration*. Five countries fall within this scenario: Belgium, Luxembourg, Malta, Portugal, Slovenia. To enhance the attractiveness of digital services, care should be taken to raise citizens' awareness of their availability and focus on improving the user experience. Proactive service delivery is a further area to be exploited.
- **Fruitful eGovernment:** The fruitful eGovernment scenario has both high *Digitalisation* and high *Penetration* levels. This is achieved by combining a solid supply of digital services with a high number of users. Ten countries fall within this scenario: Austria, Denmark, Estonia, Finland, France, Latvia, Lithuania, Netherlands, Spain, Sweden.

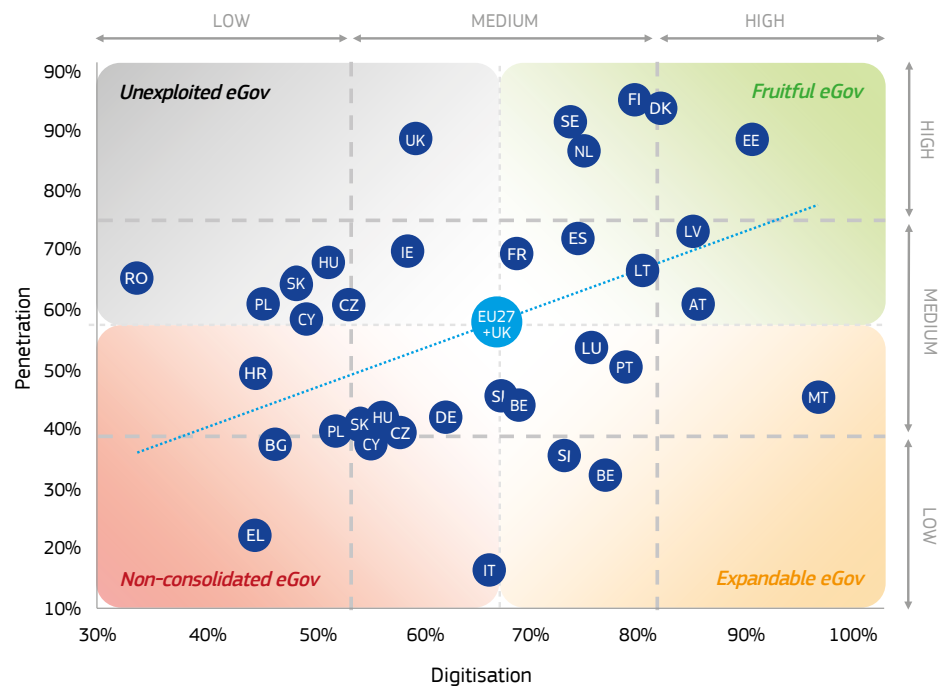


Figure 8.6: Penetration vs Digitalisation

A positive linear correlation can be found between the *Penetration* and *Digitalisation* indicators as depicted in Figure 8.6. If a country has a higher level of *Digitalisation* it is more likely to have a higher level of *Penetration* as well, and vice versa. Visually this is shown by most countries either belonging to the “Fruitful eGovernment” or the “Non-consolidated eGovernment” scenario, with few countries following the two intermediate performance paradigms.

Combining this finding with the continuous overall increase on both *Penetration* and *Digitalisation* over the last years, we see the development of a ‘virtuous circle’: public administrations develop better and better digital services because user demand is high; and more and more users access government services online because these services are so useful.

However, even within the same scenario, there are still considerable differences between countries. For some countries, the performance is close to the European average, while the performance of other countries in the same scenario strongly

diverges from the European average. To illustrate: within the Expandable eGovernment scenario, Slovenia and Belgium’s performances are the closest to the European average, while Malta’s performance lies further from the average.

To offer a more detailed picture of European eGovernment, each scenario is therefore further divided into four blocks. These blocks separate countries with levels of *Penetration* and *Digitalisation* near to the European average and countries with levels above or below the European average as illustrated in Figure 8-6. Two lines are drawn, one corresponding with the *European average plus one standard deviation* ($\mu+\delta$), and one corresponding with the *European average minus one standard deviation* ($\mu-\delta$). When countries’ *Digitalisation* or *Penetration* levels fall outside the plotted lines, performance is considered either low (below $\mu-\delta$) or high (above $\mu+\delta$). The standard deviation (δ) for *Digitalisation* is 13%, for *Penetration* it is 18%.

The countries in the inner square of dotted lines (BE, CY, CZ, DE, ES, FR, HU, IE, LT, LU, PL, PT, SI,

SK), while showing different *Penetration* and *Digitalisation* patterns, still lie very close to the EU average, so that their performance can be considered more or less on par. Large differences compared to the EU average can be found in Greece and in Estonia, the two extremes of the performance range. Greece has both a lower *Penetration* level (30%), and *Digitalisation* level (53%); Estonia, the best scoring country, is scoring high on both *Penetration* (85%) and *Digitalisation* (92%). Italy has the lowest *Penetration* level (25%), Romania has the lowest level of *Digitalisation* (43%), whereas Malta clearly exceeds the European average, having the highest level of *Digitalisation* (97%).

8.2.4 Historical Trend

The 2020 report also includes a further additional analysis concerning the *historical trends* of the involved European State Members. This latter consists in the analysis of the eGovernment performances in terms of *Penetration* and *Digitalisation* in the time span included between 2016 and 2019, the years when the methodology was consolidated, and no changes occurred.

Figure 8.7 shows the historical evolution concerning the *Penetration* index. As the EU27+UK average increased through the years, from 52% in 2016 to 60% in 2019, the performances of

the countries showed mostly a positive increasing trend in *Penetration*. On the one hand, Latvia disclosed the most significant increase starting from 2016 (from 56% to 72%), followed by Czech Republic (from 29% to 44%), Hungary (from 31% to 46%), Spain (from 56% to 71%) and United Kingdom (from 70% to 85%). On the other hand, there are three countries that show a negative trend (Bulgaria, Croatia and Slovakia), and Slovakia faced the most significant drop in terms of *Penetration* index performance (from 55% to 44%).

Figure 8.8 shows the trend related to the *Digitalisation* index³³. The European average moved from 65% in 2016 to 72% in 2019. Three quarters, instead of two thirds, of the population now uses online forms to apply for public services. Nine countries disclosed a strongly positive growth: Croatia (from 43% to 53%), France (from 63% to 73%), Italy (from 61% to 71%), Finland (from 72% to 83%), Bulgaria (from 42% to 54%), Slovenia (from 60% to 72%), Greece (from 40% to 53%), Hungary (from 41% to 63%) and Luxembourg (from 53% to 79%). In some countries the number of users declined slightly. This is visible in the Netherlands (from 83% to 78%), Sweden (from 83% to 77%), and Germany (from 75% to 68%).

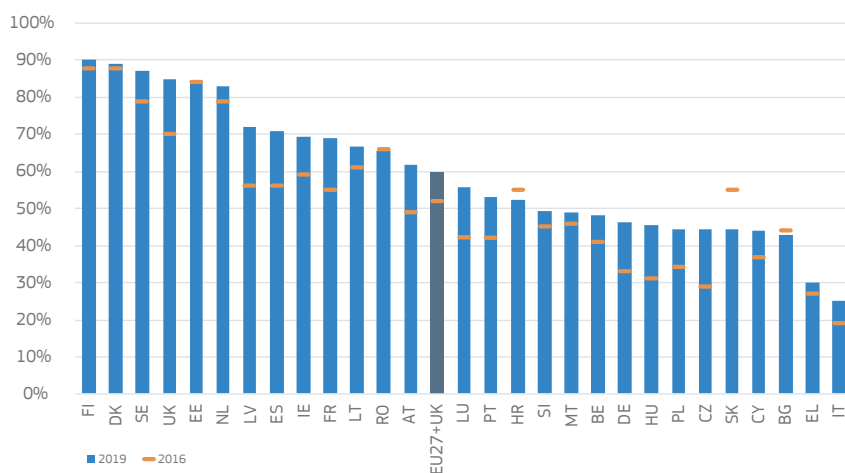


Figure 8.7: Time series - Penetration

³³ The Digitalisation index is calculated using Mystery Shopping Data. As stated in the previous chapters, those data are acquired on biennial bases. Therefore, half of the data that composed the indicator were collected in the previous year.

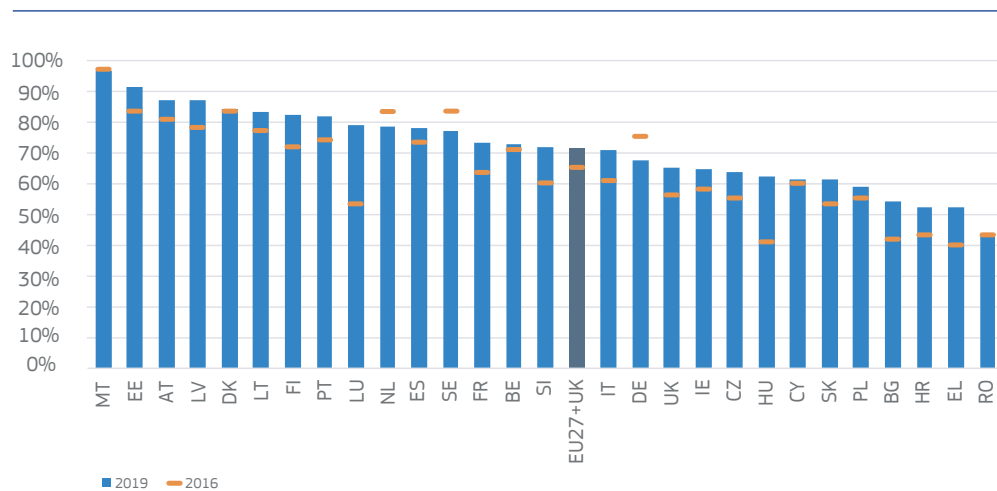


Figure 8.8: Time series – Digitalisation

8.3 Step 2: Understanding the impact of context-specific variables on performances

8.3.1 Methodology

The second step of the Benchlearning analysis searches for the exogenous factors (*relative indicators*) that influence country performance.

Relative indicators that have the potential to affect eGovernment performance were identified by considering several databases (Eurostat, the European Commission's Digital Economy and Society Index, Transparency International, World Bank, etc.). Each indicator describes an exogenous factor that might relate to *Digitalisation* and *Penetration*.

Statistical analyses (principal component analysis, stepwise analysis, and multivariate and univariate correlations) were performed on the initial set of relative indicators to reduce the number of indicators. If relative indicators did not correlate with the absolute indicators (*Penetration* and *Digitalisation*), they were excluded. For example, even though the population size of a given country is of primary importance for a wide range of analyses, it does not significantly correlate with either *Penetration* or with *Digitalisation*. In other words, population size does not appear to influence a country's performance in eGovernment. Therefore, it is excluded from the final list of relative indicators. The tables in Annex I show the complete

list of the indicators taken into consideration during the statistical analysis described.

The relative indicators that remained after the described selection process are clustered into three categories:

- **User characteristics:** citizens' ability and willingness to use online services. In this analysis users' characteristics are captured by DESI indicators concerning *Digital Skills and ICT Usage*.
- **Government characteristics:** elements of how public organisations act and are organised that influence eGovernment performance. In this analysis governmental characteristics are captured by indicators to evaluate *Quality and Openness* of government actions and institutions. Such indicators are obtained combining different data sources, thus World Bank, Transparency International and DESI.
- **Digital context characteristics:** exogenous factors that can offer a proxy of the digital readiness in terms of adoption of digital technology in a country. In this analysis digital context characteristics are captured by two DESI indicators: *Connectivity* and *Digital in private sector*.

Figure 8.10 collects all the relative indicators adopted for the analysis. Those indicators will be further detailed in the following paragraphs.

Category	Relative Indicator	Composed variables	Data source
User characteristics	Digital Skills	• Human Capital	DESI
	ICT Usage	• Use of Internet	DESI
Government characteristics	Quality	• Regulatory Quality • Rule of Law • Government Effectiveness • Reputation	World Bank World Bank World Bank Transparency International
	Openness	• Open Data • Voice and Accountability	DESI World Bank
Digital context characteristics	Connectivity	• Connectivity	DESI
	Digital in private sector	• Integration of Digital Technology	DESI

Figure 8.10: Relative indicators

8.3.2 Users' characteristics that influence eGovernment performance

This indicator reflects citizens' ability and willingness to use online services, and is captured by the two following indicators:

- **Digital skills:** The Human Capital dimension from the Digital Economy and Society Index (DESI) measures the skills needed to realise the potential offered by a digital society. Such skills cover basic user skills that enable individuals to interact online and to consume digital goods and services, as well as advanced skills that empower the workforce to use technology for enhancing productivity and fostering economic growth.
- **ICT usage:** besides the *Digital Skills* of users, another indicator that is helpful to understand user characteristics is the overall level of *ICT Usage*. The "Use of internet" indicator (part of the DESI) covers a variety of activities performed by citizens that range from consumption of online content (videos, music, games, etc.) to modern communication activities, online shopping and banking. One can imagine that if users do not use the internet at all, it is likely that they will not use the internet for requesting public

services online.

8.3.3 Government's characteristics that influence eGovernment performance

The government characteristics indicators reflect on whether the way public organisations act and are organised could affect eGovernment performance. In our analysis, it is measured through *Quality* and *Openness* indicators:

- **Quality:** this indicator aims at summarising in one number a proxy of governments' perceived performances taking into account different perspectives. Indeed, its components are:
 - **Regulatory quality**³⁴: A World Bank indicator that captures perceptions of the ability of the government to formulate and implement sound policies and regulations that allow and promote private sector development.
 - **Rule of law**³⁵: A World Bank indicator that captures perceptions of the extent to which agents have confidence in, and obey to the rules of society. In particular, the quality of contract enforcement, property rights, police and courts, as well as the likelihood of crime and violence.

³⁴ World Bank data on regulatory quality: https://datacatalog.worldbank.org/search?search_api_views_fulltext_op=AND&query=RQ. EST&nid=&sort_by=search_api_relevance&sort_order=DESC

³⁵ World Bank data on rule of law: https://datacatalog.worldbank.org/search?search_api_views_fulltext_op=AND&query=RL. EST&nid=&sort_by=search_api_relevance&sort_by=search_api_relevance

- **Government effectiveness**³⁶: A World Bank indicator that captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the governments' commitment to such policies.
- **Reputation**³⁷: Considers the reputation of the government. The selected indicator is "Perceived Corruption" calculated by Transparency International, which measures the perceived level of public sector corruption worldwide.

These four indicators are equally impacting on the performances of governments. Therefore, the *Quality* indicator is calculated as the average score of these four indicators.

- **Openness**: This indicator aims at identifying the *Openness* of each country from an Open Government perspective, it takes into consideration two different aspects:
 - **Open data**³⁸: A DESI indicator that measures the extent to which countries have an open data policy in place (including the transposition of the revised PSI Directive), the estimated political, social and economic impact of open data and the characteristics (functionalities, data availability and usage) of the national data portal.
 - **Voice and Accountability**³⁹: A World Bank indicator that captures perceptions of the extent to which citizens are able to select their government, as well as freedom of expression, freedom of association, and free media. The *Openness* indicator is computed as the average of these two indicators.

8.3.4 Context Characteristics that influence eGovernment performance

The digital context characteristics reflect the status of the digital infrastructure and private sector digitalisation in a country, and include:

- **Connectivity**⁴⁰: (DESI) measures the deployment of broadband infrastructure and its quality. Access to fast broadband-enabled services is a necessary condition for competitiveness.
- **Digital in private sector**⁴¹: The Integration of Digital Technology dimension (from the DESI) measures the digitalisation of businesses and their exploitation of the online sales channel. By adopting digital technology, businesses can enhance efficiency, reduce costs and better engage customers, collaborators and business partners. Furthermore, when the Internet is used as a sales outlet, it offers access to wider markets and potential for growth.

8.3.5 Relative indicators analysis

The European average and its standard deviation are determined for each relative indicator, with the same method as for the absolute indicators (*Penetration* and *Digitalisation*). Three categories of countries have been defined:

- **Low**: countries with a score lower than $(\mu - \delta)$
- **Medium**: countries with a score between $(\mu - \delta)$ and $(\mu + \delta)$
- **High**: countries with a score higher than $(\mu + \delta)$

Figure 8.11 is a geographical mapping of each relative indicator showing the three categories described above, as also captured in the table of Figure 8.12.

³⁶ World Bank data on Government effectiveness: https://datacatalog.worldbank.org/search?search_api_views_fulltext_op=AND&query=ge.EST&nid=&sort_by=search_api_relevance&sort_by=search_api_relevance

³⁷ Transparency International Data on Reputation: <https://www.transparency.org/cpi2019>

³⁸ European Data Portal data on Open Data Maturity: <https://www.europeandataportal.eu/en/dashboard/2019>

³⁹ World Bank data on Voice and Accountability: https://datacatalog.worldbank.org/search?search_api_views_fulltext_op=AND&query=VA.EST&nid=&sort_by=search_api_relevance&sort_order=DESC

⁴⁰ DESI data on Connectivity: https://digital-agenda-data.eu/charts/desi-components#chart={%22indicator%22:%22desi_1_conn%22,%22breakdown-group%22:%22desi_1_conn%22,%22unit-measure%22:%22pc_desi_1_conn%22,%22time-period%22:%222019%22}

⁴¹ DESI data on Integration of Digital Technology: https://digital-agenda-data.eu/charts/desi-components#chart={%22indicator%22:%22desi_4_idt%22,%22breakdown-group%22:%22desi_4_idt%22,%22unit-measure%22:%22pc_desi_4_idt%22,%22time-period%22:%222019%22}

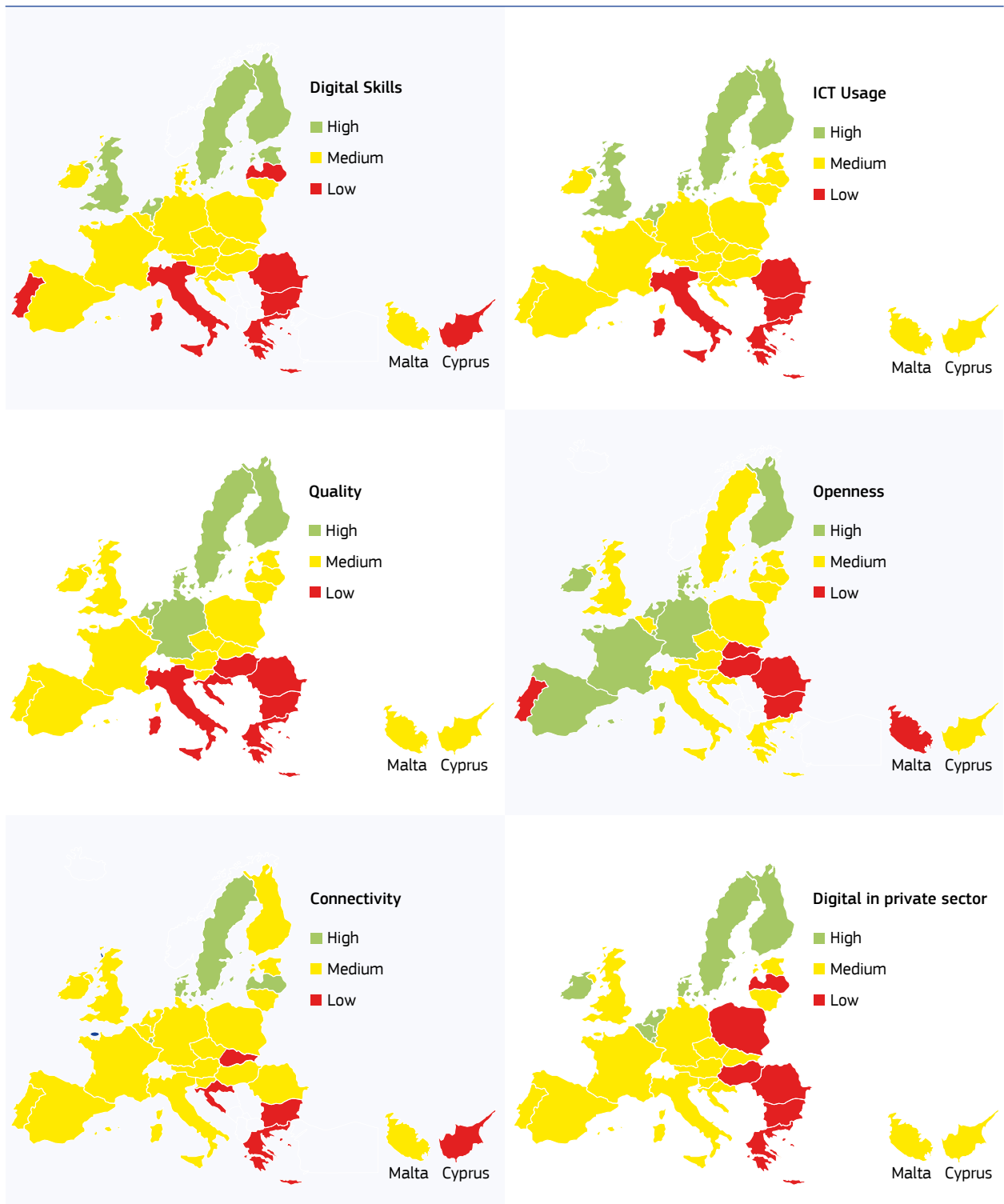


Figure 8.11: Map of relative indicators

	User characteristics		Government characteristics		Context characteristics	
	Digital skills	ICT usage	Quality	Openness	Connectivity	Digital in the private sector
AT	Medium	Medium	Medium	Medium	Medium	Medium
BE	Medium	Medium	Medium	Medium	Medium	High
BG	Low	Low	Low	Low	Low	Low
HR	Medium	Medium	Low	Medium	Low	Medium
CY	Low	Medium	Medium	Medium	Low	Medium
CZ	Medium	Medium	Medium	Medium	Medium	Medium
DK	Medium	High	High	High	High	High
EE	High	Medium	Medium	Medium	Medium	Medium
FI	High	High	High	High	Medium	High
FR	Medium	Medium	Medium	High	Medium	Medium
DE	Medium	Medium	High	Medium	Medium	Medium
EL	Low	Low	Low	Medium	Low	Low
HU	Medium	Medium	Low	Low	Medium	Low
IE	Medium	Medium	Medium	High	Medium	High
IT	Low	Low	Low	Medium	Medium	Medium
LV	Low	Medium	Medium	Medium	High	Low
LT	Medium	Medium	Medium	Medium	Medium	Medium
LU	Medium	Medium	High	Medium	High	Medium
MT	Medium	Medium	Medium	Low	Medium	Medium
NL	High	High	High	High	Medium	High
PL	Medium	Medium	Medium	Medium	Medium	Low
PT	Medium	Medium	Medium	Low	Medium	Medium
RO	Low	Low	Low	Low	Medium	Low
SK	Medium	Medium	Medium	Low	Low	Medium
SI	Medium	Medium	Medium	Medium	Medium	Medium
ES	Medium	Medium	Medium	High	Medium	Medium
SE	High	High	High	Medium	High	High
UK	High	High	Medium	Medium	Medium	Medium

Figure 8.12: Country scores on relative indicators compared to European average

8.4 Comparing countries to understand and improve performance

8.4.1 Methodology and data analysis

To understand how relative indicators affect country performances, statistical linear correlation analyses were performed on the relative indicators and performance levels of *Penetration* and *Digitalisation*. This helps to specify which factors may lead to higher levels of digital government and usage. It also helps to identify countries with the same contexts but with different eGovernment performances.

Only a limited statistical significance was found, due to the limited number of observations (28 countries) and the size of the direct correlation between single indicators. This means that we could only determine individual correlations between each relative and absolute indicator and not perform a multivariate analysis. In the upcoming paragraphs, the term 'positive correlation' is therefore to be interpreted in a comparative way, not in absolute terms. Whenever the explained variance of the indicators *Penetration* or *Digitalisation* is more than 15%, the analysis refers to a 'small positive correlation'.

Confidence intervals were furthermore identified to categorise countries according to their performances. Such confidence intervals represent the range of values in which an observation is likely to fall (in our case, with a 99% confidence) given the punctual estimation of the country's performances. Three types of countries can be therefore distinguished when comparing relative with absolute indicators (Figure 8.13):

- **Underperforming countries:** countries for which the score on the absolute indicators is lower than the European trend.
- **Average countries:** countries for which the score on the absolute indicators is in line with the European trend.
- **Outperforming countries:** countries for which the score on the absolute indicators is higher than the European trend.

The three types of countries were differentiated using a 99% confidence level for all intervals. A confidence level measures the probability that a parameter falls within a specified range of values, defined between lower and upper lines. In case of a 99% confidence interval the range contains the values with a probability of 99%. If a country's value is outside of this range, the country does not fit the linear correlation model and is expected to perform worse (Underperforming countries, under the lower line) or better than it actually does (Outperforming country, above the upper line).

By performing this analysis, it is possible to identify countries with similar contextual variables but with different *Digitalisation* and *Penetration* levels. This offers opportunities for countries with a lower level of *Penetration* and *Digitalisation* to identify and learn from countries with similar contextual variables but better performances in the two absolute indicators.

The following sections describe the correlation between the different relative indicators and the absolute indicators (*Penetration* and *Digitalisation*).

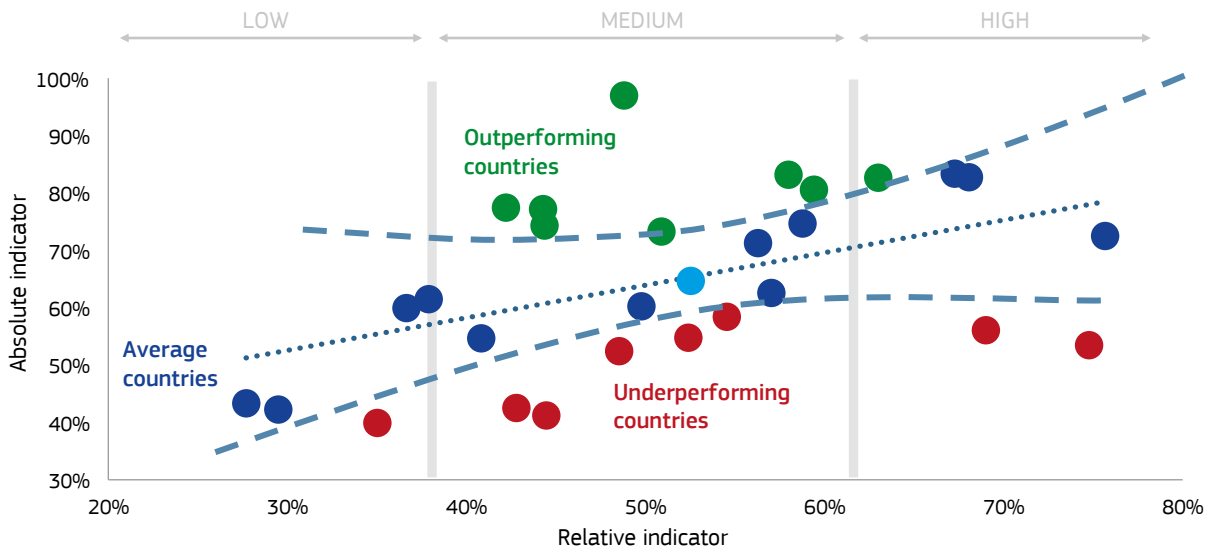


Figure 8.13: Mock-up visualisation of the performance clusters

8.4.2 Users characteristics' impact on eGovernment performance

User characteristics are captured by two indicators: Digital Skills and ICT Usage (Figure 8.10).

Figure 8.14 shows a positive correlation between Digital Skills and Penetration. Romania, Latvia, Lithuania, Spain, France, Denmark, Estonia,

and the United Kingdom are outperforming. Each of these countries has a higher level of Penetration than would be expected given their Digital Skills level. On the other hand, for Italy, Greece, Belgium, Czech Republic, Germany, Malta, Slovakia, Slovenia and Luxembourg one would expect higher Penetration levels, given the Digital Skills level.

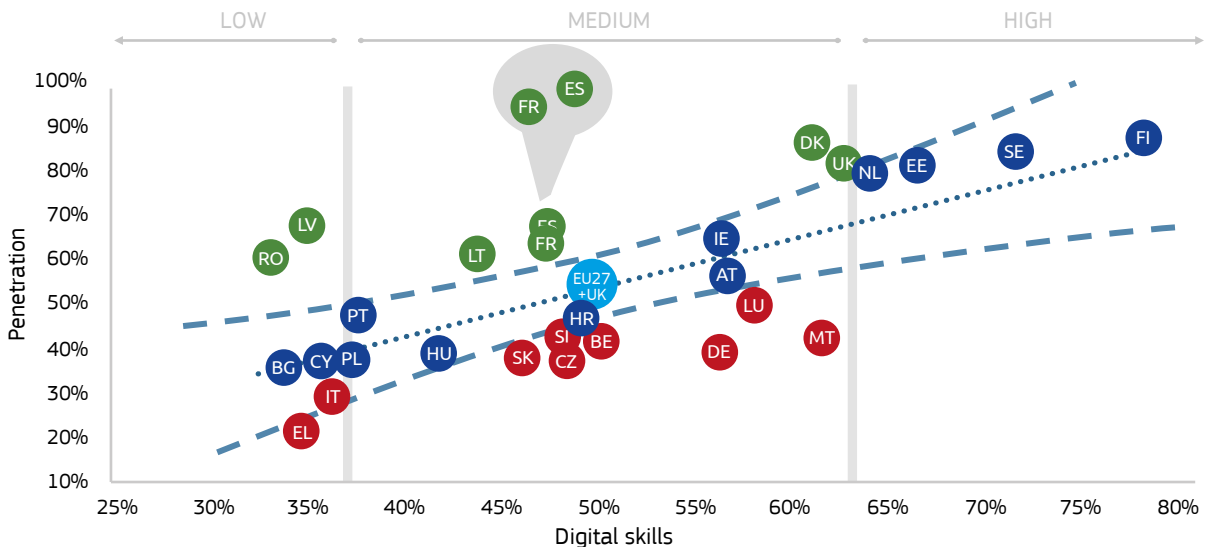


Figure 8.14: Digital Skills vs Penetration

Digital Skills also has a small positive correlation with *Digitalisation* as illustrated in Figure 8.15. Amongst the countries with a low level of *Digital Skills*, Romania and Greece are underperforming. Latvia is outperforming: it has high *Digitalisation* of government given its relatively low level of *Digital Skills*. Among the countries with a medium level of *Digital Skills*, there is a wide variety of results.

Five countries are outperforming on *Digitalisation* (Austria, Lithuania, Malta, Portugal and Spain) and seven countries are underperforming (Croatia, Czech Republic, Germany, Ireland, Hungary, Slovakia and the United Kingdom). Focusing on the countries with a high level of *Digital Skills*, only Estonia is outperforming, no country is underperforming.

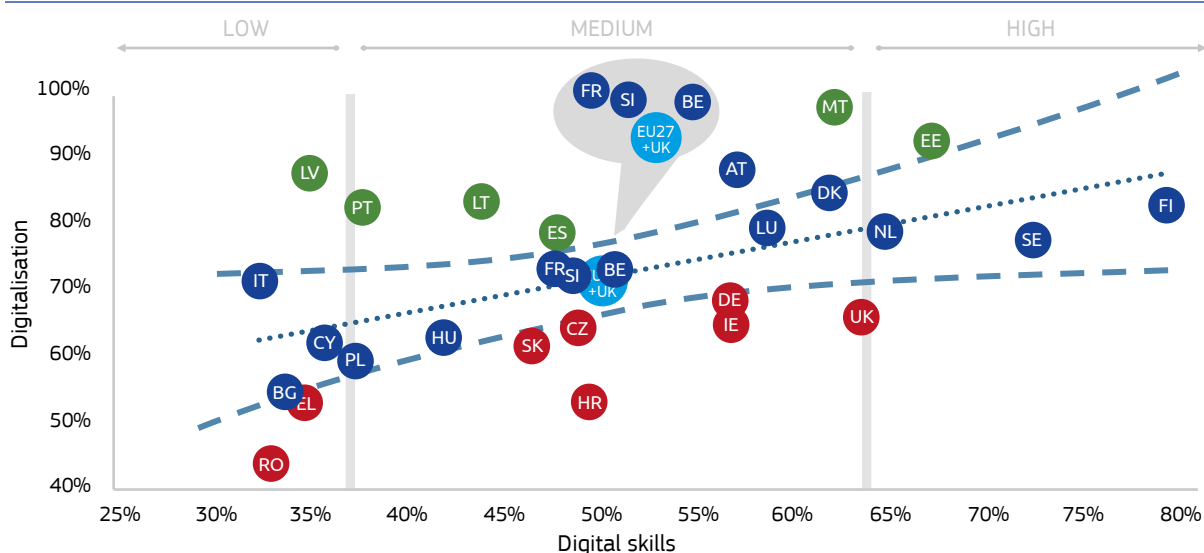


Figure 8.15: *Digital Skills* vs *Digitalisation*

Second, *ICT Usage* of the population has a positive correlation with *Penetration*, as shown in Figure 8.16. Among the countries that have a low level of *ICT Usage*, Romania is outperforming, Bulgaria performs in line with the average, and Greece and Italy are underperforming. Considering countries with a medium level of *ICT Usage*, five countries are outperforming (Estonia, France, Latvia, Lithuania, and Spain), and seven

are underperforming (Belgium, Cyprus, Czech Republic, Germany, Hungary, Malta and Slovakia). These countries do not necessarily have very low scores on *Penetration*, but one would have expected higher scores given their level of *ICT Usage*. Best performing countries are all within the interval, matching the expectations: Denmark, Finland, the Netherlands, Sweden, the United Kingdom.

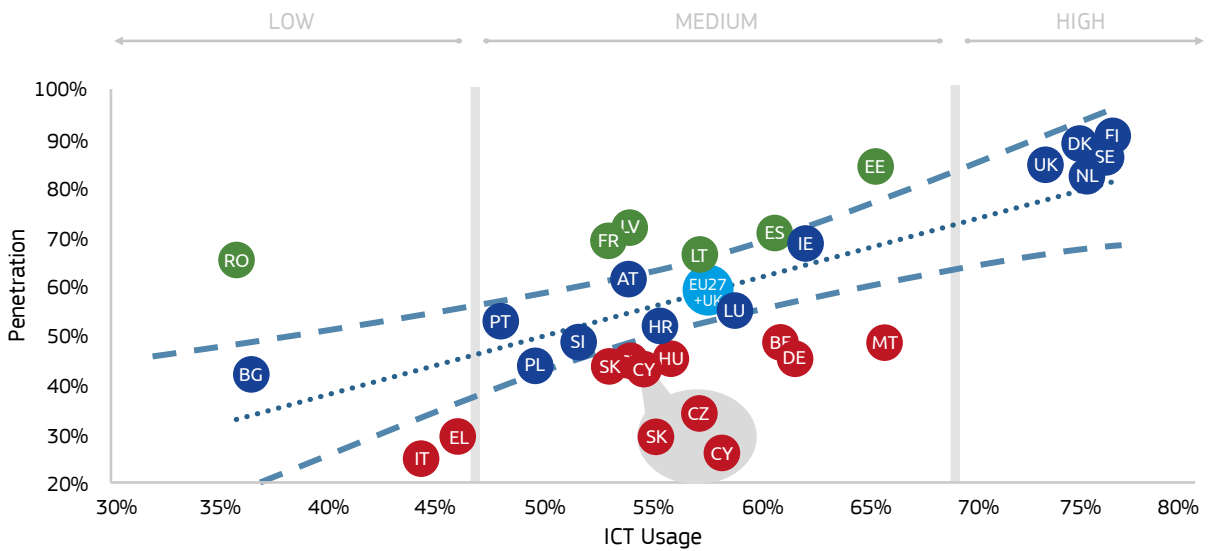


Figure 8.16: ICT Usage vs Penetration

Figure 8.17 shows that *ICT Usage* has a positive correlation with *Digitalisation*. Amongst countries with a lower level of *ICT Usage*, Romania and Greece are underperforming. Amongst countries with a medium level of *ICT Usage*, there is a greater variability. On the one hand, Austria, Estonia, Malta, Latvia, Lithuania, Luxembourg and Portugal are outperforming. On the other hand, Croatia, Cyprus, Germany, Hungary, Ireland

and Slovakia are underperforming. There are no outperforming countries with a high level of *ICT Usage*, and within this group only the United Kingdom is underperforming. Again, countries that are underperforming do not necessarily have very low *Digitalisation* scores, it only means their *Digitalisation* scores are lower than one would expect based on the *ICT Usage*.

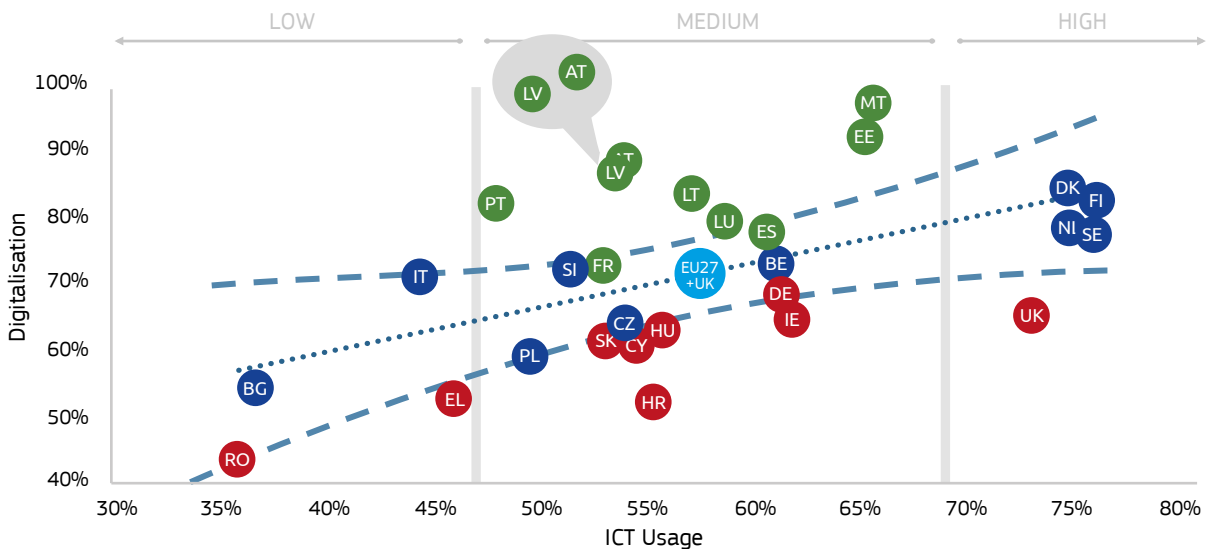


Figure 8.17: ICT Usage vs Digitalisation

8.4.3 Government characteristics' impact on eGovernment performance

Government characteristics have been analysed through two indicators: *Quality* and *Openness* (Figure 8.10).

Quality averages four different indicators (Regulatory quality, Rule of law, Government effectiveness and Reputation). These four indicators are highly correlated; the indicators all reflect citizens' perceptions even though they refer to different aspects of governmental quality. The relative indicator *Quality* aims to describe citizens' perceptions about government's quality.

Quality has a positive correlation with *Penetration*,

as depicted in Figure 8.18. Among the countries with a low *Quality* score, Romania is outperforming. Italy is underperforming. Considering countries with a medium level of *Quality*, Estonia, Latvia, Lithuania, Spain and United Kingdom are outperforming. On the other hand, Cyprus, Czech Republic, Malta, and Belgium are performing less than expected. Denmark, with the highest level of both *Quality* and *Penetration*, is outperforming. The Netherlands, Sweden and Finland are positioned within the confidence interval line, showing average scores. Luxembourg and Germany are the two underperforming countries amongst those with a high level of *Quality*, meaning higher *Penetration* levels were expected based on their high *Quality* score.

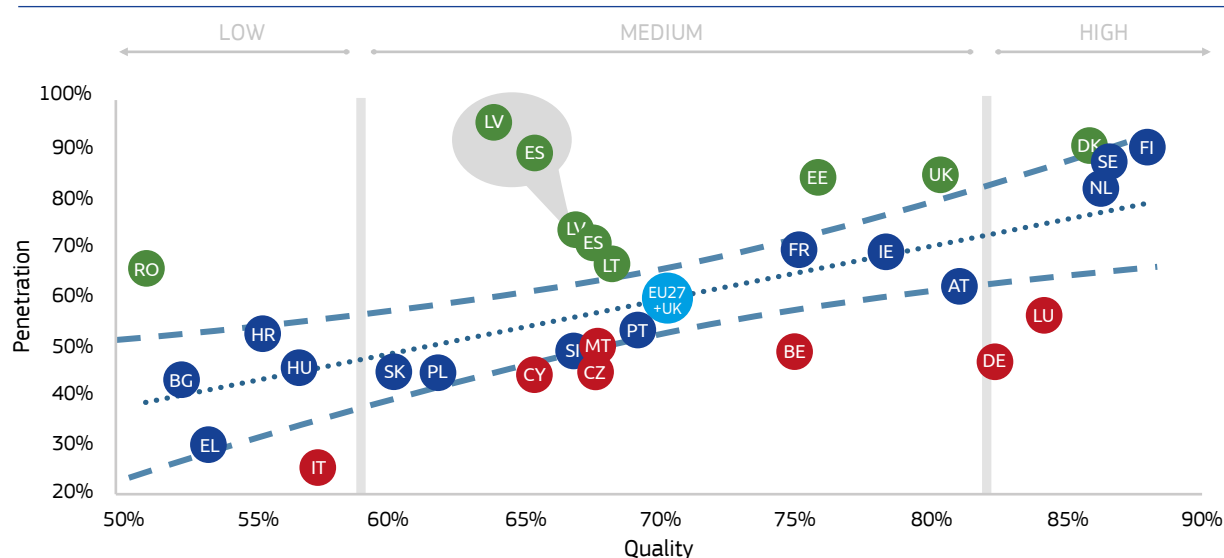


Figure 8.18: Quality vs Penetration

Figure 8.19 shows that *Quality* also has a positive correlation with *Digitalisation*. Romania is the only underperforming countries among those with a low *Quality* level, while Italy is overperforming. Considering countries belonging to the medium cluster Cyprus, Czech, United Kingdom and Ireland are underperforming. Several countries are outperforming in the medium cluster (Austria, Estonia, Malta, Latvia, Lithuania, Portugal and Spain). Amongst the countries with a high level of *Quality*, there are no outperforming countries and only one underperforming country (Germany).

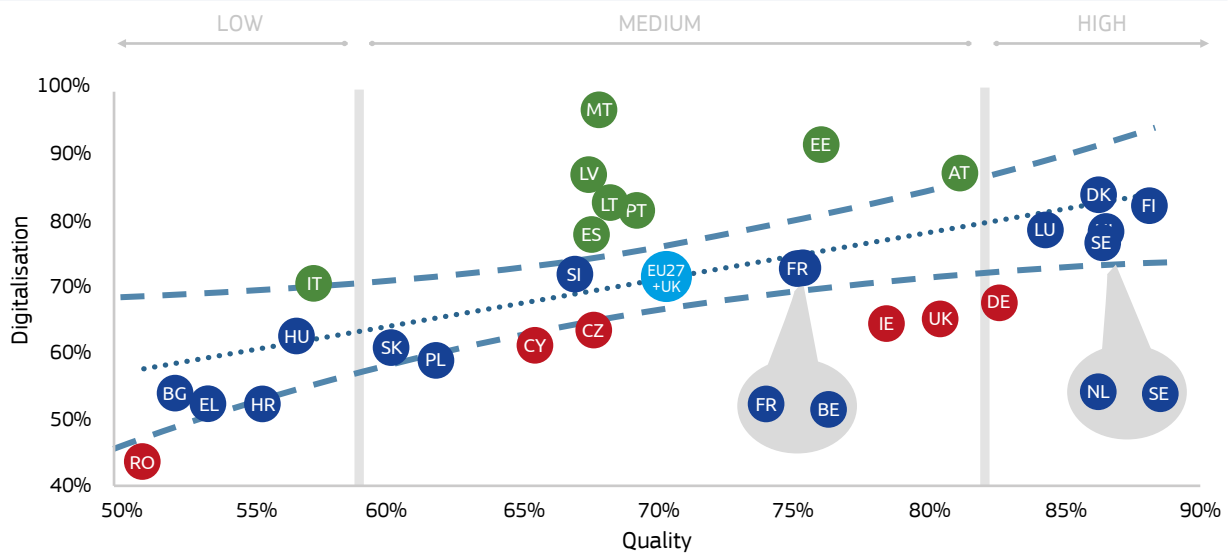


Figure 8.19: Quality vs Digitalisation

Openness takes into consideration two different indicators: Open Data (a DESI Indicator) and Voice and accountability (a World Bank indicator). Different from the last year, *Openness* has a slightly positive correlation with *Penetration* and no correlation with *Digitalisation*.

no country is underperforming. Considering countries with a medium *Openness* level, Belgium, Cyprus, Czech, Germany, Greece, Italy, Poland and Slovenia are underperforming. On the other hand, in the same category, several countries are outperforming (Estonia, Latvia, Lithuania, Sweden and United Kingdom). These outperforming countries have even more users than expected on the basis of their country's *Openness*.

Starting with the *Penetration* indicator, Figure 8.20 shows a positive correlation with *Openness*. Romania is the only outperforming country among those with a low *Openness* level, while

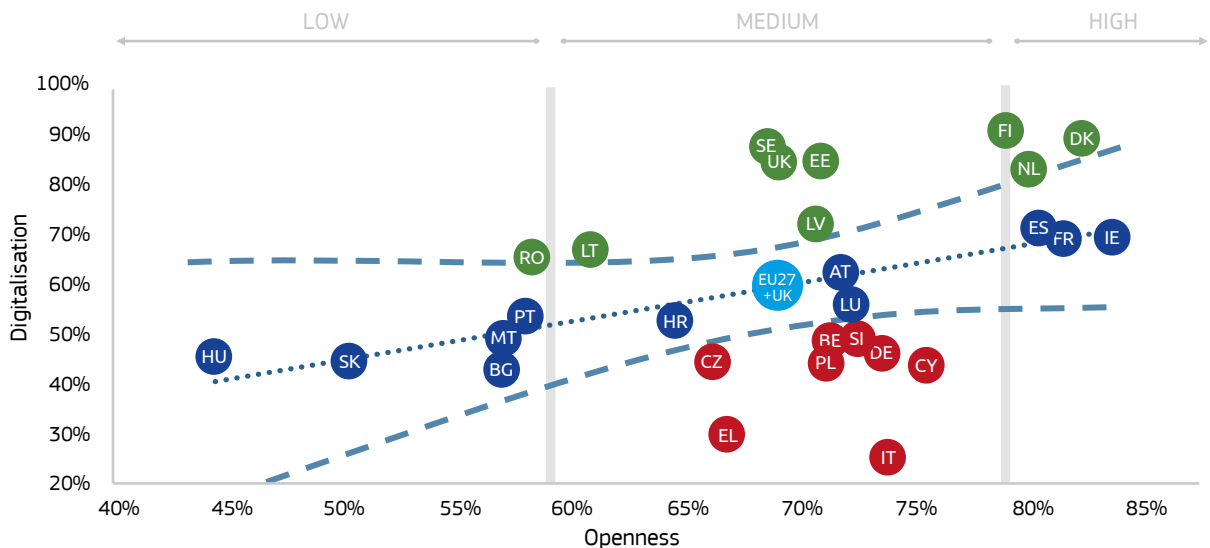


Figure 8.20: Openness vs Penetration

The results differ comparing the *Openness* indicator with *Digitalisation*, as the graph in Figure 8.21 shows no correlation. This means that the level of *Openness* and the level of *Digitalisation* do not grow or decrease in a proportional manner.

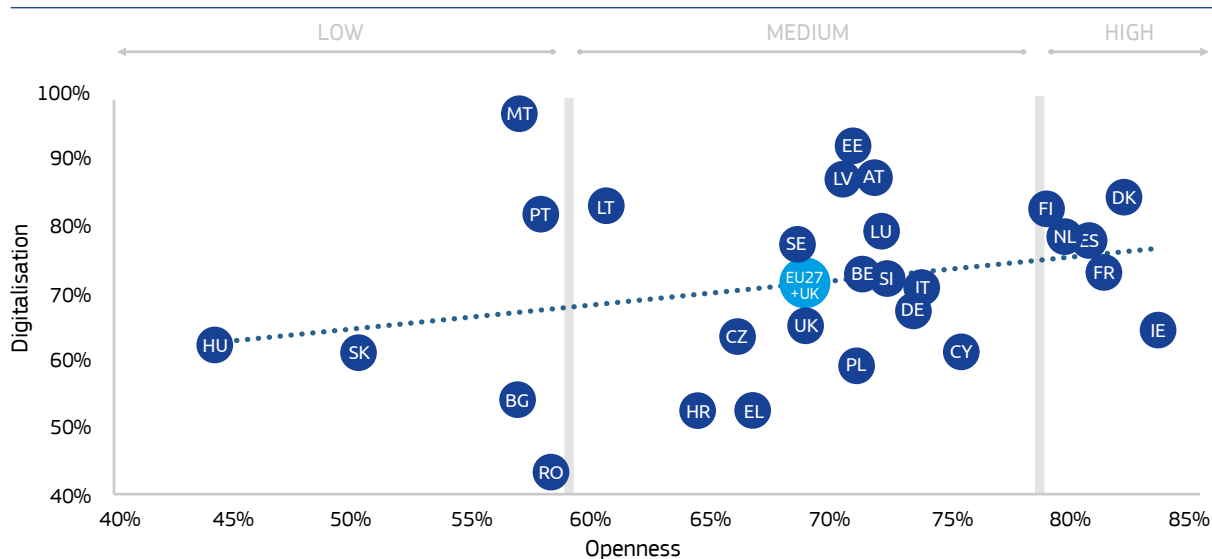


Figure 8.21: Openness vs Digitalisation

8.4.4 Digital context characteristics' impact on eGovernment performance

Digital context characteristics are reflected by two indicators: *Connectivity* and *Digital in private sector* (Figure 8.10).

The *Connectivity* index has a small positive correlation with *Penetration* as observed in Figure 8.22. However, there is a great variability of data.

In the medium cluster, Estonia, Finland, France, Lithuania, Romania and the United Kingdom are outperforming. On the contrary, Belgium, Hungary, Germany, Italy, Malta, Poland and Slovakia are underperforming within the medium cluster. In the high cluster, Luxembourg is underperforming while Netherlands is the only outperforming country.

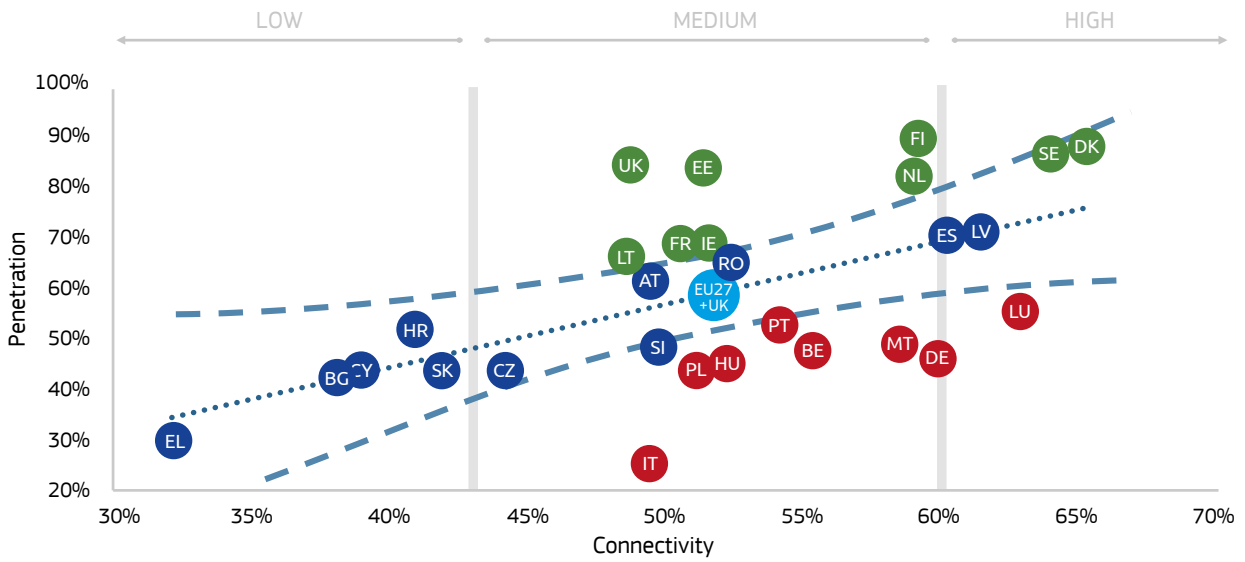


Figure 8.22: Connectivity vs Penetration

Figure 8.23 shows a positive correlation when relating *Connectivity* and *Digitalisation*. Looking at the countries with a lower level of *Connectivity* performance, all countries perform on-track for *Digitalisation*. Germany, Hungary, Poland and

Romania have a medium level of *Connectivity*, but they are underperforming in *Digitalisation*. On the other hand, Austria, Estonia, Malta, Lithuania and Portugal are countries in the medium cluster that are outperforming in *Digitalisation*.

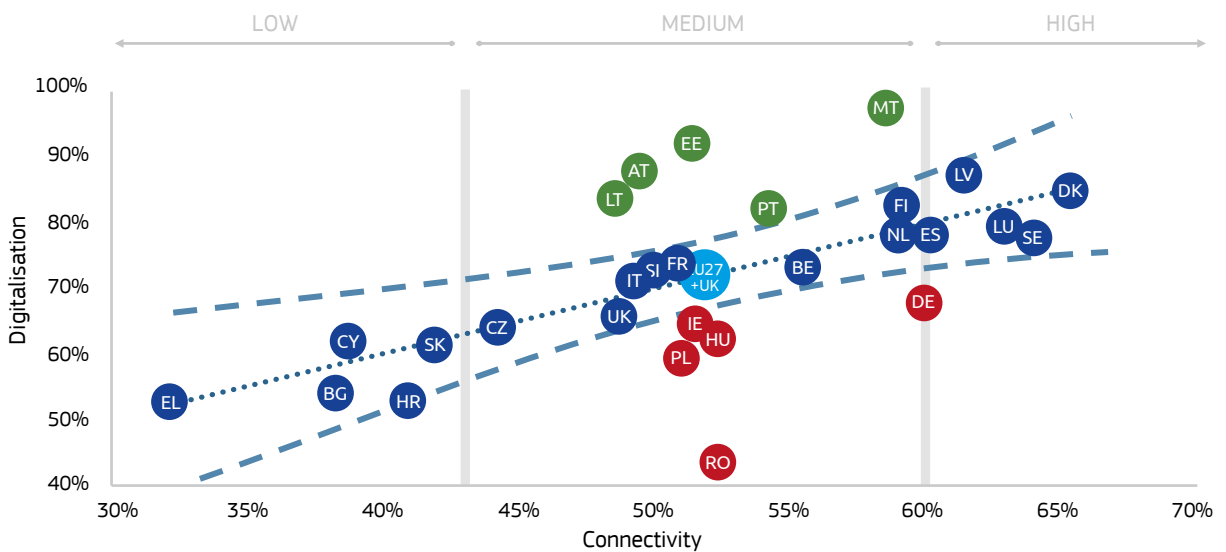


Figure 8.23: Connectivity vs Digitalisation

The DESI indicator Integration of Digital Technology measures the *Digitalisation* of businesses and their adoption of online sales channels and is here used to reflect digitalisation in the private sector.

A small positive correlation exists between *Digital in private sector* and *Penetration*, as shown in Figure 8.24. Amongst the countries with a low level of *Digital in private sector*, Greece is underperforming, while Romania and Latvia are outperforming. This means that they show relatively high levels of *Penetration* based on their

low levels of digitalisation in the private sector. In the medium cluster, there are six underperforming countries (Cyprus, Czech Republic, Germany, Italy, Malta, and Slovenia) and four outperforming countries (Estonia, France, Spain and the United Kingdom). Looking at countries with a higher percentage of *Digital in private sector*, Denmark and Sweden are outperforming and Belgium is underperforming. Note that the underperforming countries do not necessarily score very low on *Digitalisation* but score lower than expected based on their *Connectivity* level.

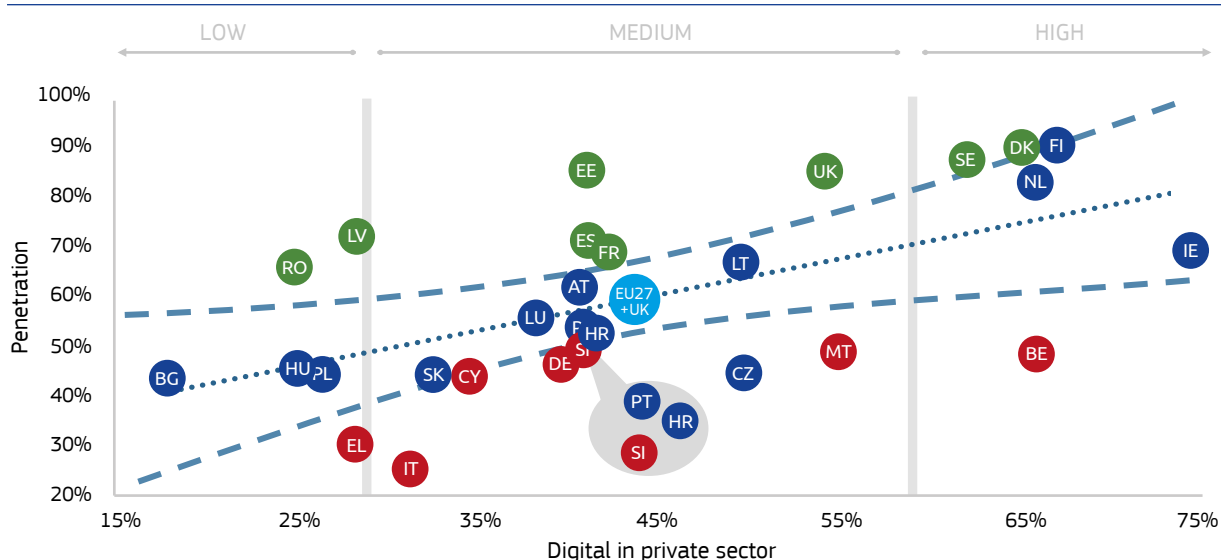


Figure 8.24: Digital in private sector vs Penetration

Figure 8.25 shows the correlation between *Digital in private sector* and *Digitalisation*. Here too we observe a small positive correlation. Amongst the countries with low digital levels in the private sector, Romania and Greece are underperforming while Latvia is outperforming (Latvia has high levels of *Digitalisation* in the public sector, despite

low levels of private sector digitalisation). In the medium cluster Croatia, Slovakia and the United Kingdom are underperforming while Austria, Estonia, Lithuania, Luxembourg, Malta, Spain and Portugal are outperforming. Ireland shows a high level of *Digital in private sector* but is underperforming in *Digitalisation*.

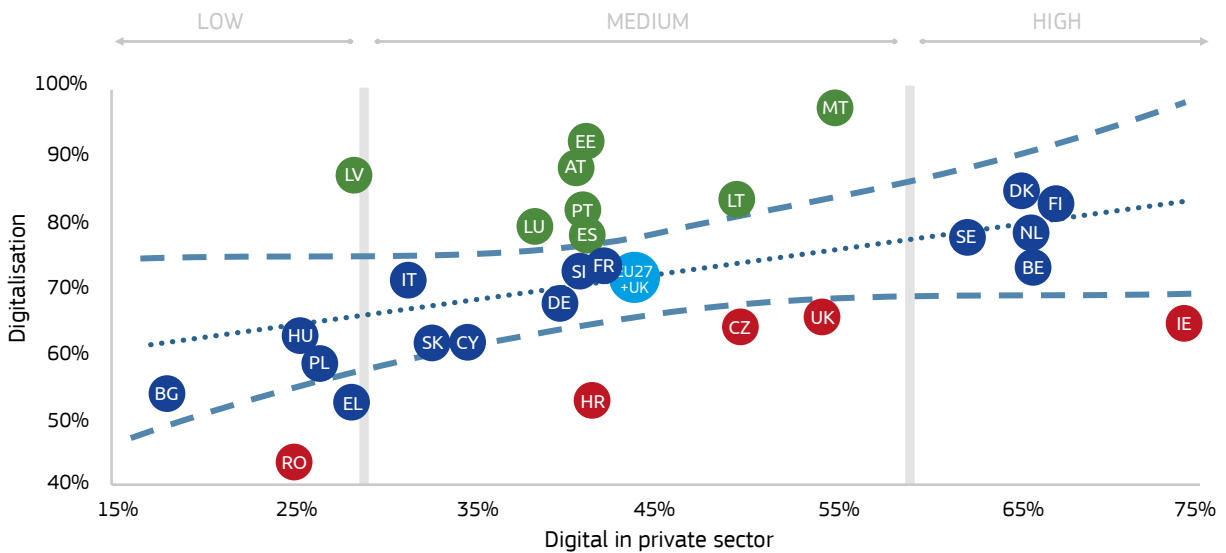


Figure 8.25: Digital in private sector vs Digitalisation

8.4.5 The Benchlearning perspective

Multiple, complex and sometimes interacting factors contribute to digitalisation process. Progress in eGovernment is correlated with other factors such as citizens' preferences and Digital Skills, public policies and digital context characteristics. Most of

the relative indicators explored in the Benchlearning exercise are correlated with the absolute indicators of Digitalisation and Penetration, with exception of the Openness indicator. Figure 8.26 shows the strength of the correlation, calculated considering the coefficient of determination (R²).

	Digital skills	ICT usage	Quality	Openness	Connectivity	Digital in the private sector
Penetration	Medium	Medium	Medium	Low	Medium	Medium
Digitalisation	Medium	High	High	Uncorrelated	Medium	Low

	R ²
Uncorrelated	< 10 %
Low	10 % - 20 %
Medium	20 % - 35 %
High	> 35 %

Figure 8.26: Correlations among absolute and relative indicators

When we consider the Penetration indicator, the correlation is stronger with the relative indicators for Digital Skills, ICT Usage and Quality (Figure 8.26). In general, it seems that countries with a high usage of eGovernment services are

the countries with skilful citizens and a large number of daily internet users. Unfortunately, we cannot make causal statements based on the Benchlearning exercise. However, our results provide some indications that it might be

worthwhile to invest in awareness-raising and educational activities when it comes to increasing the use of online public services.

The *Quality* indicator also provides some hints as to what might be done to improve on eGovernment. For instance, results suggest that citizens are more likely to use online tools and public services when they perceive a trustable public administration (*Quality* indicator). One possible explanation could be related to 'security' and reliability issues of the online communication channel: citizens might only be willing to access the online service and share personal data online when they generally trust their government and therefore they can trust the security of the online service and overcome the absence of a face-to-face communication channel.

When we consider the *Digitalisation* indicator, we see that the correlation is strongest with the relative indicators for *ICT Usage*, *Quality* and *Connectivity*. For instance, it seems that countries, which score well on *Digitalisation* indicator, often have a high level of deployment and a well-developed broadband infrastructure. This again provides an indication as to how eGovernment could be improved. It might be worthwhile to make fast broadband highly accessible everywhere and faster to access and process service requests.

A big advantage of the Benchlearning exercise is the possibility to compare countries with similar characteristics and context. In this way,

best practices can be identified in countries that are similar, making it easier to translate best practices to the own context. In the same way, the Benchlearning exercise might indicate which similar countries might have interesting policies that could be used as reference. For example, a country with low eGovernment usage and a moderately skilled population may contact another European country that has similar levels of *Digital Skills* amongst the population but high eGovernment usage.

For more details, the table in the Figure 8.27 shows the relative performance in terms of *Penetration* and *Digitalisation* for each relative indicator, and the overall category. The table provides a summary of the previous sections of this chapter. If a country obtained a level of *Digitalisation* or *Penetration* that was lower than expected based on the relative indicator score, the country is underperforming on this indicator. In this case, the cell will be coloured red. If a country obtained a *Digitalisation* or *Penetration* level that was higher than expected based on the relative indicator, the country is outperforming on this indicator. In this case, the cells will be coloured green. Blank cells indicate *Digitalisation* and *Penetration* levels are on-track, i.e. at a level to be expected based on the relative indicator score. It should be noted that these indications are not about the absolute performance of countries, but only about the relative performance compared to other countries with a similar context.

	Penetration						Digitisation							
	Digital skills	ICT usage	Quality	Openness	Connectivity	Digital in private sector	OVERALL	Digital skills	ICT usage	Quality	Openness	Connectivity	Digital in private sector	OVERALL
AT							On-track							Outperforming
BE							Underperforming							On-track
BG							On-track							On-track
HR							On-track							Underperforming
CY							Underperforming							On-track
CZ							Underperforming							Underperforming
DK							Outperforming							On-track
EE							Outperforming							Outperforming
FI							On-track							On-track
FR							Outperforming							On-track
DE							Underperforming							Underperforming
EL							Underperforming							Underperforming
HU							On-track							On-track
IE							On-track							Underperforming
IT							Underperforming							On-track
LV							Outperforming							Outperforming
LT							Outperforming							Outperforming
LU							On-track							On-track
MT							Underperforming							Outperforming
NL							On-track							On-track
PL							On-track							On-track
PT							On-track							Outperforming
RO							Outperforming							Underperforming
SK							On-track							On-track
SI							On-track							On-track
ES							Outperforming							Outperforming
SE							On-track							On-track
UK							Outperforming							Underperforming

Figure 8.27: Absolute and relative indicators

The overall *Penetration* performance is said to be 'Underperforming' if the country is underperforming in at least 4 out of 6 indicators. Similarly, a country is labelled 'Outperforming' if it is outperforming in at least 4 out of 6 indicators. For *Digitalisation* similar rules apply, although the total number of relative indicators to be taken into account is five because *Openness* did not correlate

with *Digitalisation* and therefore is excluded. This results in boundaries that are set to 3 out of 5 relative indicators. Consequently, a country is seen as 'Outperforming' if it is outperforming in at least 3 out of 5 indicators, while it is labelled as 'Underperforming' if it is underperforming in at least 3 out of 5 indicators.

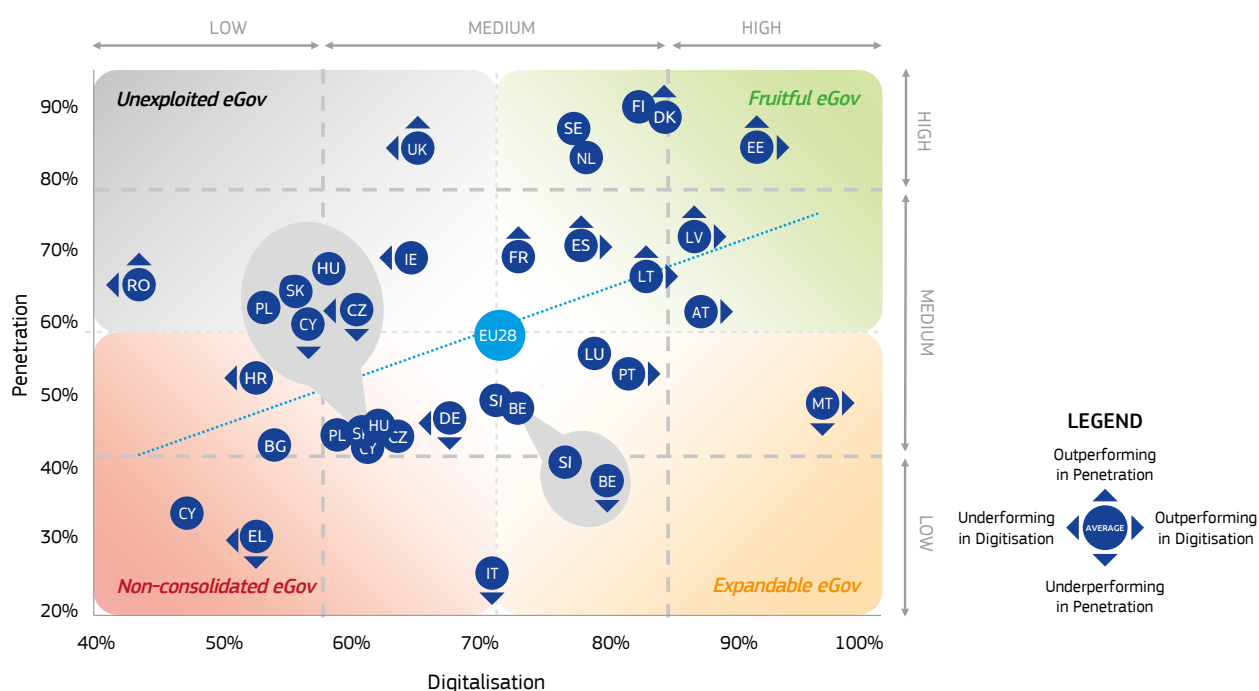


Figure 8.28: Penetration and Digitalisation relative performances

Figure 8.28 relates the *Penetration* and *Digitalisation* level of a country to its scores on the relative indicators (describing context and country characteristics). Arrows are used to indicate where scores diverge from the scores that would be expected based on the values of the relative indicators. If the arrow points upwards, this indicates outperformance on *Penetration*. If the arrow points to the right this indicates outperformance in *Digitalisation*.

Denmark and France are outperforming in *Penetration*, and remaining steadily on track in regard to *Digitalisation*, while The United Kingdom and Romania are also outperforming in *Penetration* but underperforming in their adoption of *Digitalisation*. On the other side of the spectrum, Austria and Portugal are doing well in *Digitalisation* and remaining on track in *Penetration*, with Malta also

outperforming in *Digitalisation* but underperforming on *Penetration*. Meanwhile, Bulgaria, Finland, Hungary, Luxembourg, the Netherlands, Poland, Slovenia, Slovakia and Sweden are all shown to match expectations, and remain equally on track for both *Penetration* and *Digitalisation*.

Falling slightly behind, Belgium, Cyprus and Italy are underperforming in *Penetration* given their country characteristics, while they perform according to expectations in terms of *Digitalisation*, while Croatia and Ireland show underperformance in their adoption of *Digitalisation*, while performing in line with *Penetration* averages. Czech Republic, Germany and Greece are the only countries showing a relative performance below the European trend, showing sub-optimal results in both *Penetration* and *Digitalisation*.

9 Glossary

9 Glossary

EC	European Commission	AT	Austria	MT	Malta
EU	European Union	BE	Belgium	NL	Netherlands
EU27+	European Union Member States, Iceland, Norway, Montenegro, Republic of Serbia, Switzerland, Turkey, United Kingdom, Albania and North Macedonia	BG	Bulgaria	PL	Poland
eID	electronic identification	HR	Croatia	PT	Portugal
DESI	Digital Economy and Society Index	CY	Cyprus	RO	Romania
p.p.	percentage points	CZ	Czech Republic	SK	Slovakia
eDocuments	electronic documents	DK	Denmark	SI	Slovenia
eGovernment	electronic government	EE	Estonia	ES	Spain
		FI	Finland	SE	Sweden
		FR	France	UK	United Kingdom
		DE	Germany	IS	Iceland
		EL	Greece	NO	Norway
		HU	Hungary	ME	Montenegro
		IE	Ireland	RS	Republic of Serbia
		IT	Italy	CH	Switzerland
		LV	Latvia	TR	Turkey
		LT	Lithuania	AL	Albania
		LU	Luxembourg	MK	North Macedonia

Annex A: methodological updates

9.1 Representation and calculation of scores

Since the 2019 eGovernment Benchmark edition official scores are rounded to the first decimal. This is how they are displayed in the source data file. Due to aesthetic and legibility considerations, the scores in the Insight report, Background report and the Factsheets are frequently displayed or mentioned rounded to the whole number, with any additional calculation or transformation being based on the full scores.

9.1.1 Rounding Biennial averages

The biennial averages have been calculated based on the rounded numbers historically. As they are the most prominent result, summarising eGovernment efforts across all domains, they are currently also calculated as the average of the rounded Life event scores per indicator to ensure comparability.

9.2 Mobile friendliness

9.2.1 Calculation method

The Mobile Friendliness indicator has been introduced in the eGovernment Benchmark 2016. Initially, the score was calculated on Life event level, with the score indicating the percentage of included URLs which classified as “Mobile friendly”. Since 2017, Mobile Friendliness scores are calculated in a manner similar to other service-level indicators. In this new methodology the calculation of the scores depends on whether the service is national or local/ regional. A national service is deemed Mobile friendly if *any* included URL passes the test, where local and regional services’ score according to the pass *rate* of the included URLs. Subsequently, the relevant service scores are averaged into the Life event Mobile Friendliness score.

9.2.2 Addition of the Google Mobile friendliness test

The tooling implemented to classify the URLs has changed over the years. For the 2017 eGovernment Benchmark, URLs were evaluated using the Google Mobile Friendliness test. As

this service limited the automated processing of URLs, the Rankwatch tool⁴² became the default. Due to methodological differences URLs that were assessed as mobile friendly using Google were not mobile friendly based on Rankwatch. This subsequently can impact the Life event scores negatively compared to the last evaluation. Subsequently, we implemented the Google Mobile Friendliness test to re-evaluate the URLs where Life events within countries had gone down. In several instances, the results of the assessment were still impacted negatively. Multiple websites had implemented temporary instances on the public websites, e.g. satisfaction questionnaire pop-ups, that impacted the results, these portals were checked manually and set to Mobile friendly when relevant. In such cases, the websites were tested manually and corrected where relevant.

9.2.3 Scoring website security

Last year, the eGovernment Benchmark included the results of the first security pilot tests on the websites included in the Mystery Shopping. This pilot has been repeated for the websites in the assessment this year. All URLs are run through two publicly available security testing tools: one developed by the Dutch national government; internet.nl⁴³, and one developed by Mozilla; the Observatory⁴⁴. These tools both test several complementary items, which are considered basic cybersecurity hygiene; these items are further explained in Figure A.1.

The results of the tested items are combined on two axes in the Insight report, on the individual tests and on the results per URL. For the individual tests, the number of URLs that pass that test represent the Pass rate. For the individual URL, the number of tests the URL fails represent the Number of Security tests failed.

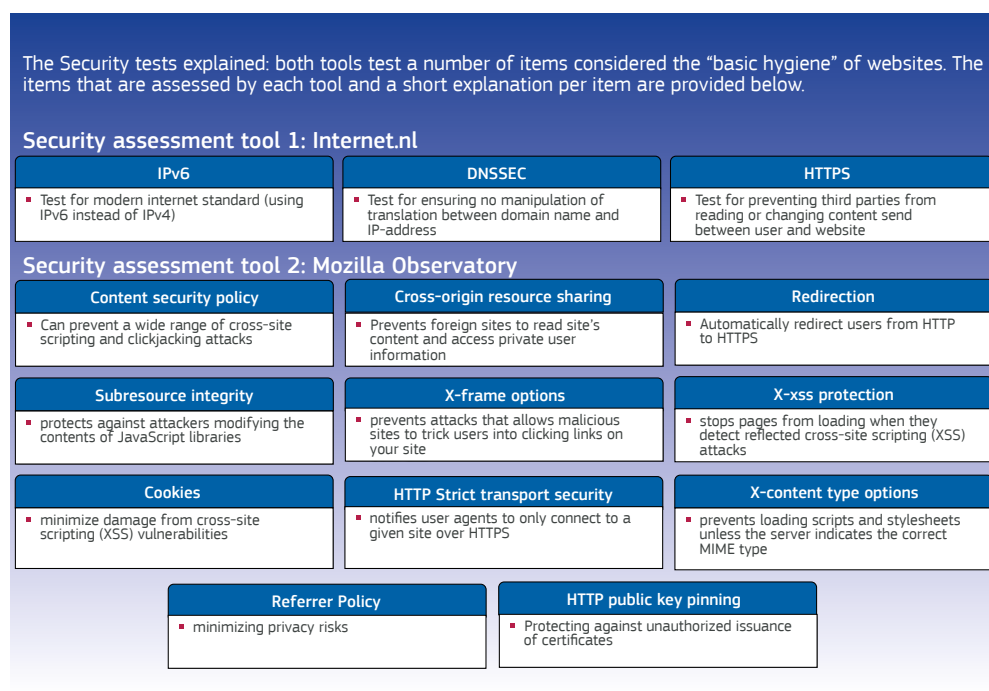


Figure A.1: Details of the items in the cybersecurity tests of Internet.nl and Mozilla

⁴² Rankwatch Mobile friendly check, available at:

⁴³ The tool is an initiative of the Dutch Internet Standards Platform: www.internet.nl

⁴⁴ Mozilla security Tool: <https://observatory.mozilla.org/>

Annex B: Good practices

In this section the good practices in eGovernment of the evaluated countries are presented. All countries received an opportunity to send in a number of practices that they consider interesting for other countries to improve their digital governments. In the report several good practices were already highlighted. In this section all good practices (including the ones already in the text) are presented. The good practices are sorted based on the alphabetical order of the countries.

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Austria: Right to electronic communication

Top-level benchmark / Action Plan Principle

Digital by Default

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job (basically all life events benefit!)

1. Good practice description

According to § 1a Austrian E-Government-Act (which entered into force on January 1st 2020) everyone has the right to electronic communication (includes also transaction) with courts and administrative bodies in matters of federal legislation - excluding matters which are not suitable to be provided electronically.

So basically, there is no obligation for citizens, but a **right** to choose the digital channel. And for courts and administrative authorities there exists the obligation to have the technical and organisational requirements for electronic communication with the citizens in accordance with § 1a E-Government-Act in place.

2. Benefits

- All citizens now have the opportunity of handling their contacts with the authorities electronically and entirely without a break in media.
- Physical visits to authorities are no longer necessary in many areas.

3. Key success factors

- Freedom of choice as for how the citizens want to communicate with the authorities, but “digital first” strategy.
- Involves all communication with the authorities and thus also transactions, submission and electronic service/ electronic delivery alike.

4. More information

More information can be found at:

https://www.ris.bka.gv.at/Dokumente/Erv/ERV_2004_1_10/ERV_2004_1_10.html

Austria: Oesterreich.gv.at and App “Digital Office”

Top-level benchmark / Action Plan Principle

User centricity/user convenience, Key enablers, Digital by Default,

Life event

Family life, Losing and finding a job, Moving, Owning and driving a car, Studying

1. Good practice description

Oesterreich.gv.at - the comprehensive Austrian governmental platform is an Internet platform linking to a large number of public authorities. As the One-Stop eGovernment platform for citizens, it provides useful information on services from different Austrian authorities in over 200 life situations, e.g. frequent life situations such as pregnancy, childbirth, marriage or housing, and allows the electronic processing of some of these procedures. The portal constitutes an interface, website and dedicated “Digital Office App”, between authorities and citizens, with an emphasis on transparency, user-friendliness. Furthermore, it enables a mobile and easy access and clarity of information and is an important step towards location- and time- independent use of eGovernment.

The “Digital Office App” is the app-based part of the platform. It does not only include all information and services, but also integrates the Austrian eID with a unique single device secure solution including qualified el. signature. This means, that the platform can be used in a personalized manner using the App. The user gets personalized, regionalised information as well as Single-Sign-On services with easy and mobile-friendly usage thus providing for a real mGovernment experience.

2. Benefits

- Portal and app accessible 24/7
- Possible processing of large numbers of administrative procedures electronically via the website [oesterreich.gv.at](https://www.oesterreich.gv.at)
- m(obile)Government - dedicated “Digital Office App”

3. Key success factors

- mobile first - transformation from eGovernment to mGovernment - dedicated mobile app with eID integrated to improve the service quality of Austria's most frequently used eGovernment portal for citizens
- website and app have been expanded with the introduction of new services for citizens (e.g. baby point and relocation)
- added chatbot named “Mona”

4. More information

More information can be found at: www.oesterreich.gv.at
<https://www.bmdw.gv.at/en/Topics/Digitalisation/In-administration/Platform-oesterreich-gv-at.html>

Austria: Electronic Delivery Service

Top-level benchmark / Action Plan Principle

Key enablers

Life event

Basically all life events benefit from the key enabler

1. Good practice description

In Austria citizens and business have access to a safe and easy-to-use electronic mailbox for governmental documents provided by the Austrian Ministry for Digital and Economic Affairs. Citizens have access to their personal mailbox via the e-government portal [oesterreich.gv.at](https://www.oesterreich.gv.at), businesses via the business service portal [usp.gv.at](https://www.usp.gv.at).

The central register for electronic addressable citizens, businesses and public authorities simplifies the registration process and bundles all members of the electronic delivery. Beside the great savings potential of the e-delivery, shifting from analogue to digital communication between authorities, citizens and businesses helps to make administrative processes on both sides much more efficient.

2. Benefits

- safe, confidential and easy-to-use mailbox
- worldwide access to documents from authorities
- guaranteed free of any spam mails
- cheaper than conventional delivery
- ~ 570 000 registered users (~ 414 000 legal entities, ~ 156 000 natural entities)

3. Key success factors

- Since 1.1.2020 citizens and businesses have the right to electronic communications with authorities
- Businesses are obliged to participate in e-delivery
- Automatic registration of companies which are users of other e-government services (FinanzOnline from the Ministry of Finance, ERV from the Ministry of Justice)

4. More information

More information can be found at: <https://www.bmdw.gv.at/en/Services/Electronic-delivery.html> and www.bmdw.gv.at/eZustellungNEU

Belgium (Flanders): Groeipakket (Growth Package)

Top-level benchmark / Action Plan Principle

Digital by Default, Once only principle, Inclusiveness and accessibility

Life event

Family life

1. Good practice description

As a result of the 6th Belgian governmental reform, the competence of child benefits was transferred from the federal level to the regional level on 1 January 2019. Flanders seized the opportunity of this reform to establish a more efficient support of children and families. The "Groeipakket" integrates in one family policy, and in one single IT application, child benefits for education and child care with *automatic allocation* without parents having to apply. It is the result of the collaborative efforts of all departments in Flanders connected to family policy, breaking data silos and working in teams. Other regions in Belgium are now adopting the Groeipakket model, based on child allowances being granted automatically and the expansion to more children to minimise the risk of child poverty.

2. Benefits

- Replace 10+ existing IT systems by 1 overall system (the Groeipakket application), used by 1 public agency and 4 private partners and 1000+ agents
- Connect with 40+ different data sources (base registries) to provide fully automatic payment of child allowance benefits
- Less poverty and equal treatment between the working and non-working poor (1.600.000 children in 900.000 families receive their child allowances automatically, resulting in a reduction of the poverty risk at the child level of 1,5%)

3. Key success factors

- A strong leadership team, where a wide range of stakeholders were brought together to determine the infrastructure, the processes and the technology to establish a more efficient support of children and families
- Self-organising teams composed of people that were familiar with the old system, people that knew what were the key aims of the new system and people that were able to spread the word in their own organisations and agencies (change management)
- Availability of a Flemish data exchange infrastructure (the MAGDA platform) and authentic data sources (base registries) that made it possible to exchange all the data necessary for the automated service provision

4. More information

More information can be found at: <https://www.groeipakket.be/>

The project was awarded the European Public Sector Award 2019 in the Regional administrative category: <https://epsa2019.eu/en/content/EPSA-2019-Best-Practices-first-results.54/>

Bulgaria: A Unified model for requesting, paying and providing electronic administrative services

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Key enablers

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

The State eGovernment Agency (SEGA) has developed and successfully implemented the “Unified Model for requesting, paying and providing electronic administrative services”. It is a set of the main centralized working process for requesting, paying and providing electronic administrative services and the eGovernment resources through which it is provided. The Unified Model ensures citizens and businesses with the opportunity to request, pay and provide electronic administrative services and related information centrally. Currently, the model provides 348 electronic public services of high public interest, of which 142 are provided by the municipal administration.

2. Benefits

- Single point of access to the EA S;
- Providing a start-to-finish EAS;
- One-time data collection and creation.

3. Key success factors

- centralized and automated process for requesting, paying and providing electronic administrative services;
- payment via the central virtual POS terminal of the SEGA;
- ensuring a high level of accessibility and security.

4. More information

More information can be found at: <https://unifiedmodel.egov.bg/wps/portal/unified-model/home>

Bulgaria: Cloud qualified electronic signature

Top-level benchmark / Action Plan Principle

Inclusiveness and accessibility, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

In 2019, as a new means of electronic identification the Cloud Electronic Signature was introduced, in addition to the existing ones (QES, personal identification code of the National Revenue Agency and The National Social Security Institute, unique access code of the National Health Insurance Fund. Except as a tool of electronic identification, the cloud signature is used to sign applications in order to receive electronic services. With the cloud signature, citizens and businesses are able to request the services provided by the administrations through a mobile smart device with Internet access from anywhere in the world, 24/7, 365 days a year. With it, each user is able to access the Unified portal for access to electronic administrative services maintained by the State eGovernment Agency.

2. Benefits

- Signing of documents through mobile devices irrespective of the applicant's location;
- provides easier and wider use of electronic services;
- provides a high level of security.

3. Key success factors

- Reducing the administrative burden for citizens and businesses;
- application of cloud technologies in public administration.

4. More information

More information can be found at:

<https://e-gov.bg/wps/portal/agency/news/news-details/e-signature-news>

Bulgaria: Secure electronic delivery system

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Key enablers

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

E-delivery is a system that allows sending, receiving and storing electronic documents to and from public institutions, individuals and legal entities. It supports email and SMS notification. The time of sending and receiving the document or the message and its content is certified by qualified time and electronic seal of SEGA. The e-mail service is the electronic equivalent of a registered mail with a return receipt.

The system is intended to benefit citizens and legal entities, for the public administration, for people performing public functions, and for organizations providing public services. It can be accessed after registration through a means of identification of users with a qualified electronic signature or with PIC of NSSI. Nearly 33,000 are the total number of registered users so far.

2. Benefits

- Security of communication;
- the authenticity of the documents exchanged;
- authentication of the time of receipt and sending of documents and messages.

3. Key success factors

- Reducing the administrative burden for citizens and businesses;
- provide audit trail when sending and receiving electronic documents.

4. More information

More information can be found at: <https://edelivery.egov.bg/>

Croatia: START - electronic Business Start-Up

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Key enablers; or Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness* & transparency, Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up

1. Good practice description

From December 2019, entrepreneurs in Croatia can start their business in just a few days, through this new eService. It connects existing processes and systems into a single process of starting a business: company registration in the Court Register, registration of craft in the Craft Register, entry in the Register of Business Entities, registration in the Register of taxpayers, VAT register and/or assignment of VAT ID number, submitting a bank account request, registration in the Croatian Pension Insurance Institute system, electronic payment of fees and founding capital.

2. Benefits

- significantly reducing the cost and time of starting a business
- establishing a single point of communication and data exchange
- constant awareness of the status of the request
- integration of all business registers and procedures in the background to facilitate entry into entrepreneurship and reduce the administrative borders on entrepreneurs by more than 30%

3. Key success factors

- The key success was cooperation between different institutions and making interoperability between them in order to create one functional system that will greatly facilitate and simplify start-up of business

4. More information

More information can be found at: <https://start.gov.hr>

Croatia: Shared service center

Top-level benchmark / Action Plan Principle

Key enablers; or Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness* & transparency Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations

1. Good practice description

The National Shared Services Centre (SCC), which presents government cloud IT infrastructure, is in production status since 25 November 2019. With the realisation of this project, all public sector bodies will be able to reliably exchange information and documentation according to the cloud paradigm, and the goal is to integrate 300 institutions into the State Cloud by 2022. The project will result in the consolidation of state information infrastructures based on the principles of the shared services model; in the implementation of an infrastructure for an interconnectivity and interoperability platform that will include key enablers required for Metaregister, Government Service Bus (GSB), distributed eServices architecture and state platforms; as well as the development of shared Services

2. Benefits

- standardisation of digital services
- better connect the database in all state administration bodies
- entire information and communication infrastructure system more favourable, i.e. cheaper
- all data stored are safer and centrally managing of IT resources

3. Key success factors

- support of Government
- cooperation between different institutions

4. More information

More information can be found at: <https://uprava.gov.hr/eu-projekti/uspostava-centra-dijeljenih-usluga-16184/16184>

Croatia: Electronic Identification Croatia (ePIC)

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Cross-Border Mobility, Key enablers; or Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness* & transparency, Cross-border by default, Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Family life

1. Good practice description

The project's goal is to promote the uptake and speed up the use of the eID Digital Service Infrastructure (DSI) among citizens and public bodies established in Croatia. It aims to integrate the eID DSI in all existing public eServices of the country. The project was completed in December 2019 and the result of the project is that EU/EEA citizens are now able to access the following 8 Croatian public electronic services: ePermit Dealing with Construction Permits, Real Property Registration and Cadastre Joint Information System, Registration of a company via Internet, Compliances in the procedures in jurisdiction of Ministry of the Interior, eNautics, eSeafarer, eVessels, Electronic Public Procurement System of the Republic of Croatia.

2. Benefits

- uptake and speed up the use of the eID Digital Service Infrastructure (DSI) among citizens and public bodies established in Croatia.
- Crossborder interoperability

3. Key success factors

- Good bilateral communication between countries
- Support of Ministries and Government bodies

4. More information

More information can be found at: <https://www.fina.hr/-/po-zavrsetku-projekta-epic-hrvatska-gra-anima-europske-unije-omogucuje-koristenje-cak-18-javnih-usluga-putem-interneta>

Czech Republic: Digitalization of employees' sickness reporting

Top-level benchmark / Action Plan Principle

User centricity, Cross-Border Mobility

Life event

Regular business operations, Family life

1. Good practice description

The [eSick leave solution](#) is a mandatory digital service that interconnects employers, health care providers and Czech Social Security Administration.

Employers now access information related to employees' sickness reporting directly from the [electronic portal of the Czech Social Security Administration](#). Employees receive their sickness benefit automatically; they only have to inform their office on a sick day by phone or email.

General practitioners access the eSick application either from own specialized software or from the ePortal of the Czech Social Security Administration. Depending on their preference, they can use different eID means when issuing eSick note: this can be either a certificate they are already using for ePrescription, data mailbox, or any other eID mean accepted by the [National Identity Authority](#). Employers receive notifications on issued sickness notes for employees into their data mailbox or by an email. Detailed guidelines on how to use eSick-leave application are provided, complementing a very detailed and comprehensive communication campaign that was a very important part of implementation process and contributed to the seamless use of the service.

2. Benefits

- To this day, 22.000 health service providers, 280.000 employers and 4.500.000 insured individuals use the eSick service.
- Health professionals can issue eSick notes first, and then see their patient in-person later. This helps them to better use their time.
- Amid COVID-19 pandemic, the eSick note is used for people under quarantine as well. This way, authorized institutions have a real-time overview about these persons as well, not only about those infected by a new coronavirus.
- In the context of a pandemic situation, the data generated through the solution help decision-makers to plan adequate measures.

3. Key success factors

- Stakeholders feedback at each stage of service development;
- Existing digital infrastructure shared and reused;
- Educational and promotional activities targeted at each user group (employers, employees, software developers);
- Technical support effectively organized.

4. More information

More information can be found at: <https://www.cssz.cz/web/en/e-sick-leave-eneschopenka->

Step-by-step user guide for employers: <https://www.cssz.cz/web/eneschopenka/aplikace>

Czech Republic: The Data Mailbox

Top-level benchmark / Action Plan Principle

Key enabler

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

The data mailbox features identification, authentication and authorization capability to facilitate digital interaction with public administration. Its use is mandatory for G2G and G2B communication, while being optional for natural persons. Czech nationals and foreign residents use data mailbox to [submit tax return](#), [deal with social security](#) and to receive other personalised digital services. [The Citizen Portal](#) and sectoral portals are integrated with the data mailbox platform. The data mailbox stores all messages for the next 90 days for free. The Czech Post provides add-on service for a small fee for those who wants to keep legally valid eDocuments for a longer time. Private companies help government to motivate citizens to use data mailbox by providing pre-filled [e-forms](#). During the COVID-19 pandemic, the data mailbox proved its importance as a state-guaranteed eDelivery tool.

2. Benefits

- A secure national eDelivery solution use across life events;
- Integrated with government portals and digital services.

3. Key success factors

- Mandatory use for G2G and G2B communication;
- Availability of digital services stimulates up-take by citizens;
- Improved user experience and functionality.

4. More information

More information can be found at: <https://www.datoveschranky.info/>;
<https://www.datoveschranky.info/statistiky>

Estonia: Proactive offer of family allowances

Top-level benchmark / Action Plan Principle

User centricity, Once only principle, Inclusiveness and accessibility, Proactivity, Interoperability by default

Life event

Family life

1. Good practice description

Estonian proactive family benefits' distribution is a proactive service that gives parents access to family allowances without applying for it. There are approximately 14,000 children born in Estonia each year. The procedure is initiated by birth of a child, which entry in population register launches further automatic procedural steps, without any additional request of information from the parents. When a child is born and registered in population register, then the information about the new-born child is transmitted to the social protection information system (SKAIS), which activates the provision of childbirth allowance. It means that the parent gets e-mail notification that they are entitled to the family allowances. To accept the allowances the parent must log in to the SKAIS and choose whether he/she gets the allowance himself/herself, leaves it to the partner or renounces family allowances. The proactive offer of family allowances consists of 4 allowances: childbirth allowance, monthly child allowance, parental benefit and childcare allowance.

2. Benefits

- The solution does not require any additional effort from the parents. If a family is entitled to the allowance, they get the offer for the service automatically.
- The solution has lowered administrative burden, because the process is automated.
- Already existing data of population register is re-used for the proactive service provision.
- Parents can look up information about the usage of their personal data by the population register and the social protection information system in the state portal eesti.ee.

3. Key success factors

- Implementation of proactive and life event-based service provision approach, the once only principle and a simple automated procedure.
- Simple and easy to use self-service portal, which gives individuals possibility to check and correct, their personal data in the social protection information system.
- The development of similar procedures is also planned for other services e.g. distribution of other allowances, parental leaves and pensions.
- The feedback from the clients allows development of the further service.

4. More information

More information can be found at: <https://www.sotsiaalkindlustusamet.ee/en/family-and-child-protection/kinds-family-allowances>

Self service portal can be found at: <https://iseteenindus.sotsiaalkindlustusamet.ee>

Estonia: One official chatbot channel for trusted information - SUVE

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Digital by Default, Inclusiveness and accessibility, Cross-border by default, Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Losing and finding a job

1. Good practice description

Suve is an automated chatbot, which was initiated during the hackathon “Hack the Crisis” in March 2020 and developed within a week. The goal of the hackathon was to find quick and impactful IT-solutions to minimize the effects of the COVID-19 crisis. The main task of the chatbot is to make sure that everyone living or visiting Estonia get their questions answered from official sources. It can be easily embedded into public websites. Suve has been integrated already into several public and private websites including the webpages of the Government of Estonia, Emergency Situation, Health Board, Consumer Protection and Technical Regulatory Authority, Work in Estonia, International House of Estonia, Invest in Estonia, TV3, North Estonia Medical Centre, Corona Map and Teeviit. During the emergency related to COVID-19, Suve helps to supply correct and trustworthy information in English and in Estonian. The information provided includes topics such as losing a job, regular business operations during the crisis etc. The chatbot helps to prevent fake news and helps to give official information during the emergency, and to keep emergency phone lines open. The chatbot continues its work and will be further developed also after the crisis.

2. Benefits

- Easy access and single channel that provides official information from different sources and information systems across websites.
- Free to use for everybody, inside and outside Estonia.
- No login needed for using the service.
- Helps to prevent fake news

3. Key success factors

- A channel that gathers and disseminates information of official information sources.
- No worry about the trustfulness of the source, it's been checked by administrators and editors of the services.
- Easy to develop further on adding new information sources.
- It can be easily embedded into public websites

4. More information

More information can be found at: <https://eebot.ee/>

Estonia: Data exchange with neighboring countries' population registers

Top-level benchmark / Action Plan Principle

User centricity, Once only principle, Cross-border by default, Interoperability by default, Trustworthiness & Security

Life event

Moving, Family life

1. Good practice description

Population registers of Estonia, Finland, Latvia and Lithuania interchange the information of residents' registration and the data of places of residence is being updated in Estonian Population Register. There are approximately 10,000 entries that are updated in Estonian Population Register with this data exchange each year. Data of vital events, such as data of births, marriages etc. is also been exchanged between Estonia, Latvia and Lithuania. The data is being updated on monthly basis and in some cases on weekly basis. It is foreseen, that the data exchange of vital events between Estonia and Finland will be set up soon.

2. Benefits

- The data of places of residents and vital events are exchanged between EE, FI, LV and LT population registers without the need to make registration in two states.
- Data is exchanged on the once only principle
- The overall administrative burden has been decreased.
- The quality and timeliness of population registers has been improved.

3. Key success factors

- Agreements between the states on harmonisation of the population variables.
- Agreements between the states on the data exchange procedure.
- Recognition of common good on the data exchange between the states.

4. More information

More information can be found at: <https://www.rahvastikuregister.ee/residence/registration>

Finland: Project Jupiter

Top-level benchmark / Action Plan Principle

User centricity, Transparency; Digital by Default, Once only principle, Openness & transparency, Interoperability by default

Life event

Business Start-Up, Regular business operations

1. Good practice description

The Project Jupiter aims at creating a decentralized share ledger and transaction network for non-listed companies. The goal is to create a network service enabling companies, shareholders and investors to trade and manage non-listed company shares. The network will include private and public entities and it will create a market-driven, legally compliant network of services. The project will create new market opportunities for primary and secondary services related to non-listed company shares.

Participants in the project include entities required to validate the use case in Finland, e.g. commercial partners such as financial companies, investment companies and data and IT service providers as well as advisory partners such as the Finnish Tax Administration and the Finnish Patent and Registration Office.

2. Benefits

- Companies, shareholders, investors: Automated and digital administration of share registers and cap tables, easier financing as shares become more liquid, transparent and symmetric information, non-listed shares can become collateral asset
- Service providers: New opportunities for primary and secondary market of non-listed shares; better picture of wealth, richer advisory, new products; distributed digital ownership register and promotion of competition
- Public authorities: Verified and real-time view into shares ownership and trades, market transparency, real-time taxation and register updates, reducing administrative burden

3. Key success factors

- Combination of two crypto and decentralization technologies: decentralized transaction management and decentralized identity data management
- Cooperation between public authorities and public and private sectors

4. More information

More information can be found at: <https://marketplace.r3.com/solutions/unlisted-share-trading> and <https://www.tieto.com/en/newsroom/all-news-and-releases/corporate-news/2018/11/asiakastieto-nordea-op-privanet-and-tieto-to-digitalize-trading-of-non-listed-company-shares/> (currently no dedicated website)

Finland: My Kanta Service – Cross-Border ePrescriptions

Top-level benchmark / Action Plan Principle

User centricity, Cross-Border Mobility; Digital by Default, Once only principle, Inclusiveness and accessibility, Cross-border by default, Interoperability by default, Trustworthiness & Security

Life event

Family life

1. Good practice description

Since 2019, Finnish citizens have been able to retrieve medicine prescribed electronically by their doctor in Finland in two EU member states: Estonia (in production since 21.1.2019) and Croatia (in production since 17.6.2019). The ePrescriptions are visible digitally to participating pharmacists in the receiving country via the new eHealth Digital Service Infrastructure, meaning that the patient does not need to provide a written prescription. The Finnish patient is able to retrieve medicine from participating pharmacies by proving their identity with an official identity document.

A similar development between Finland and Portugal is currently being validated. Further developments during the year 2020 include the possibility of Estonian, Croatian and Portuguese citizens to retrieve medicine prescribed in their respective member states from pharmacies in Finland.

2. Benefits

- The total number of Finnish citizens' medicine retrievals in Estonia and Croatia in the period from January 2019 to February 2020 was 8,088. The monthly peak was in July 2019, with a total of 831 retrievals.
- The total numbers of pharmacies capable of retrieving digital patient information, prescription information and logging the medicine retrieval in 2019 was 671 in Q1, 843 in Q2, 927 in Q3 and 830 in Q4.

3. Key success factors

- Cooperation between Finnish public authorities and between EU member states
- National contact points for data

4. More information

More information can be found at: <https://www.kanta.fi/en/citizens>

Finland: Starting up smoothly – Chatbot service for foreign entrepreneurs

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Cross-Border Mobility; Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness* & transparency, Cross-border by default, Interoperability by default

Life event

Business Start-Up, Regular business operations, Moving, Losing and finding a job

1. Good practice description

Starting up smoothly is a chatbot service for foreign entrepreneurs in Finland developed in collaboration between the Finnish Immigration Service, Finnish Patent and Registration Office and Finnish Tax Administration. The service helps with questions related to starting a business in Finland or bringing an existing business to Finland. The service also helps with questions related to working in Finland in general. The project started in March 2018 and is currently in live pilot phase. Currently, the service consists of three independent and interconnected chatbots (called Kamu, PatRek and VeroBot).

2. Benefits

The numbers below were collected from the first pilot phase from 29.11.18 to 07.07.19.

- Altogether 53,098 conversations in all chatbots, average of 240 conversations per day
- Altogether 3,151 transfer suggestions between chatbots
- 2,837 visits to startingupsmoothly.fi website

3. Key success factors

- Digitalization of public services and creation of chatbots
- Strong cooperation between Finnish public authorities
- Interoperability of digital platforms and services

4. More information

More information can be found at: <http://www.startingupsmoothly.fi>

France: Dashboard for the quality of digital public services

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness & transparency*

Life event

The dashboard covers most life events for individuals and organizations.

1. Good practice description

Since June 2019, the Inter-ministerial Directorate for Digital Affairs (DINUM) has been monitoring the usability and user experience of the 250 most used French public services. This monitoring is traced via a series of criteria, including mobile responsiveness, once only principle, user satisfaction, speed and performance, and a recently added criterion of accessibility. The dashboard data is available in open data to anyone via the Observatory's platform, and is updated every quarter.

The ambition of this project is to help prioritize the digital public services' product roadmaps and iterations. It's also to raise awareness for the need to build human-centric public services. To calculate the satisfaction index, service providers are asked to add a feedback button at the end of each service (as easy as one line of code). As of April 2020, 500 000 users have shared their feedback on around 80 services via the button. This feedback can then be used by administrations to better understand how to improve their services.

2. Benefits

- This initiative offers transparency and an overview of the digitalization status of the 250 core public services.
- It helps prioritize necessary improvements and helps with IT projects' steering.
- The Observatory's transparency, as well as its political portage, favours the implication of all ministries responsible for the 250 public services covered.

3. Key success factors

- It being public and visible to the world
- The involvement of public administrations and a high-level political portage (by the government)
- An efficient steering (in terms of tools and human resources)

4. More information

More information can be found at: <https://observatoire.numerique.gouv.fr/>

France: Opening the “Requests for Land values” (DVF) Database

Top-level benchmark / Action Plan Principle

Openness & transparency

1. Good practice description

The French Government has been pursuing its ambitious open data strategy, by enriching data.gouv.fr platform. In April 2019, the General Directorate for Public Finances (DGFIP) with the support of Etalab (DINUM), published in open data the “Requests for Land Values” (DVF) database, which contains 15 million real estate transactions, with additional information such as the address of the good, its price, the date of the transaction, etc. The aim of this initiative is threefold: give more information to buyers, limit data transfers between central and local governments and enable the creation of new innovative services around this data.

A dedicated hackathon was organised for the database’s opening in order to work on related use cases and show the innovation potential of this data. Additionally, Etalab (DINUM), the department that coordinates the design and implementation of the Government’s data strategy, created a [web application](#) to visualize real estate transactions on a map and explore the database, without having to download and manipulate it.

2. Benefits

- The publication of over 15 million real estate transactions from the past five years, increasing the market’s transparency, helping fight against the inflation of real estate prices and allowing for the reuse of this data.
- Creating a dedicated visualization application for the database increased the reach of users beyond the open data community, by making it more accessible. The app received over a million visits in less than two weeks after its launch. In March 2020, 7.3 million visitors, 20 000 average visitors per day.
- The publication of the database has enabled the DGFIP to save precious time previously dedicated to the extraction and transmission of part of the database to the various historical reusers of DVF.

3. Key success factors

- The creation of a visualization web application was a key success factor, allowing users to access the data without having to download the database (which weighs a couple hundred Mo). The implementation of a user feedback button and the [publication of the code](#) made for continuous improvements of the app.
- The organisation of a hackathon to launch the publication of the database, bringing together actors from the public sector, private sector and civil society to collectively work on various use cases around the database (its structure, how to raise awareness, data visualisation, access to the database, etc.) was also important. It gave visibility to the database and facilitated its appropriation and the involvement of relevant actors.

4. More information

More information can be found at: <https://app.dvf.etalab.gouv.fr/> ; <https://www.data.gouv.fr/fr/datasets/5c4ae55a634f4117716d5656/> ; <https://www.etalab.gouv.fr/bercy-libere-15-millions-de-transactions-immobilieres-en-ouvrant-la-base-des-demandes-de-valeurs-foncieres>

France: FranceConnect

Top-level benchmark / Action Plan Principle

Key Enablers, User centricity, Trustworthiness & Security

1. Good practice description

FranceConnect is a product which federates multiple identity providers and offers citizens a unique identification scheme for online public services, as well as for some private sector ones. It currently brings together 5 identity providers that users can choose from when logging in to a service, with a sixth one being experimented:

- Impots.gouv.fr (taxes);
- AMELI (social security);
- La Poste (Post Office);
- La MSA (social security);
- MobileConnect et moi.

FranceConnect simplifies the user experience of online services and provides a secure service, protective of individual freedoms (users can choose their ID provider and no personal data is stored). It is currently being deployed to all digital public services and is available for some private organisations (banks, insurance, utilities) since November 2018. FranceConnect is designed and operated by the Inter-ministerial Directorate for Digital Affairs (DINUM).

FranceConnect is to be extended to new targets: civil servants with AgentConnect, companies through ProConnect and professional workers with AidantsConnect.

2. Benefits

- A continuous uptake of FranceConnect, with over 15 million individual users in March 2020
- A safe and simplified access to 700 public services and 30 private services under a common and recognizable brand (no need to constantly create new accounts)
- Increase of web traffic and fluid runs on websites using FranceConnect

3. Key success factors

- FranceConnect federates identity providers that already exist and are known to users, which facilitates its uptake. Adding new ID providers increases the coverage of potential users, whilst offering greater choice to the user.
- The large deployment of FranceConnect is also a key success factor, with both the obligation for public services to implement the service by 2020 and its recent opening to some extended private sector actors for a one year experimentation (ex. transportation, companies related to education and health). The deployment to both the public and private sectors increases its visibility, adoption and use.
- FranceConnect has been using agile methods and UX design approaches. The program has been built and run through OpenLabs and regular meetings with ministries.

4. More information

More information can be found at: <https://franceconnect.gouv.fr/>

Hungary: Police Online Administration Portal

Top-level benchmark / Action Plan Principle

User centricity, Transparency

Life event

Regular business operations, Owning and driving a car, etc.

1. Good practice description

In order to provide quick and fully online services to citizens and businesses, the Hungarian Police have launched its new online service portal in March 2019. Clients can submit their applications online by filling in forms which are pre-filled with their necessary personal data. Additional documents can also be attached before submission, and the costs can be paid electronically due to the integrated e-payment function. The service integrates the centrally provided building blocks, like eID, e-authentication, e-payment and secure e-delivery. The status of the cases initiated by clients can be followed via the portal. For simple submissions there is a possibility of automatic case management on the back-office side, the submission is automatically offered to the competent police officer, and if there are any historical records related to the case it will be automatically registered to the same file as a sub-record, thus it spares manual case-handling tasks.

2. Benefits

- Portal and app accessible 24/7
- During the first year after the Portal going live from 1 March 2019 until 1 March 2020, 20 thousand cases have been initiated online, out of which 8 thousand cases were initiated by citizens and 12 thousand by businesses.
- Our figures show these 20 thousand online submissions saved 383 thousand euros on the users' side compared to personal paper based administration.

3. Key success factors

- User friendly service provided a one-stop shop portal covering the Hungarian Police
- Full online transactionality with the use of pre-filled online forms and e-payment integrated in the process where necessary;
- Centrally provided e-administration services of the Hungarian Police based on unified back-office systems and reusing the centrally provided building blocks

4. More information

More information can be found at: <https://ugyintezes.police.hu/>

Hungary: e-Municipality Portal

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Key enablers

Life event

Business Start-Up, Regular business operations, Owning and driving a car, Family life

1. Good practice description

The e-Municipality Portal (E-önkormányzat Portál) provides a single point of contact to all e-government services provided by the local governments connected to the Municipality ASP service (more than 99% of the 3200 Hungarian local governments). The Municipality ASP provides online form templates for publication by the municipalities themselves, and the Portal itself provides access to these services. The Portal's services make use of the centrally provided building blocks, like e-identification, e-authentication, e-delivery, pre-filling of personal data (once-only), follow-up of cases, etc. As a latest development e-payment has been also introduced in March 2020, so clients can already pay their dues online for all municipalities related to their activities. The Portal's design is aligned to the renewed national point of single contact portal, Magyarország.hu, and SSO between them provides a seamless user experience.

2. Benefits

- In 2019, when the service became available for almost all Hungarian municipalities, more than 250 thousand cases have been initiated via the portal, which is constantly growing: in the first three months of 2020 the number of cases initiated exceeded 115.000, which is an 84 percent increase compared to last year's figures.
- The maintenance costs of the central solution are lower than previous solutions, based on silos. (The whole Municipality ASP service saves around ~12 million euros yearly on 2018 prices compared to their previous administrative software solutions – however, the exact savings generated by the e-Municipality Portal cannot be measured separately, since the majority of local governments has not provided any e-government services previously.

3. Key success factors

- All municipality e-government services are available on a single platform which makes easier to access local digital public services for the users regardless of their location
- User friendly one-stop portal, pre-filled intelligent online forms that can also be saved as draft to continue later, and e-payment is also provided where necessary.
- Integrates the whole range of Hungarian building blocks, and provides the necessary data connections with the most important base registries, and besides the client-side services, integrated back-office support is provided by the Municipality ASP system, therefore, the duration of administrative procedures has become shorter than before.

4. More information

More information can be found at: <https://e-onkormanyzat.gov.hu/>

Hungary: The new central e-government portal Magyarorszag.hu

Top-level benchmark / Action Plan Principle

User centricity, Key enablers

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

The Hungarian point of single contact portal Magyarorszag.hu has been renewed, and after a test period it has been launched live at the end of February 2020 replacing the old portal. The new portal provides a modern, user-friendly interface for a simpler and more convenient way to use digital public services. The structure of the site and the information provided has become clearer as the services are structured based on life events. There are also personalisation options (favourites and calendar) and clients can access their e-delivery Digital Posts via the portal; furthermore, powers and mandates can be set in the so-called disposition registry. The portal provides built-in support for intelligent online forms and for integrated applications as well, but services available on other public administration portals or e-government systems are also available directly from the new portal. The portal is mobile friendly.

2. Benefits

- More than 900 public administration services are available on the Portal.
- For more than 110 services intelligent online forms are available on the Portal. Other services are either available via built-in applications or older electronic form technology, or via the separate own services of public administration bodies.

3. Key success factors

- All important public administration services are available in one place, and the new structure has been well received by the users.
- Integrated, centrally provided building blocks provide interoperability with the different services published.
- Mobile friendliness facilitates the access to the information and services published on the Portal.

4. More information

More information can be found at: <https://magyarorszag.hu/>

Iceland: The National Portal of Iceland

Top-level benchmark / Action Plan Principle

User centricity, Transparency, *Openness* & transparency

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

The national portal, Ísland.is, holds references to digital services that is spread over websites of all public organisations in Iceland. Each service is displayed as an information box on the front page of the portal. There are also clear search options to help users find the services they need. In April 2020, there are about 700 service references on the site and more to come. When a user finds the service he/she is looking for he/she can click on the relevant information box and the portal redirect him/her to the appropriate service page. This functionality provides users a clear and convenient way to find services related to all kinds of life events.

<https://island.is/>

2. Benefits

- In March 2020 there were 129000 users on Ísland.is which are 36% of the population of Iceland that has about 360000 inhabitants.
- Currently there are 293 digital processes directly accessible from the portal which saves thousands of users a lot of time and effort. For example . the process that allows users to get their criminal records digitally saves 13000 visits to the sheriff.

3. Key success factors

- Users find services regardless of which organization provides it.
- Users can search in one place, filter by category / organization (in the direction of live events), and whether one is looking for services as an individual or company.

4. More information

More information can be found at:

<https://island.is/um-island-is/>

<https://island.is/>

Iceland: MyPages for jobseekers and employers by Directorate of labour

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Inclusiveness and accessibility, *Openness* & transparency, Trustworthiness & Security

Life event

Losing and finding a job, Regular business operations

1. Good practice description

The Directorate of labour has a fully digitized registration and payment process that is constantly under improvement based on the needs of their users. The MyPages solution has proven to be both usercentric and flexible. In the Covid-19 crisis the agency had to add several services to their catalog to administrate the Icelandic governmental Covid-19 help regarding the possibility to shrink the job rate of employees during the crisis.

The system is made of MyPages for jobseekers and employers and a backend administration space for the agency. Every part of the system includes the relevant features that the appropriate user groups need.

<https://innskraning.island.is/?id=vmst.is&design=true>

2. Benefits

- Number of users are in line with the unemployment rate in Iceland at any given time. In January 2020 there were 9600 registered unemployed at the agency and thus users of the system.
- Users in time of COVID-19. At April the 3rd 2020 29000 workers were registered as users seeking part time benefits plus all their employers who are several thousands. The total amount of users (jobseekers plus employers) in April 2020 are around 45000 or 13% of the population.
- The MyPges solution saves a huge amount of manpower for The Directorate of labour and a lot of time and effort for every single of those 45000 users. In total enourmous savings for the community.

3. Key success factors

- The process is fully digital.
- The system provides services to all that relates to the process, i.e. jobseekers, employers and authorities.

4. More information

More information can be found at:

- <https://innskraning.island.is/?id=vmst.is&design=true>
- <https://www.vinnumalastofnun.is/en>

Iceland: The Digital Company Register by Iceland Revenue and Customs

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Inclusiveness and accessibility, *Openness* & transparency, Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations

1. Good practice description

The registration of new companies and the administration of registered companies has been fully digital since 2018. According to new Icelandic laws all legal entities engaged in business operations in Iceland or registered in the Icelandic company register must register their real owners and their roles before 2020. This Act of registration came into effect medio 2019 which meant that 60000 companies had to perform this registration in a short time. The Icelandic company registers fully digital solution was expanded to manage the registration in successful and timely manner.

<https://innskraning.rsk.is/>

2. Benefits

- The users of the solution are the owners of all companies in Iceland which is about 60000.
- The users have been spared all kinds of effort that comes with formal manual registration such as going to the registration office, making certificates and signing various confirmations. In this case all solved with digital registration and authentication.

3. Key success factors

- The Company registers digital base solution was scalable and adapted to changing needs.

4. More information

More information can be found at:

- <https://www.youtube.com/watch?v=8V7NeaUEdBg>
- <https://leidbeiningar.rsk.is/frodi/?cat=183&id=23735&k=6>
- <https://www.rsk.is/um-rsk/frettir-og-tilkynningar/frettatilkygning-vegna-skraningar-raunverulegra-eigenda>

Italy: IO

Top-level benchmark / Action Plan Principle

User centricity, Transparency;

Once only principle, Inclusiveness and accessibility, *Openness* & transparency, Interoperability by default, Trustworthiness & Security.

Life event

Family life

1. Good practice description

IO is an app for the public services: a single and mobile touch point for all the public administrations digital services. Every Public Administration will offer citizens customised public services, through an easy-to-use single, shared platform.

IO stems from citizens' needs, working with the operators of each service for integration into the app. To set priorities, the services have been organised on the basis of how many people could actually use them, and how often they impact upon daily lives.

2. Benefits

- Fast and secure identification through mobile which enable the citizens to share feedbacks
 1. Secure identification via SPID
 2. citizens shared hundreds of feedbacks, reports of bugs and requests of new functionalities
- Reducing time queuing in the public offices, allowing direct communication PA-citizens
- Easy to use and guaranteeing instant payments to the public administration through several entities (Bancomat Pay, Paypal, Satispay, etc) integrated with pagoPA payments' platform
- Services available for small and big municipalities, currently under further expansion:
 1. Public administrations taking part in the closed-beta testing phase: more than 7 national and regional entities, and more than 8 large and small municipalities
 2. The first Open-Beta version of IO will be available on app stores online (iOS and Android) on April 2020

3. Key success factors

- Secure identification
- One channel to contact (all) citizens directly
- Instant mobile payments
- Enhanced service visibility

4. More information

More information can be found at: <https://io.italia.it/>

Italy: pagoPA

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Key enablers;
Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness & transparency*,
Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Family life

1. Good practice description

PagoPA is the centralized platform for public administration's digital payments. The law requires that all payments, due in any capacity, in favour of the public administration, including micro payments, must transit exclusively on the pagoPA node. The system provides that the public administration and the PSP/IP are interconnected and enabled to operate on the basis of standards without having to stipulate multiple agreements. This enables a complete paradigm shift. Thus, pagoPA developed a new, standardized mobile user interface, including innovative and non-traditional payment solutions (i.e. PayPal, Satispay, Bancomat Pay, etc).

2. Benefits

- Increasing use of PagoPA as the main payment platform:
 1. 94% growth rate of transaction of the months before the current one in comparison with the same months of last year
 2. From 13.293.759 transactions on December 2018 to 52.118.932 transactions on December 2019 for a total amount of 87.973.498 transactions on March 2020
 3. From € 2.018.545.352,00 payments value on December 2018 to € 8.341.577.787,00 payments value on December 2019 for a total amount of € 14.165.504.899,00 payments value on March 2020
- Current and future trends:
 1. The expected growth in transactions is about 112.351.945 by the end of 2020, 224.703.889 by the end of 2021
 2. The expected growth in payments value is about 17.554.203.789,58 € by the end of 2020, 35.108.407.579,16 € by the end of 2021

3. Key success factors

- Increase the use of electronic payments
- Allowing citizens to choose how to pay, transparent commission fees
- Reducing the costs of takings management for the public sector
- Standardizing electronic payment methods towards the public sector on a national scale

4. More information

More information can be found at: <https://www.pagopa.gov.it/>

Italy: Electronic Health Record (Fascicolo Sanitario Elettronico)

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Key enablers;

Once only principle, Inclusiveness and accessibility, *Openness* & transparency, Cross-border by default, Interoperability by default, Trustworthiness & Security

Life event

Family life

1. Good practice description

The Electronic Health Record (FSE) represents the infrastructure on which to integrate all the services aimed at citizens: online reservations, payments, dematerialisation of clinical documentation, drug management, collection of reports and medical records to give some examples. On the other hand, the FSE represents a very powerful tool for sharing information between healthcare professionals, as well as a certified information heritage. The FSE is structured and coded uniformly throughout the national territory in order to be available for the purpose of government and programming.

2. Benefits

- FSE's infrastructures have been developed in all Italian regions and more than 70% of the structures supply them continuously and with standard formats
- The FSE counts over 270,510,691 records, equal to 63% of the total, while in 18 regions out of 21 the percentage is well above 80%
- 23% of citizens gave consent to allow the system to import their information on the FSE for a total of 13,393,126 clients
- More than 804.533.181 recipes potentially loadable on the FSE (at present the recipes loaded on the FSE are 433.078.609 from SAC and 93.715.927 from SAR)
- Guaranteed European interoperability of the Patient Summary and ePrescription-eDispensation, through the interconnection with the European infrastructure and the National Contact Points for eHealth (NCPeH - National Contact Point for eHealth) of the various Member States

3. Key success factors

- dematerialising health documents, with the aim of increasing the efficiency of the health service itself
- reducing public expenditure and using the available resources more efficiently.
- increase the accessibility of information and services to all parties involved

4. More information

More information can be found at: <https://www.fascicolosanitario.gov.it/>

Malta: Process and Information Transparency

Top-level benchmark / Action Plan Principle

Openness & Transparency, Transparency, User Centricity

Life event

Small Claims Procedure

1. Good practice description

The eCourts portal is a 'mobile first' website that provides a digital view to the workings of the Judicial process to both legal professionals and citizens (as litigants).

- Legal professionals – have access to Civil Cases, Court Acts, Warrants of a civil nature such as warrant of seizure and additionally are provided with access to a log of all electronic notifications and emails sent to them by the Courts systems.
- Citizens – have access to the MyActs that allows them to view all Acts filed in their name, and additionally follow the notification process thus allowing them to be informed of the progress done in the service of the documents by Court Marshalls. MyCases gives access to their civil case details and the digitized case file documents, in effect creating 'a digital case file in your pocket'.

The site allows litigants to register for Mobile Notifications. This service allows citizens to be electronically kept abreast with their civil case sittings and informed of any case deferrals. Citizens can also Pay Court Fines electronically and this provides an easy method for those citizens facing financial difficulties to pay these fines in monthly installments.

2. Benefits

- The eCourts online service facilitates and possibly expedites Courts processes as information is available digitally and therefore without the need to be physically present in the Courts to gain access to it;
- Citizens have unencumbered access to their digital civil case file, therefore allowing them to have better visibility and insight to the proceedings;
- Having better visibility, citizens are now in the 'driving seat' and no longer totally dependent on their legal professionals to drive their cause forward.

3. Key success factors

- The Citizen services increase the transparency of the process and allows them to positively influence the disposition time of the case
- The Mobile Notifications will improve the attendance rates and hasten the Court proceedings
- Electronic Payment of Court Fines facilitates the staggered payment of fines and allows the citizen to view the residual dues, therefore reducing the number of fines that are converted into imprisonment

4. More information

More information can be found at: <https://ecourts.gov.mt>

Malta: User at the Centre of Service

Top-level benchmark / Action Plan Principle

User Centricity

Inclusiveness and Accessibility

Life event

Losing and finding a job

1. Good practice description

Jobs Plus, Malta's Employment Agency, has an award-winning web site - featuring an innovative job-matching system - is part of its commitment to enhancing and facilitating access to jobs and the labour market.

By offering interactive and dynamic functions, as well as a more personalised experience using customisable dashboards; jobseekers and employers can now enjoy an improved overall job-matching experience, which will also result in reduced recruitment costs for employers through an immediate and accurate online matching process.

2. Benefits

- 24/7 Availability of service;
- Customisable search for opportunities irrespective of whether one is seeking to change jobs or seeking new employment;
- Employers also benefit by being able to transact paperwork through the portal without the need of going to an office.

3. Key success factors

- Accessibility of information relating to job availability, legal requirements and on-line transaction;
- One-stop-shop for employment requirements (forms, procedures advice).

4. More information

More information can be found at: <https://jobsplus.gov.mt/>

Malta: Digital Only Services

Top-level benchmark / Action Plan Principle

User Centricity

Digital by Default (Driving license theory tests, Road & Driving license renewal)

Life event

Owning and driving a car

1. Good practice description

The Malta Transport Authority is Malta's air, land and sea transport regulator. The Authority's mission is to promote and develop the transport sector in Malta by means of proper regulation and by promotion and development of related services, businesses and other interests both locally and internationally.

Through its website one can access various services related to transport. Specifically, when it comes to owning and driving a car the authority provides sufficient information to assist the citizen through the process of getting a driving license or buying a car. Naturally one has to bear in mind that obtaining a driving license necessitates the prospective licensee to undergo training and examination which cannot be done online.

License renewal on the other hand can be done on-line. Vehicle registration and road-license renewal can be done on-line but through intermediaries for example through licensed vehicle importers or Insurance brokers.

2. Benefits

- Citizens and car importers have access to updated information which is available all the time;
- Renewal of licenses has been simplified by latching the process through third party insurance brokers. So, licenses can be renewed alongside insurance policies through insurance intermediaries;
- Car importers can register vehicle transfers themselves reducing bureaucracy and waiting time for their customers.

3. Key success factors

- Reduction in bureaucracy;
- On-line transactions for most services;
- Information available whenever required.

4. More information

More information can be found at: <https://www.transport.gov.mt/land-199>

The Netherlands: Measuring public service quality, developing and testing a new model using machine learning in the Netherlands

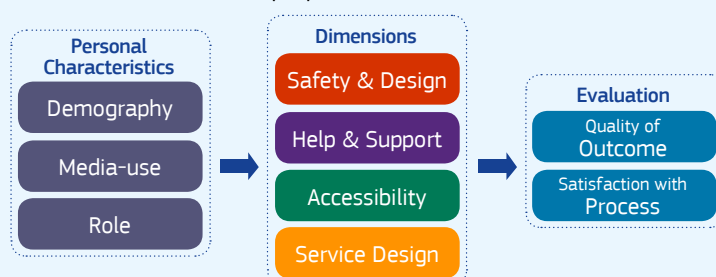
Monitoring public services

Life event

- This monitor measures experiences with service delivery around the most important life-events. Preselected respondents (about 3700) have answered the questionnaire. They answered both questions about a life-event they have experienced recently and questions about service delivery in general.

1. Good practice description

- To create relevant and timely insights regarding citizens' and businesses' evaluations of public service delivery and address changes, we developed a new service quality model.
- The evaluation of service delivery distinguishes two main results: the quality of the **outcome** (or "what") and the satisfaction with the **process** (or "how"). Eighteen variables which are clustered in four dimensions connected with the priorities of our Digital Agenda and the principles of the Tallinn declaration) feed these evaluations. In addition, we distinguish different types of respondents based on demography (age, education & gender), media use (such as the use of online channels) and peoples' role (citizen or business) and results in model.



2. Benefits

- This model is used to indicate the outcome of the questionnaire.
- By using the model it demonstrates that multiple outcome variables can co-exist and both are important.
- We have shown that outcome variables are influenced by different driving factors, and often these interact. As a result, one needs to consider not only which aspects of service delivery to target but also how these relate to overarching (strategic) goals, as well as how to measure both outcomes and underlying driving variables.
- Relatively new machine learning (ML) approaches overcome the obstacles of linear transgression models and therefore we decided to also ML. In doing so, we tested the models using gradient boosted decision trees. The result is an enrichment and interpretation of the data.

3. Key success factors

- Most surveys only measure how citizens evaluate certain aspects of service delivery. They do not measure what citizens find important. Our research shows that the combination yields much practical value and shows where to invest. (see enclosed paper)

4. More information

<https://www.rijksoverheid.nl/documenten/kamerstukken/2019/10/22/kamerbrief-over-voortgang-digitale-inclusie>

The Netherlands: Improve the services around life events

Top-level benchmark / Action Plan Principle

This approach is 'holistic' and touches on all the indicators

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

Intergovernmental cooperation was set up with relevant authorities to improve the services around important life events by an independent temporarily (communication) project. The 'customer journey' method is used to sign up experiences of users. Based on the results of the journeys proposals will be made with the responsible service providers. In 2019 three life events have been selected: "start as self-employed", "decease" and 'moving'. For citizens, fifteen checklists have been developed in connection to life events based on questions such as "What should I arrange if I have a child?" And "What should I arrange if I get married?" For entrepreneurs, checklists are available on Ondernemersplein for 109 situations.

2. Benefits

- By working with different authorities and organizations in evaluating the customers experience in a chain, there is more understanding for each other and the difficulties the citizens experience.
- In general service delivery is through different parts of government and forms a chain. Through this approach the collaboration and understanding of government partners between themselves has improved and actions to improve the services and the chain have more support.
- Inclusion and chances for all is the focuspoint. By working this way, the outcome of the evaluation can be, that certain digital services for special groups will never be good enough and they need a special non digital approach.
- Looking at the understandability of the 'official' language is a part of the evaluation.

3. Key success factors

- The needs of the users are the central focus point in this approach
- The use of understandable language for 'normal' people
- Special approaches and multichannel supply for specific groups.

4. More information

<https://www.digitaleoverheid.nl/dossiers/programma-mens-centraal/>

The Netherlands: Mijn Overheid and personal data management

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Cross-Border Mobility, Key enablers; or Digital by Default, Once only principle, Inclusiveness and accessibility, *Openness* & transparency, Cross-border by default, Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

- Those good practices have a more general effect on service delivery in general and not just the life event mentioned above.

1. Good practice description

Mijnoverheid and personal data management

- In July 2019 a policy letter was sent to Parliament with the ambitions on personal data management. The letter gives substance to intentions, outlined in the Coalition Agreement and NL DIGibeter (Digital Government Agenda). The letter announces the further development of the personalized environment 'MijnOverheid' into a place where citizens can view their personal data, through which they can have incorrect data corrected, and where they can have control over who they share their data with.

2. Benefits

- By offering personal data management citizens are more in control and can share data with other non-governmental organizations.
- Enabling citizens to share data with other non-governmental organizations can be helpful in life events based service delivery including public and private services.

3. More information

<https://mijn.overheid.nl/persoonlijke-gegevens-inzien/>

<https://www.rijksoverheid.nl/documenten/kamerstukken/2019/07/11/kamerbrief-visie-regie-op-gegevens>

Portugal: ePortugal Portal

Top-level benchmark / Action Plan Principle

User centricity, Cross-Border Mobility, Key enablers

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Studying, Family life, Losing and finding a job

1. Good practice description

On February 14, 2019, the ePortugal.gov.pt portal was launched, replacing both the Citizen Portal and the Entrepreneur's Desk. The portal is the aggregating website for public services, acting as a single digital gateway to access electronic public services for citizens and businesses.

Among other new features, the portal offers a natural language processing chatbot that helps users finding services and specific information on those services, and is being trained to act as a channel to actually perform those services.

2. Benefits

- Single point of contact for public services
- Increased findability of services
- Increased user experience, by increasing both usability and accessibility

3. Key success factors

- Centralised management of both the citizens' and the businesses' portals
- Strong articulation among public administrations
- Robust key enablers, such as interoperability, eID and eSignature, already in place

4. More information

More information can be found at: www.eportugal.gov.pt

Portugal: Digital Mobile Key

Top-level benchmark / Action Plan Principle

Key enablers, Cross-Border Mobility

Life event

Business Start-Up, Regular business operations, Moving, Owning and driving a car, Starting a Small Claims Procedure, Studying, Family life, Losing and finding a job

1. Good practice description

The Digital Mobile Key (DMK) is the National mobile eID & eSignature solution that provides a secure electronic authentication in both public and private sector website, and allows citizens to digitally sign documents in their capacity as citizens or as qualified professionals (e.g., as doctors, engineers, public officials).

The mechanism is quite simple, using a pin defined by the user and an OTP for each transaction.

Furthermore, the Digital Mobile Key eID scheme as now been notified to the Commission with a high level of assurance.

2. Benefits

- One secure mechanism for all websites
- Mobile centricity around service delivery
- Simple to use

3. Key success factors

- Good connectivity
- Widespread mobile phone usage
- Availability for both the public and the private sector

4. More information

More information can be found at: <https://www.autenticacao.gov.pt/a-chave-movel-digital>

Portugal: iAP - Interoperability Platform

Top-level benchmark / Action Plan Principle

Once only principle, Interoperability by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Moving, Studying, Family life, Losing and finding a job

1. Good practice description

iAP is a central, services-oriented platform providing shared tools that enable crosswise digital services and the exchange of data between different entities, ultimately leading to automated electronic services and

In order to answer its main goals, iAP was developed with several components:

- The Integration Platform (PI), acting as a central interoperability node with a catalogue of web services;
- The Payments Platform, that allows member organizations to make multiple payment methods available on their sites/portals.
- The SMS Gateway, for SMS exchange between the public administration and citizens, such as the ePrescriptions life-cycle.

2. Benefits

- Supports the once-only principle
- Enables the automated provision of services (for instance, for the attribution of benefits in energy bills, the number of beneficiaries rose from around 150.000 to over 800.000 after automation)
- More seamless public services (e.g., Portuguese citizens can change their address online, though a 3-step process using their eID card, and public administrations – and some private ones – are automatically notified.

3. Key success factors

- Solid databases from authentic sources of information
- Strong political support

4. More information

More information can be found at: <https://www.iap.gov.pt/>

Republic of North Macedonia: ENER

Top-level benchmark / Action Plan Principle

Openness & transparency

1. Good practice description

One of the key strategic priorities of the Government of the Republic of North Macedonia, remains to effective consultation with the stakeholders and more precisely, consultation which are clearly and effectively directed towards those affected by the regulation and measures. The Regulatory impact assessment (RIA) was introduced and implemented since 2009 as new form of governance improving inclusion, transparency and accountability of the public sector, while the public consultation E-portal, Single National Electronic Registry of regulations - ENER (www.ener.gov.mk) is the key mechanism based on RIA which enables stake holders to actively participate in creating legislation in partnership with the public sector.

2. Benefits

- This system was developed and a series of procedures for the public servants were designed and made obligatory as part of the legislation drafting process, whereby:
- enhanced transparency is achieved by making it legally binding to publish all law drafts and law change proposals of the government, in each phase of their preparation,
- simple, free-of-charge and direct active involvement for any company, civil society organization, media house or citizen, in the complete legislative and policy process and full access to all relevant documents which explain why the law, policy is being issued or amended, which impacts are expected on the society and what outcomes can be envisaged from the new legislation. Based on these data, the visitor can send proposals and comments for improvement of each draft document-legislation. Each comment is registered, published and answered with specific deadlines.
- ENER is directly connected with the “E-Government session” system, meaning that no law changes can reach a session without having been properly processed in the ENER with RIA Report (excluding those that are by law not subject to RIA).
- all comments shall be published without delay and replied within a specified deadline.
- ENER also serves as main source for the media of relevant information about the ongoing legislation projects of the government, without having to visit every single website of the Ministries or use alternative routes to obtain information.

3. Key success factors

- ENER includes all ministries and other government-level legislation creators. As a mechanism to bring different stakeholders together and use their expertise to the benefit of better regulations, the stakeholders gets actively engaged in the policy making process, while providing guarantees that their voice will be heard and adequately considered.
- In the period 2009-2012 the number of visits and comments was slowly rising reaching a total 29.000, while in 2013, after a series of education seminars and software improvements as well as promotional campaigns in the public, we had over 60.000 hits in one year. In 2014, ENER achieved over 90.000 hits and comments by all stakeholder communities, with a rising tendency in 2015 and over 2.360.482 in 2019 supported by continuous education seminars and promotional campaigns in the public.
- In the series of education trainings, over 1000 civil servants and more than 200 private and civil sector members became acquainted with the solution as well as the RIA procedures, guaranteeing an evidence-based and inclusive legislative process.

4. More information

More information can be found at: www.ener.gov.mk

Republic of North Macedonia: National e-Services Portal

Top-level benchmark / Action Plan Principle

User centricity, Once only principle, Inclusiveness and accessibility, *Openness & transparency*, Interoperability by default, Trustworthiness & Security

Life event

Studying, Family life, Losing and finding a job

1. Good practice description

The National e-Services Portal was launched in 2019, replacing the existing Portal with updated and upgraded Portal, available via desktop and mobile phones. It offers basic information about 707 services provided by the institutions, including responsible authority, deadlines and legal remedies, amount of administrative fees and charges, as well as payment details, data and evidence necessary for their issuance, distinction between the data and the documents that will be obtained ex officio and those that the citizens and legal entities will have to submit to the requests, and others, important for the citizens and businesses. All 707 published services are services for businesses and services for citizens, and they are categorized by: categories and sub-categories, life events, competent authority, alphabetical and other tags. Besides information on 707 services, it offers complete provision of 128 eServices only for citizens, including submission of a request, uploading evidences and documents, payment of fees and administrative taxes, receiveing online help and support and issuance of a valid eDocument. The 128 e-services are visible and clearly marked for the users.

2. Benefits

- “Always first in line, no more waiting!” is the slogan the Ministry of Information Society and Administration for its National e-Services Portal, offering information and e-services at one place from anywhere.
- The portal can be accessed by citizens by registering a single username and password.
- Besides getting the services that citizens need faster and saving their time, citizens can expect the portal to bring another considerable benefit, which is combat corruption.
- The Portal solution requires minor modifications and adjustments in order to provide e-services for businesses.

3. Key success factors

- One key component of the Portal is the Catalogue of Public Services, which is a register for managing data in a structured manner. There is data about 1289 services in total in the Catalogue. Remaining services from 707 should be verified before their publishment on the Portal. the Catalogue is accessible only for authorised public servants.
- The Portal closely relates with the National Central Population Register, offering Single-Sign-On for the citizens.
- Within the National e-Services Portal, a Single Sign-System (SSO) has been developed, as an independent component, which serves to maintain a single, unified profile for each user or service of the National Portal.

4. More information

More information can be found at: <https://uslugi.gov.mk/>

Republic of North Macedonia: e-Personal Tax

Top-level benchmark / Action Plan Principle

User centricity, Digital by Default, Once only principle

Life event

Regular business operations, Losing and finding a job

1. Good practice description

The e-Personal Tax Portal allows citizens to access a pre-filled Annual Tax declaration. Tax declarations are prepared based on set of data such as: data from the electronic calculations of the tax payers submitted through the ePersonal Tax portal; data from submitted calculations for the salary through the MPIN system (MPIN stands for Monthly Calculation of Integrated Collection); data received from third parties for previous year. Citizens only need to confirm or correct the completed annual tax return.

The portal was implemented launched in 2019 by the Public Revenue Office (PRO), with amendments to the Law on Personal Income Tax (Official Gazette of North Macedonia No. 190/2017), as legal basis. Implementation was supported by IPA 2012 PPF Project "Simplification of procedures for reporting and payment of personal income tax for taxpayers - individuals". The ePersonal Tax portal counts 697.513 registered and approved user profiles of natural persons on the e-PIT system (e-Personal Income Tax). In 2019, from 795.953 pre-filled Annual Tax Declarations, 626.491 were submitted electronically and only 6.420 were corrected by taxpayers.

2. Benefits

- Once only and Digital by default: Calculations for PIT are done by the system, using data managed by other authorities.
- Inclusive: Calculations are done for all the tax payers, so no tax payer is left with no PIT declaration.
- User-centric and on-time: Queues for submission of the declarations on the counters nationwide is avoided.
- Accuracy: Corrections of the submitted tax declarations are decreased.
- PRO is focusing on its key role – assessment and collection of taxes instead of unnecessary waste of resources
- Increased tax collection due to reduced number of undeclared income
- Significantly reduced time for data exchange with 3rd parties
- Promotes new methods for internal and external audit

3. Key success factors

- Excellent database for taxpayers, managed by the PRO.
- Support and effective cooperation with other competent authorities, in charge of data needed for calculations.
- Developed network of all organizations that perform different kind of payment operations with the authorities.
- Electronic communication with natural persons
- Decreased time for data processing

4. More information

More information can be found at: <http://www.ujp.gov.mk/en/vodic/category/538>

Republic of North Macedonia: MY-VAT application

Top-level benchmark / Action Plan Principle

User centricity Digital by Default, Once only principle

Life event

Starting a Small Claims Procedure, Losing and finding a job

1. Good practice description

A "MYVAT" (MojDDV) application for submitting fiscal accounts by citizens has been developed for scanning the bar code from the fiscal bills which citizens can download from the Playstore and Appstore since 1 July 2019.

Legal basis is the Law of Return of a Part of the Value Added Tax on Individuals, which regulates the conditions, manner and procedure for exercising the right to return part of the value added tax expressed in the fiscal accounts of individuals. This legal solution gives the citizens of Republic of North Macedonia the opportunity to refund 15% of the total amount of VAT expressed in the fiscal accounts for each quarter. The purpose of the Law on Returning Part of the Value Added Tax on individuals is to reduce tax evasion in the country. The user profile of the ePersonal tax portal is used for registering in this system and on 31 December 2019, 213.055 citizens were registered. Until then, 52.191.539 codes from fiscal bills were submitted.

2. Benefits

- Reducing tax evasion in the country.
- Financial benefit for citizens
- New methods to report irregularities
- Increased number of electronic system users

3. Key success factors

- Excellent database for taxpayers, managed by the PRO.
- Legal obligations for issuing fiscal bills with QR codes from all participants in the economic trade, for each trade.
- Level of mobile usage in the country.
- Increased collection of VAT
- Increased number of reported irregularities

4. More information

More information can be found at: <http://www.ujp.gov.mk/mk/javnost/soopstenija/pogledni/711>

Romania - RO-NET Building broadband internet access to boost the economy

Top-level benchmark / Action Plan Principle

Once only principle

The project supports the deployment of both eGovernment and eCommerce services for the Digital Single Market.

Life event

Regular business operations

1. Good practice description

Major ICT investment in Romania is to generate a backhaul network to expand broadband internet access, benefiting residents, businesses and public authorities, while at the same time reducing the digital gap between urban and rural areas.

2. Benefits

- The initiative focuses on 783 out of 2 268 localities throughout Romania known as “white areas”, where there is neither electronic access communication networks, nor electronic distribution communication networks
- Those selected 783 localities have been divided into seven lots for the implementation of the project, which will ultimately result in some 400 000 residents, 8 500 businesses, and 2 800 public institutions gaining access to an internet broadband

3. Key success factors

- RO-NET is combining new infrastructure and local assets
- The project outputs include two network management centres, 3 265 km of fibre optic distribution network and four new distribution towers. The Project Implementation Unit facilitate the full implementation of the construction phase of the project

4. More information

More information can be found at:

https://ec.europa.eu/regional_policy/en/projects/major/romania/ro-net-building-broadband-internet-access-to-boost-the-economy

<https://www.comunicatii.gov.ro/proiecte-in-implementare/>

Romania: A National System of Management for Disability

Top-level benchmark / Action Plan Principle

Once only principle

The project supports the development of the eGovernment services for the Digital Single Market.

Life event

Regular Business Operations

1. Good practice description

This project facilitates the access to actual data on children with different types of disabilities (for social policies – Business, Economic).

2. Benefits

- A Centralized National Platform to collect, keep and distribute information for Disability Certificates
- These Disability Certificates would be posted for online validation for payments designated to children and or youths with particular Types and Levels of Disabilities in accordance with the objectives of the new European Commission

3. Key success factors

- Create bidirectional interfaces that would be used in the appropriate future for eGovernment services

4. More information

More information can be found at: <https://www.comunicatii.gov.ro/proiecte-in-implementare/>



Romania: Integrated Informatic System to Provide Civil Documents

Top-level benchmark / Action Plan Principle

Once only principle

The project supports the development of the eGovernment services for the Digital Single Market

Life event

Regular business operations

1. Good practice description

The project is transforming the system of submission of the requests for registering and effectively providing civil documents, as well as the implementation support necessary to develop and access electronic services which are supported through basic information on civil state.

2. Benefits

- Online services which rely on civil documents
- Stress the relevance of civil documents for online Life Events

3. Key success factors

- Allow different categories of end users to benefit of online services which rely on civil documents.

4. More information

More information can be found at: <https://www.comunicatii.gov.ro/proiecte-in-implementare/>



Romania: System of Technological Interoperability with European Member States - SITUE

Top-level benchmark / Action Plan Principle

Once only principle

The project supports the development of both the eGovernment and eCommerce services for the Digital Single Market.

Life event

Regular business operations

1. Good practice description

The project will build the eIDAS Node for Romania and will realize its interconnection with eIDAS Nodes of other Member States - based on the activity of the e-services providers from Romania.

2. Benefits

- The project will ensure the national and crossborder authentication of different end users which are using e-government and/ or e-commerce services

3. Key success factors

- The project will test the possibility to interconnect the eIDAS Nodes of Romania with similar European structures

4. More information

More information can be found at: <https://www.comunicatii.gov.ro/proiecte-in-implementare/>



Slovenia: Electronic Sick Leave (eBOL)

Top-level benchmark / Action Plan Principle

Digital by Default, Once only principle

Life event

Regular business operations

1. Good practice description

Health Insurance Institute of Slovenia and Ministry of Public Administration have together developed an integrated solution called “**Electronic Sick Leave (eBOL)**”. Before, personal doctors issued a written sick leave certificate to the employee and the employee had to deliver this certificate to his employer and the employer used this certificate for reimbursement claim against Health Insurance Institute. The new solution digitalized the process, information is now shared between doctors, employers and health insurance without an active role of the employee. Slovenia Business Portal SPOT is used as a platform for information exchange, employees have insight into their own data in the health insurance portal.

2. Benefits

- The solution means radical simplification for employers, for employees, for personal doctors and for health insurance institute, estimated savings for all stakeholders included are 11.5 M EUR yearly.
- Automatic data entry reduces error risks and speeds-up time.
- Transparency is improved, the employers and employees can anytime access their past sick leave data by using the Business Portal SPOT and health insurance portal.

3. Key success factors

- Health Insurance Institute has been optimizing the processes in the health sector for several years and the sick leave certificates were recognized to have high potential for improvements.
- All the employers already had the necessary equipment and digitalized processes, they must do their taxes electronically.
- Slovenia Business Portal SPOT is well established, it processes all the company registrations and compulsory social contributions / insurances.

4. More information

More information can be found at: <http://eugo.gov.si/en/running/employees/absence-from-work/electronic-certificate-of-excused-absence-from-work/>

Slovakia: Stop bureaucracy / Public administration level

Top-level benchmark / Action Plan Principle

Once only principle

Life event

Business start-up, Regular business operations, Studying, Family life, Losing and finding a job

1. Good practice description

Once only principle, in Slovakia called “Stop bureaucracy”, means that citizens will no longer have to obtain and deliver certificates/statements/confirmations to the public authorities within their proceedings. The authorities are obliged to obtain these from the electronic government registries via specialized web portal named OverSi accessible only from Govnet www.oversi.gov.sk (Over Si means “Check it”). Program is implemented in so-called “waves”: Quick wins – the 1st and 2nd waves – were already adopted and implemented, the 3rd wave of the amendment is currently in the legislative process. The first wave consists of 5 types of statements from various registries while the second wave added another 12.

Following the amendment, the list of documents that citizens and businesses had to to the public authorities within their proceedings was further reduced by eight.

2. Benefits

- Statistics as of February 2020 (<https://datalab.digital/dashboard-graf/>):
- 11,5 mil.€ saved for people (in the costs savings in fees, travel costs andSpain: mi DGT755000 of statements/confirmations obtained electronically on the portal (instead of receiving paper version)
- 28000 accesses to the portal by the public administration employees

3. Key success factors

- Costs savings (paper, money and time)
- Fast (almost instant) results in obtaining required infoSlovakia: Stop bureaucracy / Public administration levelhort technical breaks)

4. More information

More information can be found at: www.stopbyrokracii.sk

Slovakia – Stop bureaucracy / Citizens' level

Top-level benchmark / Action Plan Principle

Once only principle

Life event

Studying, Family life

1. Good practice description

Parents and students no longer need to obtain the confirmation of the status of a student from the schools/universities and provide it to the private companies in order to get free/discount services (transport companies, banks, etc.). Employees of private companies can get required statement through web portal www.potvrdeniaonavsteveskoly.sk. The portal provides a possibility to verify whether a person is a pupil or student at any of the schools/universities in Slovakia. Verification, including confirmation, can be obtained by entering only birth number of a person.

2. Benefits

- Costs, time and paper savings
- Fast solution

3. Key success factors

- Costs savings (paper, money and time)
- Instant results in obtaining required information
- Online environment/ virtual 24/7 service

4. More information

More information can be found at: www.potvrdeniaonavsteveskoly.sk

Spain: mi DGT

Top-level benchmark / Action Plan Principle

User centricity, Digital by Default

Life event

Moving, Owning and driving a car

1. Good practice description

The General Directorate of Traffic makes a free app available to citizens to carry driving licenses and vehicle documentation in digital format on your mobile. This digital permission on mobile has the same legal validity as in physical format but only in national territory. That means, it will not be necessary to carry the driving license on paper so we can present our digital card to the Traffic agents. The digital card will be updated and synchronized with the DGT's server. To facilitate consultation and verification, it will include a QR code.

miDGT centralizes all your information and manages the DGT on your phone as it also incorporates notifications as well as advice on road safety campaigns. In the future it will allow access to a whole series of procedures that can now be managed on the Traffic website, such as paying fees and fines, renewing your card, registering and transferring vehicles, requesting prior appointments at the Traffic offices, checking our balance of points, etc

2. Benefits

- Improve interaction with citizens. During the first four days of operation, 170,000 people have accessed their digital driving license and their vehicle data
- It is a personalized service. 50,000 people have updated their contact information to receive alerts from the DGT
- Allows mobility of citizens.
- It could be a first step to create a verifiable credential and building a cross-border service on the European EBSI network.

3. Key success factors

- Although there are other countries that allow the vehicle permit and docuSpain: mi DGTbe carried digitally, miDGT is the first app in Europe that incorporates other electronic services, such as receiving alerts of interest and relevant news on traffic and road safety
- It promotes driving safety since the citizen knows their infractions in real time
- The traffic agents have access to updated data

4. More information

More information can be found at:

- <https://youtu.be/1msrT2u23jo>
- http://www.dgt.es/es/prensa/notas-de-prensa/2020/Ya_se_puede_llevar_el_permiso_de_conducir_en_el_movil.shtml

Spain: textualización de las vistas

Top-level benchmark / Action Plan Principle

User centricity, Transparency, or Digital by Default

Life event

Starting a Small Claims Procedure

1. Good practice description

A system of automatic generation of text documents from recordings of trials and court appearances. It facilitates the search, location and access to the documents by using key words. It is a system based on artificial intelligence that recognizes different accents, among other functionalities, to consult the texts, create labels or search for keywords.

The system has been in the “learning” stage in the courtrooms from Cuenca.

2. Benefits

- Currently, the system is in the learning and evaluation period
- It will serve as “aid” to the courts, prosecutors and all the officials of the Administration of Justice
- Transcripts will be more accurate

3. Key success factors

- It will represent an enormous saving of time in the trials
- Avoid interpretation errors in transcripts

4. More information

More information can be found at:

<https://twitter.com/justiciagob/status/1196770713190965248>

<https://www.mjusticia.gob.es/cs/Satellite/Portal/es/ministerio/gabinete-comunicacion/noticias-ministerio/justicia-lanza-tres-nuevas>

Spain: INPLANTALARIAK

Top-level benchmark / Action Plan Principle

Digital by Default

Life event

Business Start-Up

1. Good practice description

INPLANTALARIAK provides advice and implementation of Teleworking to freelancers and SMEs. The objective is to support them in the use of technology, so that they are allowed to continue their activity, or part of it, from their home.

This free service is provided electronically by a team of technology advisors with extensive experience in business. This gives them valuable knowledge on how to efficiently implement teleworking with guarantees and security.

2. Benefits

- Raise awareness in the use of ICT. More than 8,000 participants have been advised as such. 24% of participants are companies in the industrial sector working in Industry 4.0.
- More than 7,000 micro-companies have been advised and more than 94,000 ICT solutions have been implemented in the form of thematic workshops and on-site visits to companies
- 50%of participants have improved customer service by introducing technologies.

3. Key success factors

- Providing an online catalog of more than 300 technological ICT solutions to freelancers and SMEs.
- Integrating ICT in microenterprises' business processes in an agile way and with the least possible effort.
- Continuous evolution and analysis of satisfaction.

4. More information

More information can be found at:

<https://www.spri.eus/euskadinnova/es/portada-euskadiinnova/soluciones-para-micropymes/587.aspx>

Switzerland: eMovingCH

Top-level benchmark / Action Plan Principle

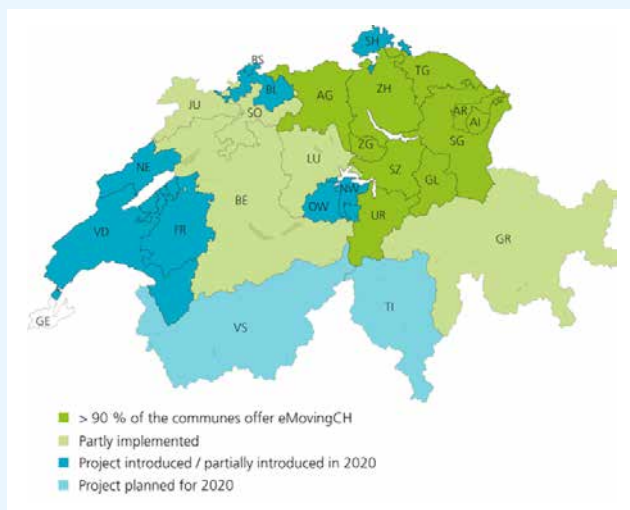
User centricity, Key enablers; or Digital by Default, Once only principle, Inclusiveness and accessibility

Life event

Moving, Family life

1. Good practice description

The goal of this service is to offer electronic relocation notification throughout Switzerland. The map of Switzerland below shows that further cantons are planning to introduce eMoving in cooperation with the communes in 2020.



As per February 2020

Responsible organisation: eOperations Schweiz AG.

2. Benefits

- The service can be used from any location.
- It reduces administrative burden for citizens.
- It is time- and cost-efficient.

3. Key success factors

- As a standard, the eMoving portal takes account of a reference model and is implemented with the residents register solutions used by the municipalities.
- eMovingCH is already in productive use in several cantons and their communes. Every day, more than 150 residents use the eMovingCH portal to report their move electronically.
- In the eGovernment competition of Germany, Austria and Switzerland, the project eUmzugCH won the silver medal in the category Best Cooperation Project 2018 and second place in the public voting.

4. More information

More information can be found at: www.eumzug.swiss/eumzug/#/globa

Switzerland: EasyGov.swiss

Top-level benchmark / Action Plan Principle

User centricity Digital by Default, Once only principle, Inclusiveness and accessibility

Life event

Business Start-Up, Regular business operations

1. Good practice description

With EasyGov, the Confederation, cantons and municipalities want to support companies in Switzerland in this endeavour. EasyGov makes the necessary administrative operations easy, fast and highly efficient. The secure and reliable platform enables electronic processing of authorization, application and reporting procedures in one place. Furthermore, the platform helps with finding one's way around, showing which authorities may still need to be contacted in any given situation.

Responsible organisation: State Secretariat for Economic Affairs (SECO)

2. Benefits

- About 16'460 companies are registered on EasyGov.swiss
- It simplifies the exchange between businesses and administrations, and reduces the administrative burden of companies and authorities.
- At present (January 2020), 27 services are available on EasyGov. The range of government services is to be greatly expanded during the 2020-2023 legislative period.
- EasyGov relieves burdens and saves costs and time - for both companies and the authorities.
- Trustworthy

3. Key success factors

- Access is simple and there is no need to know which governmental authority is responsible.
- EasyGov does not compete with any private-sector offerings; it restricts itself to government processes or other government offerings and does not provide a service desk. On the platform, companies can manage all the administrative procedures offered via a single account (single sign-on) with uniform user guidance.
- Regularly required company data such as the commercial register number or address data need to be entered only once or can be imported from registers (once-only principle).

4. More information

More information can be found at: www.easygov.swiss/easygov/#/

Switzerland: signature validator

Top-level benchmark / Action Plan Principle

User centricity, Key enablers; or Digital by Default, Once only principle, Inclusiveness and accessibility, Cross-border by default, Trustworthiness & Security

Life event

Business Start-Up, Regular business operations, Starting a Small Claims Procedure

1. Good practice description

At present, the recipients of official, electronically signed documents from the Federal Administration have the option of checking signatures using the signature validation standard service (validator.ch). This service is already in use. It should now be established throughout Switzerland.

2. Benefits

- In 2018 the signature validator was used almost 300'000 times

3. Key success factors

- The signature validator has been in operation in the pilot canton of Zug since the beginning of 2017. This enables the recipients of electronically submitted and electronically signed PDF documents from the canton of Zug to verify their authenticity and integrity.

4. More information

More information can be found at: www.openegov.admin.ch/egov/fr/home/produkte/validieren.html

Turkey - Educational Informatics Network (EBA)

Top-level benchmark / Action Plan Principle

User centricity, Inclusiveness and accessibility

Life event

Studying

1. Good practice description

Educational Informatics Network (EBA) is an online social education platform developed by the Ministry of National Education. EBA is developed based on artificial intelligence for ensuring the access of students to qualified education contents and the professional development of teachers. The contents for all levels and courses are available through EBA in line with the curriculum structure of the Ministry of National Education. All students can benefit from distance learning free of charge with more than 37 000 rich, reliable and interactive contents and more than 1 600 courses presented to the use of students of all levels and teachers.

2. Benefits

- Online education allows students to improve themselves outside of school
- Enables students to continue their education by providing online training opportunities in their pandemic times

3. Key success factors

- Internet penetration
- All stakeholders contribute to the training content
- Adaptation of teachers, students and parents to the discipline of online education system

4. More information

More information can be found at: <http://www.eba.gov.tr/>

Turkey - Electricity / Natural Gas / Mobile Line Subscription

Top-level benchmark / Action Plan Principle

User centricity, Digital by Default, Inclusiveness and accessibility

Life event

Moving, Family life

1. Good practice description

Individuals are able to apply natural gas, electricity subscription or termination via eGovernment gateway.

Within the scope of the electricity subscription procedures performed by the 21 distribution companies operating Turkey, individual subscription application, individual subscription termination application, querying debt and the payment information procedures can be realized through the eGovernment Gateway.

Natural gas subscription application for a household having a natural gas connection without an active subscription can be made to the relevant institution by means of the 72 natural gas distribution companies operating in Turkey.

Mobile Line Application; Individuals can perform the subscription procedures through the eGovernment Gateway without the necessity to contact GSM operators.

- Electricity Subscription
<https://www.turkiye.gov.tr/arama?aranan=elektrik+abonelik+basvurusu>
- Natural Gas Subscription
<https://www.turkiye.gov.tr/arama?aranan=dogalgaz+abonelik+basvurusu>
- Mobile Line Subscription
<https://www.turkiye.gov.tr/arama?aranan=mobil+hat+abonelik+islemleri>

2. Benefits

- Reducing the process and labor
- Cost, time and paper effectiveness
- User-driven approach that leads to greater user satisfaction

3. Key success factors

- 24/7 available – no visit at authorities necessary
- Holistic approach to understanding processes

4. More information

More information can be found at: <https://www.turkiye.gov.tr/>

Turkey - Single Window System

Top-level benchmark / Action Plan Principle

User centricity, Once only principle

Life event

Regular business operations

1. Good practice description

Single Window System is a system ensuring the procurement of the documents requested during the customs transactions from a single point and maintenance and finalization of the customs transactions through the application to be made to a single point. The System allows the individuals who are liable to receive permission and approval for the import and export transaction to fulfill this liability by applying to a single point and receiving the response to their application from the same single point. Thanks to the system, the obligants provide the documents necessary for their application through a single point. If positive result is obtained following the application, the information presented by the obligant are shared electronically among the stakeholders concerned in foreign trade transactions and the repetitive provision of the same information by the obligant is therefore prevented.

2. Benefits

- Documents, controls and permits issued by different institutions and related applications have been standardized
- Applications to public institutions and organizations related to customs procedures can be followed in a single and standard way
- All permit documents are produced only in electronic environment and processed on secure systems. For this reason, it has become impossible to prepare fake documents and use them in customs procedures

3. Key success factors

- Develop, test and improve by cooperating with relevant stakeholders

4. More information

More information can be found at: <https://gumrukrehberi.gov.tr/sayfa/tek-pencere-sistemi>

Turkey – İŞKUR The Easiest Way Of Employment

Top-level benchmark / Action Plan Principle

User centricity, Transparency, Once only principle, Inclusiveness and accessibility, *Openness & transparency*

Life event

Regular business operations, Losing and finding a job

1. Good practice description

ISKUR website offers job seekers the opportunity to create a personalized digital profile that covers their personal details, education, employment history, key skills and the type of roles they're interested in. It gives employers the option to create their vacancy profiles covering the academic background, skills, experience and job type required for their vacancy. The portal matches job seekers with vacancies and vice versa through their skills and competencies. Both job seekers and employers can refine their searching criteria instantly whilst allowing them to have a matching result instantly, providing the option to identify skills.

2. Benefits

- Jobseekers and employers enjoy an overall job-matching experience
- Reduced recruitment costs for employers through an immediate and accurate online matching process
- Promoting workforce development
- Offering interactive and dynamic functions

3. Key success factors

- Enhancing and facilitating access to jobs and the labour market
- Providing local jobseekers and employers with successful and rewarding work experiences by empowering, assisting and training jobseekers
- Assisting employers in their recruitment and training needs

4. More information

More information can be found at: <https://www.iskur.gov.tr/en>

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